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Governance Strengthening Project (Taqadum)

Quarterly Performance Report (Y3Q2)

January 1, 2014 – March 31, 2014

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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	Nahiya Council

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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 second quarter of FY2014 from January 1, 2014 to March 31, 2014.

Iraqi Prime Minister Nouri Al-Maliki delivering his remarks during Taqadum's Expo Conference on Developing a Roadmap for Implementing Law 21, as Amended.

In the quarter ending March 31, 2014, Taqadum achieved breakthroughs in multiple program elements, advanced programming in others, and consolidated gains in its remaining interventions.

The highlight of the quarter was bringing the issue of decentralization into the public domain in a way that has never previously been done in Iraq. On January 12, 2014, Prime Minister Nouri Al-Maliki delivered a speech on the issue during Taqadum's Expo Conference on Developing a Roadmap for Implementing Law 21, as Amended. Since that event, local governments across Iraq have embraced the inevitability of decentralization as its defining cause and are seeking to understand how best to accomplish this significant shift in ownership of providing services to citizens.



Another breakthrough during the quarter was the willingness by very high-level and influential Gol officials, persuaded in no small part by a coalition of the highest-ranking provincial officials, to consider modifications to the financial regulatory framework to improve the execution rate of the investment budget. Both the Secretary General of the Council of Ministers and Head of the Prime Minister's Advisory Council (PMAC) are supportive of changes to the legal framework and the study delivered by Taqadum to the Head of PMAC, which identifies legal and administrative obstacles for implementation of the investment budget, gives the Gol substantive input to consider.

This quarter also yielded advances and innovation in several program interventions. Examples include the following:

- OSTP improvement solutions were fully implemented in some provinces while others have started implementation. Since all the OSTP teams (with the exception of Erbil) have gone

through a whole cycle, provinces are starting to benefit from the steep learning curve to deliver on the promise of OSTP;

- In 3 provinces – Wasit, Basrah, and Karbala – projects are starting to realize the value of Taqadum’s intervention to reduce the contractor payment cycle and consequently, improve delivery of construction projects;
- Taqadum’s emphasis on linking NGOs to the planning process has resulted in a diverse set of marginalized populations – disabled, widowed, divorced, youth, orphans, displaced, and the elderly – being represented, for the first time ever, in provincial planning priorities;
- Resolving delayed pilot projects in targeted provinces using Taqadum’s project inspection protocols has strengthened the foundation for effective monitoring and oversight and delivered real value;
- The newly developed ESDO database is another electronic solution for better management of data, survey analysis, identification of service delivery gaps, and for more effective reporting and ultimately, decision-making;
- Maysan, a bastion for innovative ESDO practices, is focused on dealing with the root causes of issues affecting the delivery of better services. Having analyzed its trash services problem, the province is deliberately increasing the production of trash bags to better impact the provision of this service;
- In a culture that is unaccustomed to prioritizing customer service, Taqadum’s technical interventions with CSDs have lead to a more client-oriented approach that emphasizes timeliness and a culture of consideration and assistance; and
- More than ever, legislative drafting has gained traction across provinces and Taqadum’s initial foray into this area has only served to stimulate demand for more assistance.

In the pages that follow, more in-depth reporting is provided amplifying Taqadum’s work during the quarter and the program’s considerable achievements.

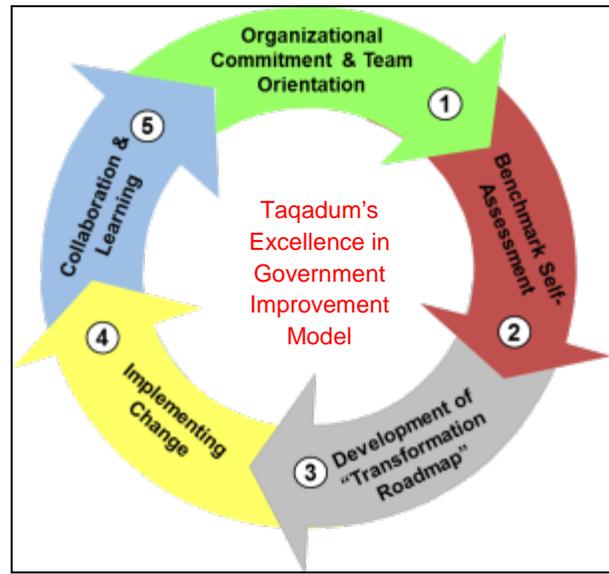
YEAR 3 QUARTER 2 ACTIVITIES

Component I

Organizational Self-Assessment and Transformation Program (OSTP)

The Organizational Self-assessment and Transformation Program (OSTP) is a 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.

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.



The OSTP cycle's five-phased approach graphically depicted

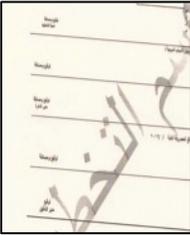
OSTP's progress during the quarter can be characterized by two major developments:

- (1) The completion by the OSTP teams in Najaf, Basrah, Karbala, and Kirkuk of at least one improvement cycle and prefacing the start of implementing previously identified improvement solutions; and
- (2) Advancing the status and structure of the Provincial Organizational Development Coordination Committee (PODCC) during the National Excellence Conference to a point where meaningful discussions on sustainability are now taking place.

Provincial Improvement Solutions

Fundamental to the OSTP methodology is the empowerment of change agents within the OSTP teams to drive improvements within their respective organizations. The fruits of their labor are evidenced by the solutions implemented within these organizations.

During the quarter, several improvement solutions were completed in the provinces of Babil, Basrah, Baghdad, and Ninawa. These are highlighted in the table on pages 9-11.

Summary of OSTP Implemented Improvement Solutions		
Province	Name of Solution	Description of Solution
Babil	 Knowledge Manual	The Knowledge Manual is an inventory of information related to administration, finance, and legal areas and includes relevant Iraqi federal laws, regulations, and decisions. The Manual provides quality and consistent reference information that most of the provincial departments are lacking.
Basrah	 Contractor Payment Flowchart	The Contractor Payment Flowcharts shows the different steps, departments, and time involved in the contractor payment process. Previously, contractors would submit their invoices and not know the status of their payment. With flowcharts now posted in strategic locations in the GO, contractors are able to engage with the proper department and personnel to check on the status of their payment.
Basrah	 Form to Streamline Contract Change Orders	This form streamlines the process between contract change orders and increasing the financial reserves to accommodate these changes. In the Basrah GO, this is now accomplished through use of a standardized form to formalize, approve, and adjust the budget ceiling for additional work. Prior to this intervention, when change orders were made, additional funds would not be set aside, causing unnecessary disruptions in the payment to contractors. Such disruptions contribute to exacerbating construction delays.
Basrah	 Project Management Institute Certification	OSTP identified the need for better project management capacity in the Directorate for Government Contracts. Following discussions with the GO Training and Development Department, project management training has been included in its curriculum and the Governor has approved sending 12 members from the Directorate to attend Project Management Professional (PMP) certification training in Dubai.
Basrah	 Refurbishing and Renovating Training Facilities	The Governor of Basrah approved the refurbishment of an existing training facility and the renovation of another. Both of these actions were directly related to the OSTP Process team identifying and prioritizing the need for space to realize the GO's comprehensive training program.

Summary of OSTP Implemented Improvement Solutions		
Province	Name of Solution	Description of Solution
Basrah	 Salary Equalization Program	<p>Contract employees make up 73% of the Basrah GO workforce. These contract employees fill manpower deficits in engineering, information technology, legal, and back office related functions.</p> <p>Contract employees performing the same function and possessing similar responsibilities and qualifications as permanent employees of the GO received different salaries and benefits; in both instances they favored permanent employees. This differential caused a high-level of attrition among contract employees and caused disruption in the GO work.</p> <p>Through OSTP's intervention, a salary parity program was introduced, supported by the Governor, and approved by the Provincial Council.</p>
Basrah	Comprehensive Training Program	<p>With the assistance of the Basrah OSTP team, the GO Training Department developed a comprehensive training curriculum that includes courses in Engineering, International Arbitration, Accounting and Auditing, Human Rights, Quality Initiatives, Administrative Development, Legal Studies, Media, Security, Hardware and Software Applications, and Website Development.</p> <p>A total of 187 courses make up the department's training and development plan for 2014. Of this total, 102 courses will be offered inside Iraq while the remaining 85 courses will be taken abroad. The Governor approved the training plan for 2014 at a cost of \$8.3 million.</p>
Baghdad	 Electronic Archiving System	<p>This solution is aimed at archiving incoming and outgoing letters, saving an image of the letter and its annexes, and thereby making it easy to search and retrieve any letter very quickly when needed.</p>
Ninawa	Assessment of Budget Preparation	<p>This solution involved the formation of a committee to assess budget preparation from the prior year to determine the strength and deficiencies of the process with the goal of ensuring that future budget preparation was based on realistic allocation and resources to facilitate the proper operations of the Finance Department.</p>
Ninawa	Electronic Asset Management System	<p>The purpose of this solution was to introduce modern asset management tools and practices to better record, classify, and control inventory procedures.</p>
Ninawa	Workshop and Materials to Clarify Roles Under Law 21	<p>This solution was implemented to clarify the roles and authorities of the PC and GO under Law 21 to ensure that each provincial body understood the scope of their respective work. A workshop was conducted and materials prepared for high-level officials from both the PC</p>

Summary of OSTP Implemented Improvement Solutions		
Province	Name of Solution	Description of Solution
		and GO.
Ninawa	Employee Guide	The content of this guide included a list of applicable qualifications to perform functions within departments in the GO as well as a description of the functions. This guide addresses knowledge and skill gaps for department managers to address in their units so as to better serve internal and external constituencies.
Ninawa	Space Allocation for Compensation Committee	Due to the citizen-sensitive nature of the Compensation Committee's work, the need for space to properly conduct their work was identified by the OSTP team as a priority. The Governor promptly approved this request.

Advancing the Sustainability of the PODCC at the National Excellence Conference

More than 100 participants including the Secretary General of COMSEC, Baghdad PC Chair, USAID officials, provincial OSTP teams, and USAID implementing partners attended Taqadum's Third National Excellence Conference in Baghdad from March 24-25, 2014.



USAID Deputy Mission Director Alonzo Wind, Iraqi central government officials, and provincial officials attended Taqadum's Third National Excellence conference in Baghdad

The main objective of the conference was to formalize the Excellence Network's Organizational Charter, assist the Coordinating Committee develop a plan for 2014 for the provincial OSTP teams, and to identify Iraqi institutions capable of affiliating with the Excellence Network to provide technical support to its membership. The occasion of the conference was also used to reiterate the end of Taqadum support for OSTP and to articulate the groundwork for future sustainability.

During the plenary sessions, OSTP teams delivered presentations and discussed improvement solutions, implementation successes, challenges, lessons learned, and made initial plans for further sharing of solutions, networking, and identifying priorities for the upcoming year.

A discussion on the link between the Provincial Excellence Network and the (future) Iraqi Center for Government Excellence were also part of the conference deliberations.

By the end of the conference, the Provincial Organizational Development Coordination Committee (PODCC) offered the following recommendations as it seeks to navigate a way forward:



The Provincial Organization Development Coordination Committee brainstorming ideas about the future of the Coordination Committee

- The provincial OSTP teams should be made into official units, incorporated within the GO structure;
- The PODCC should be linked to the MoP's National Center for administrative and technical development; and
- The PODCC should develop an action plan for the next six months to address challenges facing the institutionalization of OSTP.

While these recommendations should ultimately serve to advance the sustainability of the OSTP teams, the immediate actions of the PODCC are central to maintaining the forward momentum of the OSTP initiative. Taqadum proposed that the Babil OSTP sponsor and team take an active leadership role in these early stages of the PODCC existence.

Financial Management and Budget

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 Taqadam's Financial Management and Budget activity.

Improving Provincial Financial Management Regulatory Framework and Budget Execution Rates

Under the sponsorship of the Governor of Najaf, and in coordination with the Prime Minister's Advisory Council (PMAC), Taqadam hosted the First National Conference for Improving the Provincial Financial Management Regulatory Framework and the Execution Rate of the Provincial Investment Budget.



The First National Conference for Improving the Provincial Management Regulatory Framework and the Execution Rate of the Provincial Investment Budget brought together high-level central and provincial officials to agree on changes to increase budget execution rates.

The one-day event was held on March 2, 2014, at the Hospitality Palace in Najaf. The event brought together 76 key decision-makers and high ranking central and provincial government officials to agree on a final set of changes to current budget execution instructions to increase budget execution rates.

Mr. Ali Mohsen Al-Alaq, the Secretary General of the Council of Ministers, emphasized the importance of pursuing solutions to provincial budget problems. The Secretary General pointed out that the budget discussion is healthy; and engaging citizens in the discussion of the budget is expected in a democratic system to ensure that the budget responds to citizen needs.

Mr. Al-Alaq stated, "The budget should be concerned with narrowing social differences among citizens, and citizens must be engaged in developing plans and proposing projects, and should participate in the monitoring and oversight processes."

The conference created an opportunity for the decision-makers from the highest levels of the national and provincial governments to tackle the challenges that stem from unspent allocations



Mr. Ali Al-Alaq, Secretary General of the Council of Ministers, emphasized the duty of all officials to consider the needs of citizens when planning the budget.

for ARDP projects. They considered practical solutions for establishing a strong foundation for enhancing provincial financial management systems.

Officials clearly recognized the need for improving the planning and execution of the provincial capital investment budget by removing legislative and administrative barriers. These obstacles contribute to delays in project implementation, thus depriving citizens of services, and reducing budget execution rates.

Officials agreed on recommendations, including amending selected articles of the government contracts regulations.

A follow-up meeting was held on March 31, 2014, with the Head of the PMAC, Dr. Thamir Al-Ghadhban. Senior Taqadum staff updated him on the results of the Najaf conference and delivered a study, which identified legal and administrative obstacles for implementation of the investment budget. Included were tables recommending specific solutions such as amendments to government contracts and budget execution instructions.

The final approval and adoption of the proposed solutions, once implemented, will contribute to improved service delivery and more efficient completion of development projects.

Strengthening Contractor Payment Systems

As a result of Taqadum's recommendations to improving the provincial contractor payment systems, provinces have begun streamlining the payment process thus reducing the time required to finalize each payment. This quarter, the Karbala, Wasit, and Basrah GO ARDP Sections progressed in reducing the number of days required within the accounting section for the contractor payment process for the issuance of checks. The first sample was taken in June 2013 and the second in February 2014. In each province the average days required for finalizing each contract payment have been reduced as follows:

- Karbala – from nine days to five days;
- Wasit – from 11 days to five days; and
- Basrah – from 17 days to nine days.

The impact of streamlining the contractor payment system accelerates the implementation of capital investment projects, which results in services being provided to citizens more quickly as well as increasing the budget execution rate.

Tools and Manuals to Support Efficient Systems

Last quarter, Taqadum began distribution of three manuals that were developed in partnership with key central and local government stakeholders to help provincial officials and financial staff better fulfill their financial management duties. The Self-Audit Tools Manual, the Planning and Budgeting Manual, and the Simple Budget Guide for PC Members have been well received in the provinces, and are already being put to good use.



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

For example, the Self-Audit Tool Manual was used by staff in the Wasit PC's Accounting Section to ensure that bank statement reconciliations were prepared properly. They also used the Manual to prepare and submit the final accounts and related financial tables to the Ministry of Finance (MoF) and State Audit Board (SAB).

In Diyala, the GO's Internal Audit and Accounting Sections referred to relevant sections of the Manual to audit expenses against receipts. Baghdad PC officials were better able to respond to findings in the SAB report using information from the Manual, and the Basrah GO Accounting Section used it to propose solutions to identified problems in the preparation of the final accounts to ensure timely submission of annual reports.

The Planning and Budgeting Manual includes a budget calendar and a budget preparation / decision-making process. Although the 2014 budget was supposed to be approved by December 31, 2013, in reality many provinces did not meet this deadline. Separately, all ten target provinces used the recommended decision-making process including public input for developing project priority lists.

Letters of Credit Units

A letter of credit is a widely used method of payment in international trade allowing buyers, such as governments, to import goods and services from abroad, while guaranteeing the seller that payment will be made for goods or services purchased.

Essentially it is a document issued by a bank that assures payment provided that certain documentation is provided to the bank. Starting in 2013, Taqadum began to provide assistance for developing this technical capacity to a number of provinces including Dhi Qar where letters of credit were successfully used to procure needed items to complete the delayed construction of the Al Hadarat Bridge.

All five-target provinces have now established letters of credit units and Dhi Qar has successfully used ten letters of credit for procurement of items such as importing spare parts for power plants and radiation detectors.

During the quarter, Taqadum has continued to build upon its previous successes of implementing new systems, processes, and tools for improving the overall provincial financial management systems. Manuals are used on a frequent basis, rather than being left on a shelf to gather dust. Capital improvements move forward due to changes in methods of acquiring goods and services and improved timeliness of contractor's payments.

Best of all, these changes in the way of doing business seem to have become a part of the daily routine of financial management life in the provinces, ensuring their sustainability even after the Taqadum project has closed.

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 unprecedented grassroots input into the participatory public 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.

Setting Policies and Using Data for Good Decision-Making

PC members, PPDC members, and service delivery directorate officials from 10 provinces participated in Taqadum's *Policy/Goal Setting for the 2015 Budget Workshop* on March 2-4, 2014. This



Dr. Eric Milstrey, Regional Representative/Senior Development in USAID, from the US Consulate in Erbil addressed the participants on the first day of the workshop. He emphasized that USAID and Taqadum have played a major role in supporting local governments and building their skills, and told participants, "Now, it is your turn to take the lead."

workshop was the first time in which officials from the directorates of health, education, water, and municipality had the opportunity to work directly with PC officials and governors' assistants and advisors to discuss common issues, concerns and solutions.

Workshop participants developed visions, goals, policies, and strategies for providing essential services. The workshop also provided the 94 attendees with the opportunity to connect horizontally with directorates from the different sectors. The sector-based connection in the past had been purely vertical, but as provincial officials have become more actively engaged in discussing service delivery issues, the relationship has become horizontal as well as vertical.

Significant progress has been made over the past few years in establishing systems and processes that focus decision makers on considering fact-based data when making budget policy decisions. Over the life of the project, Taqadum introduced a budget calendar into the budget planning cycle that included steps for PC members to begin setting local policies to address specific provincial issues.

Simultaneously, systems for gathering service delivery data were introduced through the use of Essential Service Delivery Oversight (ESDO) working groups, collection of data through the Information Tracking Reporting System (ITRS) of the Citizen Service Desks (CSDs), and the Project Priority List (PPL) processes for identifying potential capital investment projects with which to implement these local policies.

The *Policy/Goal Setting for the 2015 Budget Workshop* brought information from all of these databases, processes, and systems together and provided "learning-by-doing" opportunities to enhance provincial decision makers' capacity to:

- Understand the urgency of adopting a data-driven or technology approach;
- Use current data to better understand the current service delivery situation and interpret this information when identifying priorities;
- Understand the importance of using and sustaining systems like ESDO and CSD for fact-based decision making to achieve long-term policy strategies; and
- Continue communications and share achievements among provinces.

Cooperation among the Provinces

To build on the early successes of the PPDC decision-making process, Taqadum began to promote the notion of joint strategic projects between bordering provinces. In 2013, “bordering provinces” workshops were held regionally, and the importance and potential value of strategic cooperation was quickly appreciated.

To further encourage this type of cooperation, the Minister of State for Provincial Affairs, Dr. Torhan Al-Mufti, issued a directive for all the provinces to proceed with identifying potential joint strategic projects. Progress in this area has differed among the regions.



In January, PPDC members from six provinces met to discuss joint projects among bordering provinces.

This quarter, PPDC members and PC officials from various regions continued efforts to identify joint strategic projects.

In January 2014, representatives from the South Central provinces plus Baghdad met to elaborate on the need for mutual cooperation, and to begin to identify joint strategic regional projects.

Two of the south central region’s provinces – Babil and Wasit – border Baghdad, which is considered part of Taqadum’s

central region. This initiative set the foundation for the establishment of a regional strategic planning board representing the PPDCs, which can plan for strategic regional projects that serve bordering provinces. It will also enable the PPDCs to exchange experiences, discuss new ideas, and advocate for their needs.

Baghdad continues to engage bordering provinces. Baghdad has recently completed a new Master Plan which outlines planned urban growth until 2040. In March 2014, Mr. Nazar Hatem Al-Sultan, Chair of the Baghdad PC's Planning Committee, made an appeal to bordering provinces about the possibility of relocating certain facilities to provinces bordering Baghdad.

The need to relocate several facilities, such as oil refineries, is the result of Baghdad's enormous growth since the Master Plan of 1978. New neighborhoods now surround a number of facilities that should be situated in less populated areas. Mr. Al-Sultan proposed a meeting with representatives from Babil, Wasit, Diyala, Anbar, and Salah ad Din to consider the relocation possibilities.

Influencing PC Decisions

The positive influence of PPDCs and their efforts to improve life for citizens are being demonstrated as PCs approve PPDC-recommended projects. For example:

- The Karbala PC approved 111 of the 119 projects proposed by the PPDC for the 2014 PPL. The recommended projects were either identified by citizens during public meetings or during the numerous meetings held between PPDC members and District and Sub-district councils;
- In Wasit, nearly 80% of the projects included in the approved 2014 PPL had been recommended by the PPDC and were originally identified as priorities by citizens who attended public meetings;
- In Dhi Qar, before finalizing and adopting the 2014 PPL, the PC proposed amendments to the proposed PPL based on needs identified in District and Sub-district meetings supported by Taqadum – the following three projects were added to the PPL:
 - Building specialized medical centers for cancer and respiratory diseases;
 - Constructing a building to be used as the Nasiriyah (capital of Dhi Qar) Gymnastics Club; and
 - Supplying 200 caravans (mobile structures) to be used as a temporary solution to replace schools made of mud.
- After Taqadum training, NGOs from seven provinces (Diyala, Wasit, Salah ad Din, Karbala, Diwaniya, Dhi Qar, and Najaf) have now used the formal PPDC input mechanism recommended by Taqadum to send 2015 PPLs to the PPDC;
- Preparations for the 2015 budget process are the first year that local governments have actually complied with the Budget Calendar from the Planning and Budgeting Manual.

Taqadum-sponsored workshops during February and March of this quarter helped provincial decision-makers identify service gaps and set local policies. Provinces have held public meetings to identify potential projects for inclusion in the proposed 2015 budget during January through March which means that the 2015 budget (due to MoP in June, 2014) may actually be prepared within MoP's time requirements for the first time.

The PPDC budget recommendation process is moving smoothly into its second year of implementation. Provinces have demonstrated their ability to gather and use various pieces of information to determine service delivery gaps. Some provinces are much more advanced than others, but stragglers are moving forward also.

For the 2015 budget decision-making process, nine out of ten target provinces have established sector-specific policies and goals based on a provincial vision and are moving forward with identifying projects to bridge service delivery gaps to ensure that they reach their vision.

Two provinces—Wasit and Babil—also used Essential Service Delivery Oversight (ESDO) information in formulating policies and goals, demonstrating the ability to build on and interconnect information for multiple decision-making purposes.

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 four provinces, and is being considered by others; and provided technical assistance for the establishment of citizen participation units. Additionally, technical assistance has been provided to promote community outreach through websites, social media, and public announcements.

Taqadum focused its activities this quarter on sustaining the public meeting process through building the capacity of NGOs to identify priority needs for their communities and to effectively communicate those needs to the PPDC.

Following Taqadum's intensive training for NGOs in late December, 2013, NGOs from seven provinces have developed detailed project proposals and prioritized project lists that were sent to the PPDCs via formal transmittal letters, thus establishing a formal process for NGO inputs into the PPDC budget recommendation process.

The emphasis on NGOs has provided greater accessibility to vulnerable populations and increased the understanding of their needs. Teaching the NGOs how to prepare formal cost proposals has increased their credibility when submitting proposals to the PPDC and paved the way for continued participation in a more systematized and informed manner.



Women and youth identifying priorities at a public meeting organized by an NGO in Diwaniyah

Sustaining Public Meetings

At the end of last quarter, Taqadum conducted a two-day workshop attended by 29 NGO representatives, five PC members, and five PPDC members. This workshop was designed to increase the capacity of local NGOs to prepare detailed cost estimates, conduct public meetings, especially meetings to develop PPLs.

This quarter, NGO staff and volunteers across the provinces demonstrated that they were quick learners, and ready to take action. Below are just a few examples of the public meetings conducted and the focus on community needs:

- In Salah ad Din, the Girls' Peace Organization for Development and Relief, which aids divorced and widowed women, conducted a public meeting in which citizens identified the establishment of a new "Relief and Development Fund for the Poor" as a priority;
- In Diwaniyah, the Iraqi Independent Organization for Human Rights conducted a public meeting that



An elderly man expresses his opinion during the public meeting hosted by the Awan Association in Diwaniyah.

identified priority projects that focused on relieving unemployment and promoting education;

- Also in Diwaniyah, the Awan Association conducted a meeting to identify community priorities for caring for the elderly population – citizens developed a list of priority projects such as building recreation and health centers, rehabilitating nursing homes, and installing special traffic signs for the elderly and disabled;
- In Najaf, the public meeting conducted by the Iraq Tomorrow Organization identified the need for projects that will create jobs for young men and women;
- Forty young adults attended a public meeting hosted by the Al-Tahreer Association, an NGO in Ninawa. Participants sought to identify community priorities for young people for possible inclusion in the provincial 2015 PPL. The assembled group identified a list of projects following which the Al-Tahreer Association will prioritize projects to submit to the PPDC for review and consideration and
- In Diwaniyah, the Yad Al-Waffa Organization for Orphans and the Disabled conducted a public meeting in which 32 orphans and disabled persons proposed a list of priority projects for the provincial 2015 PPL. The list includes projects such as construction of a clinic center and sports hall for the handicapped and the rehabilitation of existing orphan care centers. The Yad Al-Waffa Organization will study the proposed list of projects and submit their selections to the PPDC.



Orphans and disabled children participate in identifying their priority needs.

Community Outreach

Provincial governments continue to demonstrate their increased understanding of the importance of community outreach and inclusive planning. In Salah ad Din, for example, the PC conducted a symposium that brought together stakeholders from the agricultural sector – including relevant planning departments, local council chairs, GO advisors, a representative from the University of Tikrit, the Head of the Farmers' Association, and local farmers – to discuss the province's agricultural vision.

Participants agreed that the province needs to develop a plan to decrease pollution, and to reduce the rate of desertification. In addition, they agreed that the plan should also target

increased agricultural production, including building small dams to collect rainwater and to grow pastures for grazing. To share this information with the public, a story about the meeting was published in the PC's new publication, Al-Majlis ("The Council"), created to keep citizens better informed about PC decisions and activities.

In Kirkuk, the district council held a meeting that focused on security and quality of services. PC members attended and briefed participants on the situation in Kirkuk and their plans to address security violations in Kirkuk City. In addition, based on feedback from citizens, the GO will work with the relevant directorates to address gaps in service delivery.

An interesting trend has developed, with a number of provinces taking what they have learned from using the public forums for the PPL process and applying those same participation or communication techniques to resolving other community problems. Examples of this trend include:

- Diwaniya allocating funding for holding its own public meetings and for NGOs to conduct public meetings with vulnerable groups on their unique issues;
- Diwaniya using a public meeting to discuss the lack of progress on a road project that would trespass on private property. As a result of the input from the public meeting, the GO changed the direction of the road;
- Diwanayah encouraging unions and leagues of farmers, lawyers, laborers, etc. to hold regular meetings with the Citizen Participation Unit to discuss challenges and issues;
- In Karbala, the PC Chair has established Wednesday as a regular meeting day with citizens;
- Karbala's PPDC is directly involved in public meetings between local government, citizens and affected directorates; and
- Karbala has identified women's NGOs and held first-ever meetings specifically for women and their issues (widows and divorced).

Citizen Participation Laws/Citizen Participation Units

Taqadum's work continued with Ninawa adopting the Citizen Participation Law on April 1, 2014. This brings the total to four provinces that have made this commitment by changing the provincial legal framework for more inclusive citizen participation in decision-making.

This forward movement of ever increasing respect for and inclusion of citizens' wants, needs, and priorities at the provincial level reflects an attitude change which ignited with the elections of April, 2013.

Those elections resulted in an approximately 70% turnover in provincial elected officials who have reflected this change by holding significantly more public meetings, considering, debating, and some even passing citizen participation laws and allocating funding to codify these movements towards more democratic input into the public decision-making processes.

With national elections being held in April, 2014, there is a sense of anticipation that a change is just around the corner and that the building blocks that Taqadum and other USAID projects and other donors have put in place will provide a strong foundation for Iraq's future.

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 the April, 2013 elections resulted in approximately 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 the inaugural PC 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.

Last quarter, recently elected officials from 14 provinces – Diwaniyah officials were unable to attend – participated in a series of workshops conducted by Taqadum to prepare them for the new authorities, roles, and responsibilities they acquired through the 2nd Amendment to Law 21. Taqadum repeated the series for Diwaniyah officials in March 2014, bringing the total number of officials to participate in the *Law 21 Capacity Building Workshops* to over 250.

Taqadum further supported provincial governments this quarter by conducting a national conference to gain consensus on the implementation of the devolved powers – the conference is described below.

Taqadum's EXPO Conference Provides a Necessary Forum for Iraq's Leaders to Discuss Democracy and Governance and Develop a Roadmap to Implement Administrative Decentralization as Required in Law 21, as Amended



Referencing implementation of Law 21 as amended, the Prime Minister told conference participants, "This is a critical time; the future of Iraq depends on it."

In response to the passage of amendments to the Provincial Powers Act (Law 21) by the Iraqi Parliament in August

of 2013, Taqadum hosted the First National Conference on Developing a Roadmap for Implementing Law 21, as Amended, on January 12-13, 2014.

Amended for the second time, the law now transfers the enormous responsibility for delivering the most fundamental public services including water, sewer, solid waste, roads, education, health, youth and sports, housing, agriculture, labor and social affairs from the eight ministries now providing these services to the governorates, along with funds allocated in the budget, by August of 2015.

The conference provided an opportunity for central and governorate officials to directly discuss decentralization in a public forum. The conference was held under the auspices of Mr. Nouri Maliki, the Iraqi Prime Minister and Chair of the Higher Commission for Coordination among the Provinces (HCCP), and under the patronage of Dr. Torhan Al-Mufti, State Minister for Provincial Affairs and Secretary of the HCCP. Both officials emphasized the importance and the duty to provide quality services to citizens. Prime Minister Maliki reminded officials that, “with authority, comes responsibility.”

US Ambassador Stephen Beecroft shared his thoughts on democracy by quoting US President Abraham Lincoln who “set forth the guiding principle for our government when he said that a successful and legitimate government must be of the people, by the people, and for the people.”

The conference represented the first major step in creating a consensus on the steps governorates can take to decentralize service delivery. Dr. James Mayfield, the internationally recognized scholar on Middle Eastern decentralization and devolution made recommendations for a roadmap to address the challenges presented by the second amendment to Law 21. His presentation was followed by panel discussions and presentations from Iraqi officials and scholars.

The Taqadum EXPO conference was also an exposition of services available to local government. For the first time in Iraq, the EXPO offered professionally designed booth space for private firms and USAID implementing partners to present themselves to the elected and appointed officials attending



The US Ambassador told participants, “I encourage you to work closely ... to carry out your responsibilities as smoothly, transparently, sustainably, and successfully as possible.”

the event.

Fourteen companies offering consulting, information technology, capacity building and training, communications, and banking services, as well as heavy equipment, machines, and computers, who are poised to establish valuable public-private partnerships with Iraq local governments set up booths to display their services.

More than 60 representatives of these firms spent countless hours discussing services with government officials. Additionally, representatives from other USAID-funded implementing partners (Tarabot, Access to Justice, PHCP, FORAS, and Mercy Corp) and other international program (TSI and IFES) established booths and were able to showcase their programs and activities to the high ranking officials from the PMO, ministries, directorates, and governorates attending the conference. The Iraq PM joined the US Ambassador for a tour of the booths.

Gaining Consensus and Final Recommendations for the Roadmap from the EXPO and Refining the Plan at the Governor’s Conferences

On January 30, 2014, Taqadum convened a review committee meeting of PC and GO leaders from Babil, Baghdad, Diyala, Karbala, and Wasit, and the Ministry of State for Provincial Affairs (MOSPA) to incorporate comments, refine and endorse the proposed roadmap Taqadum presented at the EXPO. Eager to move forward, the participants discussed the ideas brought forward from the EXPO conference.

The endorsed consensus roadmap was then presented at the *Second Governors Conference Held on the Provinces* in Ninawa, on February 1, 2014 where a formal discussion on how to implement the second amendment ensued. By the end of the Ninawa conference, the Governors adopted the amended consensus recommendations. Subsequently, the Najaf GO decided to form a task force per the roadmap, set a timetable, and allocate funding to implement the consensus roadmap.



A *Third Governor’s Conference Held on the Provinces* was held under the auspices of Mr. Ali Mohsen Al-Temimi, Governor of Baghdad, on February 27-28, 2014. PC Chairs and Governors from 12 provinces, Parliament members, representatives from the MOSPA, HCCP, Ministry of Planning, Baghdad University, NGOs, and the private sector attended the conference and discussed the gradual decentralization of ministry services, petro-dollar policy, and development programs.

Their final recommendations, upon implementation, will help local governments better allocate resources and prepare them for their new responsibilities when service delivery is shifted from the ministry to the provincial level. Further, participants said that they view Taqadum as a partner in strengthening local government and expressed their need for continued support.

On April 2, 2014, several Governors gathered in Najaf to again gain clarity and agreement on their steps forward. Thirty GO staff members and local department officials from Najaf, Diwaniya, Karbala, Baghdad, and Wasit attended a workshop paid for by the Najaf GO.

Taqadum assisted the participants prepare for a productive meeting by outlining their discussion objectives (as summarized in the chart below) and provided the subject matter experts. Taqadum’s National Legal Advisor introduced the project’s road map, and the Financial Advisor reviewed international best practices in decentralization.

Policies, Laws, and Systems	Financial	Management
<ul style="list-style-type: none"> • Developing basic functional principles for provincial tasks force and creating sub committees based on needs. • Defining the functions that are going to be transferred (in the departments) and agreeing on these functions with local government. • Studying the Ministerial laws and making recommendations to the provincial council on new laws that corresponds to the devolution. 	<ul style="list-style-type: none"> • Getting a complete understanding (through surveys) of the current process in budget preparation (operational and investment) in the directorates that are mentioned in the amended Law 21. • Defining the role of the provincial treasury and its relationship with the Governor and the directorates mentioned in the amended Law 21. • Preparing procedures for budget preparation at the local level for the directorates mentioned in the amended Law 21. • Identifying a new mechanism for funding between Federal and local government (between MoF and the directorates mentioned in the amended law 21) • Gaining a clear definition of local and Federal revenues. 	<ul style="list-style-type: none"> • Defining the current situation through surveying directorates mentioned in amended law 21 including structures, human resources, budgets, revenue commitments, type of services provided, method of delivery, and creating a comprehensive database of information. • Developing a GO structure corresponding to the amended Law 21. • Creating job descriptions. • Identifying roles and responsibilities for Governor and the 8 directorates.

Building the Leadership Capacity of Erbil GO Officials

Taqadum conducted a series of capacity building workshops for Erbil Mayors and Sub-district Mayors. Based on the results of a recent focus group with Erbil GO officials to identify their priority training needs, the workshops were designed to increase their capacities in leadership, decision-making, prioritization, and conflict management.



Erbil Mayors and Sub-district Mayors are seen here during the Project Prioritization and Conflict Management Workshop.

The first workshop, entitled, “Leadership and Decision-Making,” introduced participants to the concepts of leadership and management, leadership theories and models, decision-making styles and techniques, communications skills, and teamwork. During the breakout sessions, participants discussed leadership models and selected and described different models; the criteria for decision-making, especially in times of crisis; problem solving; and team building.

The four-day workshop, offered three times during the quarter for 42 participants, helped build the analytical skills of participants through training on how to conduct a SWOT analysis, followed by a SWOT analysis exercise. The workshop was enriched with discussion on real-life situations and discussions of ongoing challenges.

The second workshop was entitled “Project Prioritization and Conflict Management.” During the first two days of this four-day event, participants were introduced to managerial tools for prioritizing projects and the role of community participation in project prioritization through surveys, public meetings, and roundtables.

The second half of the workshop was dedicated to conflict management and negotiation. Participants learned about the types of conflict and were introduced to useful ways of resolving conflict. Practical exercises were used during the workshop to increase participant knowledge and skills.

Component II

Monitoring and Oversight of Capital Projects

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 is providing the necessary technical interventions to build the capability of in each of the 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 have been formed in Babil, Baghdad, Basrah, Diyala, Karbala, Salah ad Din, and Erbil; and Taqadum is working with these teams to ensure that they are fully functional and sustainable, post-Taqadum.

The working groups each selected up to four delayed projects to pilot the new approach to 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 delayed projects back on track.

Project Construction Management Training

During the quarter, capital project oversight working groups from the GOs in Karbala, Salah ad-Din, and Erbil participated in Taqadum's Project Construction Management training workshops.

The four-day training provided participants with new knowledge and skills to enable them to properly apply project construction management principles in the oversight of ARDP projects. Participants were introduced to advanced project management tools, and were provided with an overview of the Primavera P6 Project Management software. They also gained new skills related to applying the earned value method, a tool used for measuring project performance.



Salah ad-Din workshop participants engaged in practical exercises utilizing the site visit checklist introduced by Taqadum.

The final day of the workshop was dedicated to clarifying the roles and responsibilities of the GO oversight sections according to Law 21; in Erbil, the clarification was offered based on Kurdistan Provincial Law No. 3. By the end of the workshop, participants acquired a better understanding of the practical applications of the relevant law in project construction management.

Similar workshops were conducted for the Babil and Basrah GOs' oversight and PCs' monitoring sections. In addition to the training described on the previous page, portions of the Babil and Basrah workshops were dedicated to helping the participants better understand their respective roles and responsibilities, offering a clear delineation between oversight and monitoring.



Officials and staff from the Erbil GO's oversight section learn about the relevant laws in project construction management.

International Federation of Consulting Engineers (FIDIC) Standards Training

At the request of the Erbil GO, Taqadum provided training on FIDIC standards for Erbil GO officials and engineers. The four-day training helped build the capacity and skills of engineers on the general terms of contracts for construction works; and taught the principles of and contents included in the FIDIC Red, Yellow, and Silver Manuals. Participants also compared current standards used by the Erbil GO with the standards accepted by FIDIC.

Resolving Project Delays

Provincial monitoring and oversight working groups quickly applied their newly learned skills to the pilot projects selected, identified the issues that had resulted in the delays, and made recommendations to resolve the problems.



Delays in the Zubair - Safwan road construction was caused primarily by the lack of coordination between contractors and Directorate of Communications

In Basrah, the working group found a temporary solution to help construction on the new Zubair District Municipality building move forward until a problem with illegal squatters could be resolved.

The Basrah team also intervened to help resolve delays on the Safwan Road construction project. The project had been delayed principally due to a lack of coordination between the pipeline contractor (Shell Oil), road contractor, and Directorate of Communications.



Zubair – Imam Ali Mosque Flyover Interchange in Basrah City is a high profile construction project that is emblematic of how the lack of coordination among government agencies and contractors contributes to project delays

A similar lack of coordination issue was discovered at the Zubair – Imam Ali Mosque Flyover Interchange Project in Basrah. For the last 8 months, construction at this location was stopped and is pending an investigation by the Ministry of Culture who has declared that the land on which the flyover is being constructed belongs to the ministry and is archeologically protected.

This protection is due to its proximity to a mosque used by Imam Ali that bears the revered prophet's name.

The Basrah PC-GO working group has developed a report of its findings on the three delayed projects and has submitted the report to the PC/GO for further action while also underscoring the need for better coordination and sharing of information among contractors and government agencies.

In Karbala, the PC-GO working group consulted with the resident engineer to resolve issues that delayed the construction project of a desperately needed 18-classroom school building.

In Erbil, the GO working group conducted a site visit and offered recommendations to resolve delays at the Center for People with Special Needs construction project.

In Salah ad Din, the GO working group assisted in developing a recovery plan for the Justice Palace and Library project to ensure continuity in construction work while at the same time, minimizing the risk of further delays.

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.

Institutionalizing ESDO Units

ESDO achievements took a fundamental upward turn this quarter with the adoption of official ESDO units/divisions, staffed and funded in six provinces: Wasit, Maysan, Diyala, Kirkuk, Diwaniya and Najaf. In Maysan, the second province to formally institutionalize the ESDO process, the Governor approved the establishment of an “ESDO Division,” which will report directly to the Governor. The Division consists of four units: Performance Monitoring, Field Surveying, Data Analysis, and Public Awareness units.

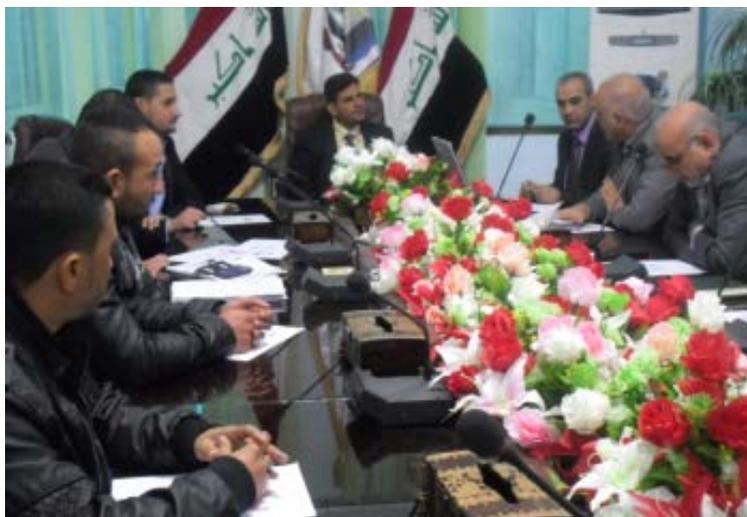
Site Visits to Identify Problems and Recommend Solutions

ESDO Visits to Date	
Anbar	8
Babil	16
Diwaniyah	15
Diyala	4
Karbala	17
Kirkuk	12
Maysan	16
Muthanna	14
Najaf	8
Wasit	14
Total	125

ESDO units and working groups continued to conduct site visits this quarter, becoming increasingly effective and efficient in their work. Taqadum focused its technical assistance this quarter on ensuring that ESDO members had mastered the skills to continue site visits without the assistance of Taqadum staff.

The total number of site visits increased again this quarter and the total now stands at 125. The total number of site visits in 2013 was 86 while in the last two quarters ESDO teams conducted 39 more visits.

The Maysan unit is proactively visiting as many neighborhoods as possible, using their observations from each neighborhood to benefit the overall process of improving services throughout the province.



Maysan ESDO members conduct regular meetings.

For example, during a visit to the Al-Sharqi Neighborhood, it was noted that the neighborhood was nearly free of trash. This neighborhood is home to a factory that produces trash bags, and trash bags are distributed to citizens. Here, the “trash bag” indicator is nearly 100%, while in Amarah – the capital of Maysan – the indicator is 0%. The ESDO unit made an initial recommendation of allocating 15

million IQD to purchase trash bags from the market for distribution.

However, Taqadum recommended that the funds be invested in increasing factory production so that trash bags could be more widely distributed to reduce litter. The increased distribution of trash bags will: (1) decrease the staff time necessary to clean up streets; (2) prevent the trash from blowing out of open bins or trash pick-up vehicles; and (3) protect the environment and citizens from bacteria and foul odors. Since not all families can afford to buy trash bags from the local market, economically disadvantaged populations will receive bags free of cost. With the additional investment, trash bag production will increase from 17,000 bags per day to 50,000 bags per day.

Similarly positive site visit results are being documented in other provinces throughout Iraq. Identifying and addressing service delivery gaps in Babil, Najaf, and Diwaniya has yielded improved quality and quantity of potable water delivery, more timely trash collection services, and cleared storm drains.

Increasing Transparency and Public Awareness of Service Delivery Issues

Public officials are also demonstrating a better understanding of the importance of transparency and are sharing ESDO information with citizens.

In Karbala, the Chair of the PC's Water and Sewage Committee, Mr. Haider Al-Khanjar, alerted the public to a potential health threat due to unacceptable drinking water treatment practices in the province. On his official Facebook page, Mr. Al-Khanjar admonished: "Here, I want to put this issue for your consideration since it is most related to citizens' lives. Every real Muslim man should seek to publish facts to save the lives of fellow citizens."

The PC Committee Chair revealed that the "lack of alum or use of expired alum in water treatment is contributing to high turbidity levels that reduce the overall effectiveness of chlorine. Labs confirm positive bacteriological and chemical tests."



On October 9, 2013, the Karbala ESDO conducted a field test in the Al-Gatheer neighborhood. Excessive water turbidity at the Al-Orobah water transfer station was discovered, documented, and reported.

Alum is used to purify water by gathering small particles into a mass that settles to the bottom where it can then be removed. After the particles are removed, the water is treated with chlorine and delivered to households. If the alum loses its chemical properties, the small particles remain, carrying too many noxious and toxic microorganisms for the maximum allowable amount of chlorine to kill.

Poorly treated drinking water carries a variety of diseases, including the intestinal colic that has spread in recent years. Further, using expired alum that leaves particles in the water can clog and damage water compact unit filtration systems.

Mr. Al-Khanjar's posting stated that the alum used in water compact units around the province of Karbala to purify drinking water was not effective – the alum was expired and resulted in contaminated drinking water. "The results of tests conducted by the health and quality control laboratories, as well as those conducted in coordination with the USAID-Taquadum project, show high levels of turbidity, and chemical and bacteriological contamination in 35 and 39 water compact units tested, respectively."

Making information public about service delivery and safety issues in one province can also benefit other provinces. In Babil, the ESDO unit was compelled by the Karbala findings of expired alum to conduct a site visit to one of their water treatment plants to check the alum.



The Muthanna PC shared its ESDO activities on its website

newspapers.

The use of community outreach mechanisms to inform citizens about ESDO, plus the enhanced citizen participation in evaluating and monitoring services through tools such as the rapid scan surveys are positive indicators for a sustainable and successful ESDO process.

Investing in Service Delivery

Provinces continued to invest funds to improve service delivery. During the quarter, as a direct response to Taqadum's ESDO intervention, provinces spent an additional \$53,886 to improve services. Since the inception of Taqadum's support for ESDO, provinces have expended a total of \$47,897,248 on service delivery improvements.

The additional funds allocated this quarter were for garbage collection and garbage bins.

The Babil unit visited the Al-Efar Water Compact Unit and found that it lacked chlorination and basic safety equipment, as well as required facility safety improvements. They also found that the alum used at the plant had expired. The ESDO reported these findings to the PC and GO.

Facebook reports of potential hazards are not the only means being employed by ESDOs to inform citizens.

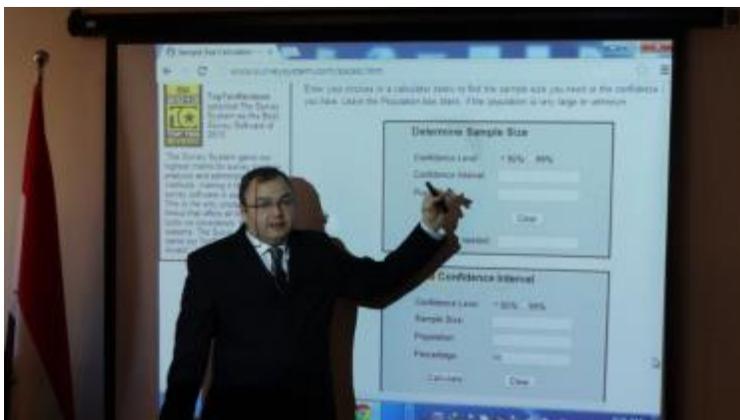
Najaf, Maysan, Karbala, Diwaniya and Muthana provinces have posted updates on the work of the ESDO on their official GO and PC websites, Facebook, public display monitors, and

Sustainability in Service Delivery: Adopting New ESDO Systems

Taqadum conducted two 2-day ESDO workshops for ten provinces this quarter, to *Adopt the ESDO Staff Manual and System Database to Improve Performance and Reporting Capabilities, and to Produce Effective Reports.*

Fifty-six PC, GO, and directorate officials from 10 provinces participated in the workshops held on March 10-11, and March 13-14, 2014. Taqadum brought the officials together so that the provinces could officially adopt the ESDO manual and database developed by Taqadum in coordination with service delivery officials in the provinces to better manage service delivery monitoring and oversight.

The use of the ESDO manual and database will augment the application of the ESDO units' service delivery performance standards (SDPS) and citizen rapid scan survey techniques. The workshops also provided a forum to share best practices, exchange ideas, and discuss opportunities for improving ESDO work as well as promoting sustainability.



Taqadum's Public Service Oversight Advisor, Mr. Alaa Al-Hakak, introduced ESDO workshop participants to more advanced survey techniques.

The citizen rapid scan survey utilized during ESDO visits to underserved neighborhoods is one of the tools underscored by Taqadum as a useful means for measuring citizen satisfaction of government services.

Workshop participants were introduced to more advanced techniques in survey implementation and analysis to enhance their survey capabilities. They also reviewed the citizen

rapid scan methods currently in use and discussed ways to improve the techniques used to collect and present data, including sample size and confidence levels.

The newly developed ESDO database was installed on staff computers and will be used for better management of data, survey analysis, identification of service delivery gaps, and for more effective reporting.

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.

Taqadum continued to share the results of the 2013 CSS with provincial officials this quarter, and the results were well received by officials.

For example, the Babil PC Service Committee Chair and Governor's First Deputy, and the Muthanna Governor's Assistant for Technical Affairs met with Taqadum staff to gain a better understanding of the CSS report. The understanding compelled the provinces to publish results of Taqadum's 2013 survey in the newspaper.

The officials were impressed with the survey process that collected responses from 15,250 citizens and agreed with the targeted services and the methodology. As a result of Taqadum's technical assistance in 2013, PC and GO staff in the provinces acquired new skills in preparing, conducting, analyzing, and reporting survey results. Even if these provinces choose not to conduct their own surveys, they now understand the benefit of surveys in collecting public opinion and have the capacity to select an appropriate survey provider.

Taqadum had initially planned to conduct a 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 same survey less than six months later would not provide provincial officials with substantially different information on citizens' perceptions of service delivery.

However, to ensure sustainability of the CSS process, Taqadum continued the capacity building of PC and GO officials and staff, directorate staff from the provincial service delivery ministry directorates, and PC Service Committee staff in enhanced survey and data analysis training at the ESDO workshops. *(Please refer to Section 2.2 Essential Service Delivery Oversight.)*

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 CSDs. 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.

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.

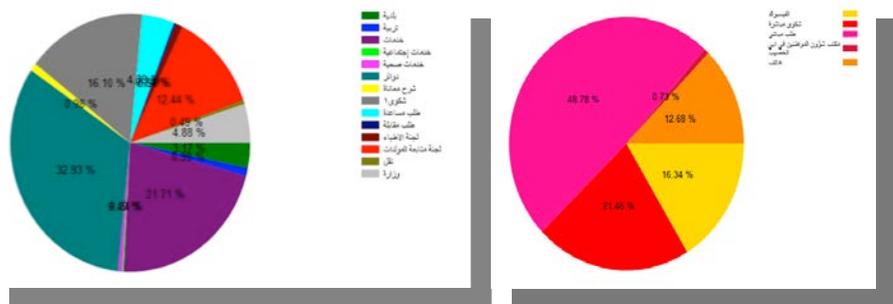
This quarter, Taqadum continued to provide technical assistance to the CSD Managers and staff in 15 provinces - in coordination with the Council of Ministers Secretariat (COMSEC) which guides the CSDs - to better understand systems, and more effectively implement the ITRS database application that records and analyzes citizen issues. This quarter, as part of the ITRS adoption and capacity development, provinces accepted coherent standard operating procedures.

Understanding and Using ITRS Reports

As CSDs became better acquainted with the data entry and reporting portions of the ITRS, they also became more interested in understanding the reports and how they could better use the data to inform the decision-making process. This quarter, Taqadum’s ITRS assistance focused on the reports.

The summary ITRS automated reports include tables and charts that allow the reader to quickly understand the status in the province.

Graphics summarizing citizen issues by sector, the location of issues by district, the proportion of issues that have been resolved (closed), etc. are automated and available in the system.



The above charts are from Basrah’s February 2014 ITRS report. The chart on the left shows issue reported by sector or type (health, education, etc.), while the chart on the right shows issues reported by source (walk-in, hotline, etc.). In February 2014, 411 new issues were reported and entered into the ITRS.

Auxiliary reports with the detail of each case entry are also automated and available as necessary. By glancing at the summaries, CSD Managers can understand workload, time and day of requests, and other variables that can help them more efficiently deploy the CSD staff.

Policy makers can quickly understand the areas of need by tracking the originating district of the issues reported and the sectors of greatest concern to citizens reporting. The responsiveness and performance of ministry directorates can be monitored by viewing the average number of days elapsed until the ministry first responds and the average numbers of days until issues are resolved.

Improving Customer Service

Taqadum also focused its technical assistance to CSDs to improve customer service this quarter. Taqadum provided yet another opportunity for CSD managers to enhance the CSDs they lead during the three-day workshop, held February 16-18, 2014, on *Managing Sustainable Customer-Oriented Citizen Service Desks*.



At the Taqadum CSD workshop in February 2014, participants discussed ways to standardize and improve upon the management of CSDs in the provinces.

PC and GO CSD Managers from 13 provinces learned how to adopt and apply standard operating procedures and basic management tools to continuously improve their CSD function. In addition, workshop participants learned data-based evaluation techniques for analyses, developing reporting routines, and implementing changes or improvements as needed.

Taqadum's international advisors provided participants with a wealth of knowledge related to CSD functions and shared international experiences that enriched the workshop's learning value with new information and in-depth discussions.

The workshop design actively engaged participants and included several working group sessions for brainstorming on existing CSD functions, ways to improve CSD operations, and changes to existing CSD functions and operations in light of the upcoming administrative decentralization

from ministries to governorates of the service delivery responsibilities for eight selected line ministries.

Taqadum's Public Oversight Advisor provided an overview of international service delivery standards and the importance of service delivery indicators. He explained the use of common, simple, but very important principles of good service such as the requirement to provide *service with a smile*, and to *answer the phone within three rings*.

Often surveys are used as a tool to measure indicators and progress toward a standard. COMSEC currently employs user surveys to gauge the quality of CSD services. Taqadum has taught governorates to use surveys to measure the need for services in neighborhoods through a 'rapid scan' survey technique, and how to conduct a national survey to understand Iraqi citizen's perception of public service delivery by province.

Taqadum reviewed the results of the program sponsored 2013 Citizen Satisfaction Survey (CSS), and explained how the original 2012 survey questions were revised to obtain more accurate and more useful data.

The remainder of the workshop focused on collectively defining a functioning CSD, identifying its purpose, and learning how to implement best practices for management. Taqadum's Customer Service Specialist led this training and the related discussions. Participants learned the importance of and techniques for effective communications and coordination, how to achieve desired results, and – most importantly – how to *sustain* those results.

The workshop taught the elements of uniform systems, good management, and other concepts relevant to the continued success of the CSDs. Participants learned about performance criteria and evaluations, defining goals, and setting objectives. They also learned how networking between provinces can provide added value through sharing information and experiences about how they can overcome challenges and achieve new successes.

Sustainable CSDs

The concepts taught during the CSD workshop described above, ITRS use and applications, and other relevant information have been captured in the Taqadum CSD Handbook. A draft of the handbook was shared with workshop participants for feedback, and submitted to COMSEC for review and approval. The handbook was finalized and printed near the end of the quarter, and distribution to the 15 provinces commenced.

COMSEC Support and Coordination for CSDs

Mr. Mohammed Al-Temimi, General Director of the Citizen Affairs Office at COMSEC, expressed his appreciation for Taqadum's role in supporting provincial citizen service desks during a meeting with USAID officials and Taqadum staff. The USAID delegation included Ms. Sarah Ann Lynch, Mission Director; Dr. Erin Holleran, Capacity Building Office Director; and Mr. Abdul Kareem Kasim, Alternate Contracting Officer's Representative.



USAID officials and Taqadum COP and staff met with the General Director of the Citizen Affairs Office at COMSEC, Mr. Mohammed Al-Temimi.

Mr. Al-Temimi announced that he would propose that the Council of Ministers draft a law on CSDs to grant them the authority to directly contact service delivery directorates and request action. Currently, most of the CSDs contact directorates via the GO or PC, which causes unnecessary delays in resolving service delivery problems.

If the law is passed, a conference will be held under the auspices of the Prime Minister to present the new law and discuss its implications with stakeholders.

Sub-Legislative Implementation Tracking (SLIT) System

Provincial councils (PCs) pass orders, 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 provincial executive, the governor's offices (GOs). Legislation must be properly formulated and enacted; structured so that it is easily understood, the responsibility for its implementation defined; funding identified, if necessary; and its 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 archive legislation and produce regular reports on the implementation status of legislation for appropriate decision makers.

SLIT Reports Prompt Questions and Drive Action to Correct Non-Implementation

Number of Laws and Decisions Archived into SLIT Database to Date	
Anbar	315
Babil	40
Basrah	40
Dhi Qar	114
Diwaniyah	52
Diyala	71
Karbala	170
Muthanna	92
Najaf	56
Ninawa	44
Salah ad Din	24
Wasit	174
Total	1,192

This quarter, Taqadum continued to build the capacity of the nascent SLIT Sub-committees to enter and archive PC decisions. The system now serves as a legislative archive and generates implementation-tracking reports in 12 provinces.

As the archives were populated and reports were generated, questions arose regarding legislation not implemented. As a result, reports and inquiries were sent to GOs asking for the reasons why specific PC legislation has not been implemented. Once officials are aware of problems, barriers to implementation can be identified and cleared.

For example, this quarter, the Ninawa discovered that PC Decision Number 7 of 2013, had not been implemented. The decision concerned the Mosul municipality employees. It maintains that the period of time served by these employees as

contractors before becoming permanent employees should be included when calculating compensation and retirement.

When the PC realized that the Municipality hadn't implemented their decision they sent an official letter to the Governor requesting that the Managers of Mosul Municipality and Ninawa Municipalities be removed if they refuse to implement the PC decision. Shortly thereafter, the Mosul Municipality responded with an official letter notifying the PC that the decision has now been implemented.

Separately, Taqadum continued to assist provincial councils ensure the sustainability of SLIT by establishing SLIT units within the PC structure and designating financial and human resources for the unit. During the quarter, PCs allocated \$219,930 to support units in Anbar, Babil, Basrah, Diwaniya, Najaf and Wasit provinces.

Building Capacity in Legislative Drafting



Participants at the legislative drafting workshop in Basrah posed numerous questions to Taqadum's National Legislative Specialist

In response to the need for increased capacity in legislative drafting and repeated requests from provincial officials for such support, Taqadum developed a legislative drafting training program for targeted provinces.

Two-day regional workshops on Legislative Drafting and Creating a Legislative Process Map were conducted for 12 provinces. PC members and staff have been trained on the principles of effective legislative drafting, legislative drafting standards, and how to develop and adopt a process map to track the implementation of legislation issued by the PC.

In response to understanding the importance of good drafting, some PCs have established legislative drafting committees to review all legislation issued. These committees allow experienced drafters to correct drafting errors and serve as a training ground for less experienced staff.

Cross-cutting Activities

Gender

Taqadum held the “National Conference on Developing Local Legislation to Stop Violence against Women” in Karbala, March 22-23, 2014. The conference was attended by approximately 90 participants including the Prime Minister’s Advisor for Women’s Affairs, the Governor and PC Chair of Karbala, women PC members, activists, academics, representatives of civil society organizations, USAID and UNAMI.



The objective of the conference was to develop draft local legislation to stop violence against women, provide advocacy and media capacity building, and develop an action plan to steer passage of the draft legislation through provincial councils. The objectives were linked to recommendations from the shadow report entitled *Iraqi Women in Armed Conflict and Post Conflict Situations*, submitted by a coalition of Iraqi women NGOs to the Convention on the Elimination of all forms of Discrimination against Women (CEDAW) Committee.

In her remarks to the audience, Dr. Bushra Zweini, Prime Minister’s Advisor for Women’s Affair, said that violence against women is an issue that is worthy of serious deliberation and investigation but due to the political and security instability in Iraq, the issue is seldom given the attention it duly deserves.

The Governor of Karbala spoke of the importance of activities that empower women to establish their leadership role. He said that there is a need to preserve the dignity of women and allow them to assert their influence in all aspects of life and added that the role of women should not be peripheral; instead, it should be participatory.

During the plenary sessions participants were asked to deliberate on the problems and consider potential solutions on how to stop violence against women. Taqadum's legal advisors obtained and will use these inputs to develop draft legislation on stopping violence against women for consideration and passage at the local level. When completed, the draft legislation will be submitted to members of the National Gender Network with instructions on the necessary steps to introduce it to Provincial Councils.



Participants at the Karbala gender conference brainstorming ideas

participants the concept of SMART (Specific, Measurable, Assignable, Realistic, and Time-Related) objectives to help track and monitor progress toward reaching advocacy goals and demonstrated the use of applications in social media including LinkedIn, Twitter, YouTube, and Facebook for the purpose of advocacy.

Additionally, Ms. Robbins also discussed the use of mobile and online apps such as Ushahidi, HarassMap, Circle of 6, ObscuraCam, and FrontlineSMS as tools to help combat violence against women in Iraq.

As part of Taqadum's sustainability strategy to preserve the nascent National Gender Network, Taqadum addressed the necessity for participants to organize the Network as an NGO in order to have legal personality. Taqadum explained the need for bylaws and components of a bylaw based on current Iraqi laws.

This conference was an important step in empowering participants to take ownership of the National Gender Network and to work toward passing provincial level law prohibiting violence against women.

The conference was also designed to build advocacy and media skills of the members of the National Gender Network. Taqadum's visiting Gender Advisor, Ms. Tina Robbins presented the importance of setting an overall vision for advocacy campaigns and how to incorporate social media and mobile applications into advocacy campaign strategies.

Ms. Robbins introduced to participants the concept of SMART (Specific, Measurable, Assignable, Realistic, and Time-Related) objectives to help track and monitor progress toward reaching advocacy goals and demonstrated the use of applications in social media including LinkedIn, Twitter, YouTube, and Facebook for the purpose of advocacy.

International Women's Day Celebrations

During the month of March, Taqadum supported International Women's Day celebrations in 10 provinces. This year, Taqadum organized activities around the idea of female PC members being advocates of devolution. Taqadum designed and supported these events in a university setting where female PC members delivered a presentation to students and faculty on *Why the Second Amendment to Law 21 is Important to Local Government*.

Besides showcasing female PC members as advocates for the 2nd Amendment, the event was designed to create awareness on the issue among the educated class and to build grass roots support for devolution of services to local government.

Approximately 1,140 individuals attended the 10 province-level celebrations. The VIPs attending included Dr. Bushra Zweini (in Salah ad-Din), several Governors and PC Chairs.

Separately, in recognition of International Women's Day, the Governor of Ninawa nominated 30 women to serve in positions higher than their current role, including one woman who served as Governor for the day, on March 10th 2014.

In Muthanna, Dr. Ebtihal Al-Zaydie, Minister of State Ministry for Women's Affairs and the Deputy Minister of Interior, Adnan Al-Asedi was among 220 participants who attended International Women's Day celebrations in Muthanna. Dr. Ebtihal opened an art exhibit that highlighted the role of women in Iraq and presented awards to 22 exceptional women representing different sectors in the province.



Dr. Ebtihal Al-Zaydie, Minister of State Ministry for Women's Affairs speaking at the International Women's Day event in Muthanna

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. During the quarter, NGOs adopted Taqadum's approach of holding public meetings to integrate different stakeholders into the planning process; particular attention was paid to the needs of vulnerable populations in the provinces of Ninawa, Salah ad-Din, Diyala, Babil, Diwaniyah, Karbala, Najaf, Wasit, and Dhi Qar.

Specific example include:



Participants at a public meeting hosted by the Association for the Protection and Development of Iraqi Families in Dhi Qar

priority project to put forward;

- Diwanayah's Sana Al-Majd Organization's top priorities were the construction of a sewing factory, building a secondary school specifically for girls, and rehabilitation of a village clinic;
- The Khairat Al-Nahrain NGO in Diyala advocates for divorced and widowed women and proposed two projects to the PPDC: building household egg incubators and a center for training for young women; and
- Also in Diyala, the Al-Dur Al-Maknoon Associated specifically identified different projects for internally displaced people (IDPs) for inclusion in the 2015 provincial PPL to be submitted to the PPDC.

Taqadum's public participation intervention is clearly helping to connect disparate stakeholders to the provincial planning and resource allocation processes. Across the provinces, NGOs have developed PPLs for widowed and divorced women; the elderly; youth; the disabled; the unemployed; and displaced populations. All these segments of the population are benefitting from one of the fundamental tenets of a citizen-focused public delivery system: the principle of inclusion.

Anti-corruption

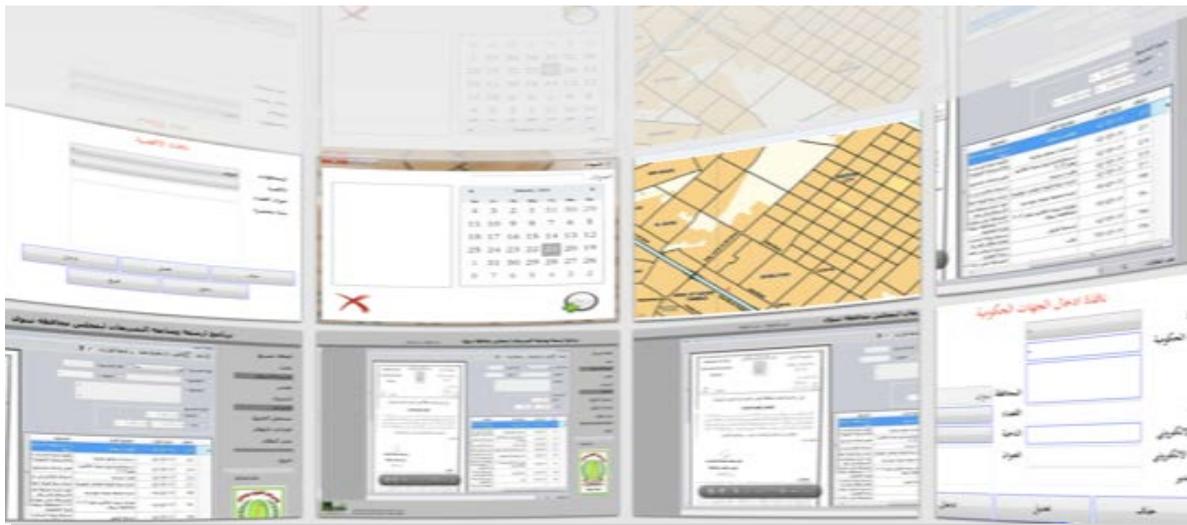
Taqadum's program elements strengthen local government by supporting good governance practices and by extension, anti-corruption initiatives. While these activities do not directly support traditional anti-corruption interventions, indirectly they represent the necessary building blocks to affect transparent governance.

- The Salah ad Din Women's Association selected two projects that would create job opportunities for women and orphans in the province. The Association submitted an official letter requesting the PPDC to include a project for breeding cattle for dairy production and a sewing factory in the 2015 PPL;

- The Association for the Protection and Development of Iraqi Families in Dhi Qar identified the need for a center to treat autism as a

Transparency is fundamental to mitigating corrupt practices. During the quarter, Taqadum's program elements enhanced transparency in the following manner:

- Enabling availability, flow, and sharing of information as well as a having a strong civil society presence in PPDCs;
- Using monitoring mechanisms and building integrity systems through ESDO/SDPS, SLIT, and project monitoring and oversight interventions;
- Providing a platform for citizen outreach and engagement through CSDs;
 - Identifying ways to more efficiently administer local governments through OSTP improvements;
 - Implementing solutions for better internal controls and monitoring mechanisms through financial management practices; and
 - Empowering citizens to provide feedback into the planning and resource allocation processes through citizen participation.



Taqadum's digital solutions has paved the way for more effective information recording, retrieval, and sharing. Such solutions contribute to a more transparent culture of governance and are a precursor to fighting corrupt practices

Collectively, Taqadum's interventions are strengthening local institutional foundations and engendering more transparent governance that promotes less corruption.

Coordination

Coordination between USAID implementing partners and local counterparts is usually a matter of routine. Nevertheless, during the reporting quarter, two instances of coordination stand out and are worthy of mention.

Coordination with USAID/Tarabot and USAID/ Access to Justice on Gol CSD Initiative

On March 18 2014, Taqadum met with implementing partners from Tarabot and Access to Justice to discuss coordination of each partner's work with the Citizens Affairs Office at COMSEC. The three partners discussed how to complement each other to create collective value for COMSEC given Tarabot's vertical based and centralized, on-line citizen complaint system, Taqadum's horizontal, stand-alone, and provincial based ITRS, and Access to Justice's need to connect citizen issues brought to provincial CSDs to appropriate legal clinics and NGOs. Representatives from each implementing partner agreed to continue to coordinate their respective efforts as developments warranted.

Coordination with USAID/Tarabot to Conduct Joint Workshop on Administrative Decentralization

After a period of consultation and coordination, Taqadum and Tarabot jointly conducted a training workshop on *Administrative Decentralization and Legislative Authority According to Law 21* in Basrah on March 3, 2014.



Participants from the Basrah PC and GO learning the basics of administrative decentralization and legislative authority as cited in the Second Amendment to Law 21

Twenty-six (26) participants including PC members and staff, and GO advisors attended the workshop. The primary purpose of the workshop was to share with the participants, the legal basis related to administrative decentralization as provided in the Second Amendment to Law 21, and to discuss authorities, mechanisms, and the scope of devolution as articulated in Article 45 of the Second Amendment

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. For example, during the quarter, no significant activity was conducted in the province of Anbar due to the very unstable security situation in the province. Additionally, a number of events were postponed in other provinces.

Visas for short-term consultants have also been delayed and in some cases, it impacted the scheduling of certain activities. Finally, the inability to renew IZ badges 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. Modification No 1 was fully executed and original subcontract was extended by March 31, 2014. All deliverables received on time and subcontractor has been paid. Status: Complete
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. All deliverables received and submitted to Finance to process the final payment. Status: Complete
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
Blanket Purchase Agreement GSP-BPA-13-13	The blanket purchase agreement GSP-BPA-13-13, Airline Ticket booking services was signed with Merjan for travel & Tourism on January 3, 2014 with time duration till April 30, 2014. Status: in Process
Blanket Purchase Agreement GSP-BPA-14-14	The blanket purchase agreement GSP-BPA-14-14, Printing and design service was signed with Creative Media on January 1, 2014 with time duration till June 2 nd , 2014. Status: in Process
Blanket Purchase Agreement GSP-BPA-14-15	The blanket purchase agreement GSP-BPA-14-15, Printing and design services was signed with Dan for Printing on January 1, 2014 with time duration till June 2 nd , 2014. Status: in Process
Blanket Purchase Agreement GSP-BPA-14-16	The blanket purchase agreement GSP-BPA-14-16, Videography and Photography services was signed with Dar Al Faisal Media Production on January 7, 2014 with time duration till June 6, 2014. Status: in Process
OSTP workshop on “Knowledge Management Network for OSTP Teams” Participants of Najaf GO. Held in Najaf on January 5-9, 2014.	Taqadum procured accommodation, stationary, meals and tea breaks for the workshop. Status: Complete

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Procurement Activity	Achievements and Status
<p>OSTP workshop on “People Criterion (HR)” Phase 3, Step 2:</p> <p>Participants of Baghdad, Ninawa GO and Babil GO.</p> <p>Held in Erbil on January 18-22, 2014.</p>	<p>Taqadum procured accommodation, stationary, meals and tea breaks for the workshop.</p> <p>Status: Complete</p>
<p>OSTP workshops on “Finance Criteria”:</p> <p>Participants of Baghdad PC, Kirkuk GO, Karbala GO, Ninawa GO, Babil GO, Najaf GO, Basra GO, Kirkuk GO and Erbil GO.</p> <p>Held in Baghdad on January 20-22, 2014.</p>	<p>Taqadum procured stationary, meals and accommodations for workshop’ attendees.</p> <p>Status: Complete</p>
<p>OSTP workshop on “People Criterion (HR)” Phase 3, Step 2:</p> <p>Held for participants from Basra GO on January 27, 2014 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>
<p>OSTP workshop on “People Criterion (HR)” Phase 3, Step 3:</p> <p>Held for participants from Ninawa GO on February 10-12, 2014 in Erbil.</p>	<p>Taqadum procured stationary, accommodation, lunch and tea breaks for the 3-day workshop.</p> <p>Status: Complete</p>
<p>OSTP workshop on “People Criterion (HR)” Phase 3, Step 4:</p> <p>Participants of Baghdad PC, Kirkuk GO, Ninawa GO and Babil GO.</p> <p>Held on February 16-18, 2014 in Erbil.</p>	<p>Taqadum procured accommodation, 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 3, Step 4:</p> <p>Held for participants from Basra GO on February 18, 2014 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>
<p>OSTP “Excellence Network Coordination Committee”</p> <p>Participants of Baghdad PC, Kirkuk GO, Karbala GO, Ninawa GO, Babil GO, Najaf GO, Basra GO, Kirkuk GO and Erbil GO.</p> <p>Held on February 26-27, 2014 in Baghdad.</p>	<p>Taqadum procured accommodation, a conference hall with projector, sound system, stationary, meals and tea breaks for the workshops.</p> <p>Status: Complete</p>
<p>OSTP “ Excellence and Change Management Conference”</p> <p>Participants from 15 provinces held on March 24-25, 2014 in Baghdad.</p>	<p>Taqadum procured accommodation, 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>EXPO - Two-day National Conference and exposition for all elected Provincial Council (PC) members.</p> <p>Held January 12 to 13, 2014, in Baghdad at the Royal Tulip Al Rasheed Hotel.</p>	<p>A two-day national conference and exposition for all elected Provincial Council (PC) members, including the large number of newly elected members, held January 12 to 13, 2014, in Baghdad, Iraq. The conference provided a roadmap with intellectual and practical tools, and served as a forum for government decision makers to interact with businesses that can become future public-private partners. Taqadum procured accommodation and meals for all participants, large Conference hall and four meeting halls for parallel sessions during two-day conference. Also, Taqadum procured Exposition area with 20 exposition booths, simultaneous interpretation, videography and photography services and printing services with logo design of the EXPO Conference, EXPO brochure and EXPO banners.</p> <p>Status: Complete</p>
<p>National Conference on Developing Local Legislation to Stop Violence Against Women</p> <p>Female PC Members, NGOs representing Gender and Vulnerable Populations, Officials from Ministry of Women Affairs, MOP, MOF.</p> <p>Held in Karbala on March 22-23, 2014.</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>National Financial Management Regulatory framework Conference in Najaf.</p> <p>Held in Najaf on March 2, 2014.</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>Workshop "Project Oversight "</p> <p>For participants from Erbil GO (Engineers). On January 5-9, 2014, first WS GI On February 9-12, 2014, second WS GII On March 2-6, 2014, third WS GIII</p> <p>Held in Erbil in GO facilities.</p>	<p>Taqadum procured stationary, meals and tea breaks for all listed workshops. Erbil Governorate provided hall for the " Project Oversight" workshops.</p> <p>Status: Complete</p>
<p>Workshop "Project Oversight "</p> <p>For participants from Salah ad-Din province PC/GO (Engineers).</p> <p>Held in Erbil on January 19-22, 2014.</p>	<p>Taqadum procured accommodation, meeting hall with projector, sound system, stationary, meals and tea breaks for the 4-day workshop.</p> <p>Status: Complete</p>
<p>Workshop "Project Oversight "</p> <p>For participants from Babil province PC&GO (Engineers).</p> <p>Held in Babil on January 19-22, 2014.</p>	<p>Taqadum procured meeting hall with projector, sound system, stationary, meals and tea breaks for the 4-day workshop.</p> <p>Status: Complete</p>

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Procurement Activity	Achievements and Status
<p>Workshop “Project Oversight “</p> <p>For participants from Basra province PC&GO (Engineers).</p> <p>Held in Basra on February 2-5, 2014.</p>	<p>Taqadum procured meeting hall with projector, sound system, stationary, meals and tea breaks for the 4-day workshop.</p> <p>Status: Complete</p>
<p>Workshop “Project Oversight “</p> <p>For participants from Karbala province PC&GO (Engineers).</p> <p>Held in Karbala on February 9-12, 2014.</p>	<p>Taqadum procured meeting hall with projector, sound system, stationary, meals and tea breaks for the 4-day workshop.</p> <p>Status: Complete</p>
<p>Workshops “Leadership and Decision making”</p> <p>For Erbil Mayors: On February 2-5, 2014 for the first group On February 9-12, 2014 for the 2nd group On February 16-19, 2014 for the 3rd group</p> <p>Held in Erbil in GO facilities.</p>	<p>Taqadum procured stationary, meals and tea breaks for all listed workshops. Erbil Governorate provided hall for the all “Leadership and Decision Making” workshops.</p> <p>Status: Complete</p>
<p>Workshops “Prioritization Projects and Conflict Mitigation ”</p> <p>For Erbil Mayors: On February 23-26, 2014 for the 1st group On March 2-5, 2014 for the 2nd group On March 9-13, 2014 for the 3rd group</p> <p>Held in Erbil in GO facilities.</p>	<p>Taqadum procured stationary, meals and tea breaks for all listed workshops. Erbil Governorate provided hall for the all “Prioritization Projects and Conflict Mitigation” workshops.</p> <p>Status: Complete</p>
<p>Workshops “FIDIC Standards Contracting Conditions “</p> <p>For Erbil GO Engineers: On March 2-6, 2014 for the first group On March 9-13, 2014 for the 2nd group On March 16-20, 2014 for the 3rd group</p> <p>Held in Erbil in GO facilities.</p>	<p>Taqadum procured stationary, meals and tea breaks for all listed workshops. Erbil Governorate provided hall for the all “FIDIC Standards Contracting Conditions” workshops.</p> <p>Status: Complete</p>
<p>Capacity Building Workshop on Amendment to Law 21 “ Roles and Responsibilities “</p> <p>For Diwaniyah PC and GO officials.</p>	<p>Taqadum procured a conference hall with projector, sound system, stationary, meals and tea breaks for the workshops.</p> <p>Status: Complete</p>

Taqadum Quarterly Performance Report (Y3Q2)
January 1, 2014 – March 31, 2014

Procurement Activity	Achievements and Status
Held in Diwaniyah on February 2-6, 2014.	
<p>Regional Legislative drafting Workshop</p> <p>For participants from Anbar, Diyala, Ninawa and Salah as-Din</p> <p>Held in Erbil on February 5-6, 2014</p>	<p>Taqadum procured accommodation, conference hall with projector, sound system, stationary, meals and tea breaks for attendees for 2-day workshop.</p> <p>Status: Complete</p>
<p>Regional Legislative drafting Workshop</p> <p>For participants from Karbala PC members.</p> <p>Held in Karbala on February 17-18, 2014</p>	<p>Taqadum procured a conference hall with projector, sound system, stationary, meals and tea breaks for the 2-day workshop.</p> <p>Status: Complete</p>
<p>Regional Legislative drafting Workshop</p> <p>For participants from Basra PC members and PC legal department employees.</p> <p>Held in Basra on February 11-14, 2014</p>	<p>Taqadum procured a conference hall with projector, sound system, stationary, meals and tea breaks for the 2-day workshop.</p> <p>Status: Complete</p>
<p>Regional Workshop for PPDC and PC Members to Create Provincial Vision for 2015.</p> <p>For participants from Ninawa, Salah as-Din, Anbar, Diyala, Wasit and Babil.</p> <p>Held in Erbil on March 2-5, 2014.</p>	<p>Taqadum procured accommodation, conference hall with projector, sound system, stationary, meals and tea breaks for attendees for 3-day workshop.</p> <p>Status: Complete</p>
<p>National Workshop for CSD Users and Managers from PCs, GOs and COMSEC</p> <p>Held in Erbil on February 16-18, 2014 for all 15 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>Workshops "Established and Strengthen ESDO Units"</p> <p>For participants from Anbar, Diyala, Kirkuk, Maysan and Muthana.</p> <p>Held in Erbil on March 10-11, 2014.</p>	<p>Taqadum procured accommodation, workshop hall with projector, sound system, stationary, meals and tea breaks for attendees.</p> <p>Status: Complete</p>
<p>Workshop "Adopting ESDO Staff Manual"</p> <p>For participants from Anbar, Diyala, Kirkuk, Maysan and Muthana.</p> <p>Held in Erbil on March 13-14, 2014.</p>	<p>Taqadum procured accommodation, workshop hall with projector, sound system, stationary, meals and tea breaks for attendees.</p> <p>Status: Complete</p>

Anticipated Major Procurements for Y3Q3

- Stationary and materials for Taqadum's closing activities.
- Printing Taqadum legacy reports, brochures and manuals for all partner provinces.
- Producing 3-5 minutes video clip as GSP/Taqadum legacy.
- Best Practice (legacy) Conference expenses for anticipated 300 participants from 15 provinces in April 2014.

Staffing

Long-term Support and Professional Staff

Name	Job Title	Component	Firm	Employment Type	Start Date	End Date
Anas Malik Farhood Al-Kanaani	IT Web Designer	Cross-Cutting	Chemonics (IDS)	Long-Term		Jan. 2, 2014
Qassim Kadhum Hassen	Project Specialist - Service Delivery	Program	Chemonics (IDS)	Long-Term	Jan. 9, 2014	
Vian Shekhallah Ibrahim	Office Manager	Operations	4Points	Long-Term		Jan. 9, 2014
Fadi Matti Hanna	Reporting Specialist/Translator	Cross-Cutting	Chemonics (IDS)	Long-Term	Jan. 15, 2014	Mar. 25, 2014
Mohammed Hikmat Shukur Al-Dulaimi	Bookkeeper	Admin	Chemonics (IDS)	Long-Term		Feb. 9, 2014
Maha Muhammed Fakhri Al-Shahwani	M&E Cost Share Specialist	Cross-Cutting	Chemonics (IDS)	Long-Term		Feb. 13, 2014
Hussein Jasim Mohammed	Capacity Development Specialist	Program	Chemonics (IDS)	Long-Term		Feb. 27, 2014
Zena Subhi Khames Al-Jubouri	Monitoring & Evaluation Specialist	Cross-Cutting	4Points	Long-Term		Feb. 27, 2014
Ahmed Ali Kadhim	Organizational Development Team leader	Program	Kaizen	Long-Term		Feb. 27, 2014
Tara Bahaulddin Abdullah	Provincial Coordinator	Program	Chemonics (IDS)	Long-Term		Feb. 27, 2014
Hiba Natiq Hussein	M&E Data Entry	Cross-Cutting	Chemonics (IDS)	Long-Term	Mar. 2, 2014	
Noor Sabah Naser Alwachi	Knowledge Management Specialist	Cross-Cutting	Chemonics (IDS)	Long-Term		Mar. 5, 2014
Ghassan Shamkhi Jabbar Al-Salih	Project Specialist - Policy Legislative	Program	Chemonics (IDS)	Long-Term		Mar. 10, 2014

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Hibatullah Mohammed Noor	M&E Specialist	Cross-Cutting	4Points	Long-Term		Mar. 31, 2014
Inaam Kamil Salman Al-Ogaidi	HR Administrative Assistant	Admin	Chemonics (IDS)	Long-Term		Mar. 31, 2014

Short-term Technical Assistance

Name	Component	SOW Activity	Firm	Employment Type	Arrival Date	Departure Date
James Mayfield	Cross-Cutting	Decentralization Advisor	Chemonics	Short-Term	Jan. 3, 2014	Jan. 25, 2014
Martin Mayerchak	Component 1	OSTP Advisor	Kaizen	Short-Term	Feb. 15, 2014	Mar. 27, 2014
Ahmed Sijercic	Component 2	Customer Service Specialist	CHF	Short-Term	Dec. 7, 2013	Feb. 25, 2014
Alia Thaeer Shaar	Component 1	OSTP Advisor	Kaizen	Short-Term	Feb. 20, 2014	Mar. 8, 2014
Tina Robbins	Cross-Cutting	Gender Specialist	Chemonics (HO)	Short-Term	Mar. 19, 2014	Mar. 26, 2014
Courtney Mallow	Cross-Cutting	Financial and Compliance Review Manager	Chemonics (HO)	Short-Term	Mar. 24, 2014	Apr. 9, 2014

Summary of Anticipated Activities for Q3 (April to June 30, 2014)

Activity	Date
Best Practices Conference Law 21 Conference Expo	April 8-10, 2014