



**USAID** | **IRAQ**  
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# GOVERNANCE STRENGTHENING PROJECT (GSP/TAQADUM)

## QUARTERLY PERFORMANCE REPORT (Y4Q4)

JULY 1, 2015 – SEPTEMBER 30, 2015

October 29, 2015

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**SUBMITTED BY CHEMONICS INTERNATIONAL**

**October 29, 2015**

**Contract No. AID-267-C-11-00006**

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## ACRONYMS

ARDP	Accelerated Reconstruction Development Project
COMSEC	Council of Ministers Secretariat
COR	Council of Representatives
CSD	Citizen Services Desk
CSO	Civil Society Organization
CSS	Citizen Satisfaction Survey
DEC	Development Clearing House
DFA	Department of Financial Affairs
DG	Director General
DMAT	Decentralization Mapping and Analysis Tool
ESDO	Essential Service Delivery Oversight
FAD	Financial Affairs Department
FMIS	Financial Management Information System
GO	Governor's Office
GOI	Government of Iraq
GSP	Governance Strengthening Project
<i>GSP/Taqadum</i>	Governance Strengthening Project/Taqadum
HCCP	High Commission for Coordination between Provinces
HCCPSEC	High Commission for Coordination between Provinces' Secretariat
ICI	Intergovernmental Coordination Implementation
IDP	Internally Displaced Person
IDS	Iraq Development and Sustainability
IDIR	Issue Tracking System
IOM	International Organization of Migration
ISF	Iraq Security Forces
ISIL	The Islamic State of Iraq and the Levant
ITRS	Issue Tracking and Reporting System
KRG	Kurdistan Regional Government
Law 21	Provincial Powers Act (2008) or "Transfer of Functions" Law, calling for decentralization of the government and the transfer of suitable ministerial "functions" to the provincial governments
LOP	Life of Project
LT	Long-term
LTTA	Long-term Technical Assistant
M&E	Monitoring and Evaluation
MCHPM	Ministry of Construction, Housing, and Public Municipalities
MOCH	Ministry of Construction and Housing
MOE	Ministry of Education
MOF	Ministry of Finance
MOH	Ministry of Health
MOLSA	Ministry of Labor and Social Affairs
MOP	Ministry of Planning
MOU	Memorandum Of Understanding
MOYS	Ministry of Youth and Sports
NDP	National Development Plan
NGO	Non-Governmental Organization

OCHA	Office of Coordination of Humanitarian Affairs
OD	Organizational Development
OSTP	Organizational Self-Assessment and Transformation Program
PACS	Project Activity Cost Sharing
PC	Provincial Council
PM	Prime Minister
PMAC	Prime Minister's Advisory Council
PMP	Performance Monitoring Plan or PMP Performance Management Plan
PM&E	Performance Monitoring and Evaluation
PPDC	Provincial Planning and Development Councils
PPL	Provincial Powers Law
PMO	Project Management Office
PRCS	Project Results Cost Sharing
PTCS	Project Transition Cost Sharing
SAB	Supreme Audit Board
SC	Sectoral Subcommittee
SD	Service Delivery
SDI	Service Delivery Improvement
SDIP	Service Delivery Improvement Plan
SDIPIC	Service Delivery Improvement Plan Implementation Committee
SDIPDC	Service Delivery Improvement Plan Development Committee
SDPS	Service Delivery Performance Standards
SDSR	Service Delivery Status Report
SLIT	Sub-legislation Implementation Tracking
SMART	Specific-Measurable-Achievable-Realistic – Time bound
SOPs	Standard Operating Procedures
SOW	Scope of Work
SP	Strategic Plan
SS	Success Story
ST	Short-term
STTA	Short-term Technical Assistance
SWOT	Strengths-Weaknesses-Opportunities-Threats Analysis
TA	Technical Assistance
Taqadum	Arabic for "moving forward"
TF	Provincial Task Force
TOT	Training of Trainers
TSI	Technical Support to Iraq (Program)
USAID	United States Agency for International Development
USG	United States Government
WR	Weekly Report

## FOREWORD

I was first introduced to the work of *GSP/Taqadum* in January 2012, during a meeting with the project's Policy Specialist, Khadija Aljabry. I was very impressed with *GSP/Taqadum*'s work supporting Iraq decentralization through its staff of qualified experts. These experts provided clarification regarding laws in conflict with the decentralization and implementation process. They also provided implementation methods to members and representatives from both the central and local governments, and helped all reach a certain level of consensus through a wide variety and numerous workshops, conferences, meetings and forums regarding the conflicting legislation and regulations. All of which was very helpful to all sides.



It is well known that when the local government provides citizen-centered services, these services are more effective and responsive than when the services are provided by a central government entity that may not understand the issues important to the local community. It was clear from the beginning that *GSP/Taqadum*'s goal was to build the capacity of Iraq's local government to more adequately provide services to its citizens.

The impact of *GSP/Taqadum*'s has been huge, largely due to their collaborative approach to working with all the different bodies and levels of government; and the confidence in their methods they instill in government officials thanks to their scientific approach and provision of technical assistance to both the local and central governments.

It is my opinion, that *GSP/Taqadum*'s efforts are still very much needed to further assist Iraq's decentralization process, as we are only halfway to our goal of full decentralization. Specifically, the High Commission for Coordination between Provinces needs *GSP/Taqadum*'s support to be sustainable.

Head of Secretariat for HCCP  
Dr. Torhan Al-Mufti

## A. GOALS AND OBJECTIVES

Since its inception in 2011, USAID/Iraq's *GSP/Taqadum Project* has engaged with provincial leaders to increase accountability and transparency in local governance and improve provincial-level service delivery. The key element throughout the *project* has been building the capacity of the local government to better provide services to its citizens. We have made advances in building the capacity of provincial governments to plan and deliver services with the participation of their constituents. Designed to transfer knowledge and strategies through innovative standardized systems and effective methodologies, *GSP/Taqadum* has worked side-by-side with provincial leaders and their staff and developed a unique and wide-ranging set of tools. The transfer of these tools, processes, and methodologies to local governments ensures replication and will sustain Iraq's provincial government organizational structure far into the future, thus benefitting citizens for generations to come.

Leveraging technical expertise, decades of shared experience, and a deep commitment to support Iraq's decentralization process in ways that are best for the country and its citizens, our overall goal has been and remains, to prepare plans whereby Article 45 of Law 21, as amended, (also known as the Provincial Powers Act (2008) or "Transfer of Functions" Law), is implemented.

In doing this, *GSP/Taqadum* has been guided by the following six Main Steps:

1. Forming and training of provincial task forces and sectoral committees
2. Identifying and diagnosing the "as is" situations related to the functions, roles, relationships, laws, regulations, and instructions within the local directorates and their relationships with the three targeted ministries, the Governors' Offices (GOs), and provinces
3. Defining, analyzing, categorizing, and assigning ministerial functions to the appropriate level of governments based on comprehensive criteria and elements
4. Developing financial, administrative, and legal framework for the transfer of functions
5. Discussion and agreement on the functions mapped and those to be transferred between central and provincial governments
6. Building the capacity of the provincial directorates and Governor's Offices to receive and perform the functions transferred efficiently and effectively

Law 21 was amended for the second time in June 2013. Passage of this second amendment mandates that governance will be decentralized by delineating certain powers to provincial levels of government, enabling them to enact provincial legislation, regulations, and procedures; and transferring suitable technical, legal, and administrative powers or ministerial "functions" of eight ministries to provincial governments of provinces not incorporated into a region. After years of uneven progress toward implementation of decentralization, these changes were supposed to take place this quarter when Law 21 went into effect on August 5, 2015. However, the HCCP on August 1, 2015 and COM Order 304 on August 4, 2015 extended the implementation for three months.

The passage of this amendment presents a unique window of opportunity for the U.S. Government to sustain and deepen its investment in local governance and provincial service delivery. At the same time, it represents an urgent challenge for USAID to maximize provincial capacity building over an admittedly short timeframe and when corruption and gaps in capacity still pervade provincial-level legal, financial, and human resource systems.

*GSP/Taqadum* developed a Law 21 "roadmap" in 2014, which was adopted at all levels of the Iraqi provincial government. This unprecedented consensus has anchored *Project* activities since, and a May

2014 modification to *GSP/Taqadum*'s contract made its new mandate official: to help set the stage for administrative decentralization.

Building on a solid foundation of successes and positive feedback dating back to our October 2011 inception, and a growing momentum as more and more ministries and provinces requested that *GSP/Taqadum* replicate its decentralization activities into their regions, we began expanding the decentralization mandate to other provinces beginning in the third and fourth quarters. Adding eight more provinces to our initial roster of seven (each of which had previously been guided through the *project*'s Decentralization and Mapping Analysis Tool (DMAT) process that identified, analyzed, and determined transferable ministerial functions). The newly added provinces were paired with the original seven. This pairing – just one aspect of the *project*'s comprehensive and unified Intergovernmental Coordination Improvement Plan (ICIP) aimed at replicating the *project*'s results in these added provinces – fosters cross-province exchanges of ideas, knowledge, tools, methods, practices, and suggestions.

In this quarter, *GSP/Taqadum* was fully immersed in *Phase III* of the *project*, working toward the following goals:

- Reach a consensus among the eight added provinces on the previously developed ICIP already agreed to by the originally targeted seven provinces
- Implement the ICIP to facilitate the actual transfer of functions from ministerial to local governments
- Enhance provincial budgeting, financial management, and internal control systems
- Develop/implement a systemized provincial process for service delivery improvement
- Draft new and amend existing legislation to harmonize decentralization laws and regulations
- Process map and streamline citizen-related functions/services using the “as is” process chart; and then to be followed-up with advertising to inform citizens as to the steps they need to follow in order to get the services they need
- Build the capacity of local government staff on local revenue generation and collection
- Build the capacity of local government in performing devolved functions
- Organize provincial government structure, roles and responsibilities

## B. OVERVIEW

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 (GSP/Taqadum)* for the fourth quarter of FY2015, from July 1, 2015 to September 30, 2015.

Meeting the call of many within Iraq’s federal and local government who requested our work not only continue, but also expand in scope, Phase III (which began June 1, 2015) saw *GSP/Taqadum* add eight more provinces to our initial roster of seven: five in the south and southcentral of Iraq – Karbala, Muthanna, Dhi Qar, Basrah, and Maysan; and three in the north – Anbar, Salah ad Din, and Ninawa. The seven initially targeted provinces – Babil, Baghdad, Diwaniyah, Diyala, Kirkuk, Najaf, and Wasit – had previously been guided through the *project’s* Decentralization and Mapping Analysis Tool (DMAT) process that allowed them to identify, analyze, and determine what ministerial functions were transferable to the provincial level *and* which were not. The newly added provinces were paired with the original seven. This pairing – just one aspect of the *project’s* comprehensive and unified Intergovernmental Coordination Improvement Plan (ICIP) aimed at replicating the *project’s* results in these added provinces – was engineered to foster cross-province exchanges of ideas, knowledge, tools, methods, practices, and suggestions. Our hope was that once these newly added provinces saw the results of our decentralization tools and processes and the future benefits to be reaped, in terms of increased and improved delivery of services to the people in their communities, they would choose to emulate the steps taken by the seven initially targeted provinces. This hope has met with great success.

By the end of this quarter, all five newly added southern provinces, working in coordination with *GSP/Taqadum* had completed the development phase. Supported in advance by a bevy of capacity building workshops the *project* staff conducted June 15 – July 15 for members of provincial Task Forces sub committees set up in each province, the following results occurred:

1. Successful completion of the Decentralization Mapping and Analysis Tool (DMAT) regarding the directorates of health, education, municipalities, water, sewage, municipality, urban planning, and planning and follow up in each of the five southern and south central provinces:
  - Each province carefully reviewed the analysis previously completed, with the cooperation of *GSP/Taqadum*, by the initially seven targeted provinces and made minor need-based adjustments. One, Muthanna, adopted the results and sent it to HCCP. The other four are in progress.
2. At the request of each local government, establishment of *GSP/Taqadum* embedded offices in each of the newly added provinces.
3. Establishment of Financial Affairs Directorates (FADS) in four of the five provinces – Muthanna, Dhi Qar, Basrah, and Maysan:
  - Each of the FADs, contains two departments: 1) Budgeting; and 2) Accounting. Once the Ministry of Finance gives its approval, the accounting department will open two bank accounts: one containing funds to address recurrent expenditures (maintenance, salaries, etc.), and a second for investment or capital



expenditures (projects, etc.).

*Note: Overall, by the end of this quarter, FADs had been established in 12 out of the 15 targeted provinces – Babel, Baghdad, Basrah, Dhi Qar, Diwaniyah, Diyala, Kirkuk, Maysan, Muthanna, Najaf, Ninawa, and Wasit. Only Anbar, Karbala, and Salah ad Din had not done so. While these 12 are not officially deemed 'FADs' per se due to unresolved Ministry of Finance concerns, the establishment of the two departments: budgeting and accounting within each province's Governor's Offices, are understood and accepted as operating de facto as Financial Affairs Directorates.*

4. All five southern provinces reviewed the list of 35 laws and regulations previously identified as in conflict with decentralization, and so far three – Basrah, Dhi Qar and Muthanna, agreed with the list.

Regarding the three newly added northern provinces, *GSP/Taqadam* had to tailor their efforts due to the ongoing occupation by the terrorist forces of the Islamic State by meeting regularly with provincial representatives either remotely or in locations outside the respective provinces. In addition, several capacity building events and workshops were held. Among them: 1) a workshop August 2-4 for provincial representatives from Anbar and Salah ad Din on how to develop decentralization plans; and 2) a stakeholders meeting for all three northern provinces, held September 9, in Erbil, saw international post-conflict expert, Mr. Moustafa Osman, deliver a presentation and hands-on action plan development sessions on post-conflict that outlined the steps and challenges of planning for and implementing post-conflict reconstruction and stability, especially regarding coordination between directorates.

These combined efforts, by the quarter's end, garnered the following results in three northern provinces:

1. Intergovernmental Coordination Implementation Plan (ICIP) development in the three newly added provinces:
  - Implementation Letters of Agreement (ILAs) were signed in all three provinces. (An ILA is a letter between *GSP/Taqadam* and the province in which the province and *project* agree to work together.)
  - Adoption of the Intergovernmental Coordination Implementation Plan (ICIP) by all six directorates within the Ministry of Municipalities and Public Works – water, sewer, municipality, municipalities, urban planning, and planning and follow-up; and the Ministries of Education and Health in two of the three northern provinces of Ninawa and Anbar.  
*Note: As part of Prime Minister Dr. Haider al Abaidi's reforms put in place in early August, the Ministry of Municipalities and Public Works (MMPW) was merged with the Ministry of Construction and Housing (MOCH) to become the Ministry of Construction, Housing, and Public Municipalities (MOCHPM)*
  - Official letters stating this adoption were sent from each directorate (Ninawa and Anbar) to the respective Governors' Offices requesting each to send an official letter to the Council of Ministers Secretariat (COMSEC) and/or the High Commission for Coordination between Provinces (HCCP) stating their acceptance of their adoption of the ICIPs.
  - The Governor of Ninawa was the first to send an official letter to the Council of Ministers Secretariat (COMSEC) and/or the High Commission for Coordination between Provinces (HCCP) stating his acceptance of the adoption of the ICIP. At the time of this writing, it is expected a similar letter from the Governor of Anbar will be sent shortly.
  - In Salah ad Din, due to ongoing military operations, to date, only three directorates – Water and the Ministries of Education and Health, were able to adopt their ICIPs. It is expected the other directorates will follow suit when security issues allow.
2. During a workshop held September 12-18, preliminary post conflict action plans were created in all three provinces.

3. Successfully met its objective by bringing all provinces up to date on all aspects of *GSP/Taqadum's* efforts and goals.
  - Mid-management crisis cells were created in the three northern provinces and their members trained on post conflict measures.
  - 1) *GSP/Taqadum* will meet (tentatively in October) with each technical committee to update the action plans produced at the September 12-18 workshop; and 2) *GSP/Taqadum* will provide technical training (scheduled for November) to these committees whose members are technical field experts able to provide assessment of infrastructure utilities, i.e., both current and pre-Islamic State of Iraq and the Levant (ISIL) service capacity assessment reports.

Regarding the other seven, initially targeted provinces, overall results seen from *GSP/Taqadum's* efforts this quarter are as follows (*additional detailed information can be found later in this report*):

- With the cooperation of *GSP/Taqadum*, all seven began implementing their Intergovernmental Coordination Implementation and Service Delivery Improvement Plans (ICIP and SDIP respectively)
- Out of the more 638 short-term solutions identified via the SDIPs, by quarter's end, 33 percent had been implemented
- *GSP/Taqadum* Operational Development staff assisted twelve provinces (Ninawa, Salah ad Din, and Anbar were not included due to ongoing security issues) in their process mapping of functions
- All 15 provinces, including the newly added southern and northern provinces, attended *GSP/Taqadum* regional workshops, reviewed legislation, and made recommendations (proposed amendments) regarding laws that were found to be in conflict with decentralization
- Local Revenue Units (LRUs) have been established in five provinces: Baghdad, Dhi Qar, Diyala, Kirkuk, and Wasit
- Organizational charts for FADs have been completed

## C. SUMMARY OF KEY ACTIVITIES AND ACHIEVEMENTS

*Fierce and fast moving, the quarter began with a ramped up, exhaustive schedule of back-to-back, sometimes overlapping workshops, trainings, and meetings, to meet the increased number of objectives as per the mandate set place by the June 1 extension. July was eclipsed by August, which saw Prime Minister Dr. Haider Al Abadi order sweeping changes to the government's structure that involved eliminating four ministries and consolidating eight others. These reforms were aimed at cleansing the government of corruption, easing citizen concerns regarding ever heightening economic and security issues, and acted in support of our decentralization efforts. September ended with the same gusto July blew in on, chock full of workshops, meetings, and events all aimed at moving the decentralization process forward. With so many activities and achievements to review, we've divided them below by month.*

On July 2, Maysan Deputy Governor, Mr. Chasib Kadhum, hosted a meeting attended by members of the SDIP Development Committee and *GSP/Taqadum* staff. The purpose of the meeting was to update Mr. Kadhum on progress made by Directorates regarding the completion of indicators. Each Directorate presented updated summary of respective indicators, and *GSP/Taqadum* presented the final draft of directorate indicators to Governor's Offices officials. Mr. Kadhum encouraged the Directorate of Health to adopt service standards to identify indicators.



***GSP/Taqadum* introducing its decentralization approach and activities with targeted ministries and provinces to participants.**

July 1-3, *GSP/Taqadum* began a series of capacity building sessions for the Basrah Task Force (TF) where participants were introduced to the project's scope of work, decentralization approach, functional mapping and analysis methodology, and activities with targeted ministries. Simultaneously, on July 1-10, we hosted a nine-day workshop for 22 Organizational Development staff and nine provincial officials, where participants were trained on how to draw process maps to explore citizen-related decentralized functions/services for possible streamlining. International Process Mapping and Streamlining Consultant, Mr. Osama

Mahmood, was on hand to explain in detail the benefits and technique of process mapping. By the end of these workshops, all had gained deep insight, not only into how process mapping works, but also how it can be applied to real life situations and support the streamlining of processes in their respective organizations.

On July 4, *GSP/Taqadam* Chief of Party, Mr. Cameron Berkuti, met with, Dhi Qar Governor Advisor, Mr. Mubarak Ajmi, to discuss *GSP/Taqadam*'s role in Dhi Qar's decentralization process. Mr. Ajmi expressed his thanks to *project* staff for their hard work, professionalism, and support of Dhi Qar's local government and requested *GSP/Taqadam* not only continue to share their expertise with his province, but also to reach out to directorates not targeted by the *project*. Assuring Mr. Ajmi that the *project* will continue to provide assistance and advice to those directorates engaged in the decentralization process, Mr. Berkuti stated that the *project* will be assisting with *GSP/Taqadam*'s approach, tools, and results for them to analyze and map their functions for transfer.



**Mr. Mubarak Ajmi (L), Dhi Qar Governor Advisor, requesting COP Mr. Cameron Berkuti include non-targeted directorates in current capacity building efforts**



**From (L to R) Mr. Eric Milstrey, USAID Regional Rep.; Mr. Bashar Kiky, Ninawa PC Chair; COP, Mr. Cameron Berkuti, GSP/Taqadam COP; and Mrs. Allison Dyess, USAID Political Section Officer**

On July 5, USAID Regional Representative, Mr. Eric Milstrey; *GSP/Taqadam* Chief of Party, Mr. Cameron Berkuti; and USAID Political Section Officer, Ms. Allison Dyess met with Ninawa Provincial Council Chair, Mr. Bashar Kiky, to discuss decentralization efforts underway by *GSP/Taqadam*. Stating his desire and readiness to work closely with *GSP/Taqadam* to prepare for the gradual transfer of functions, build the capacity of Ninawa's local government both in general and to deal with the aftereffect of the current crisis, and service delivery, Mr. Kiky stressed that the

liberation of his province from Islamic State terrorist forces hinges on a speedy implementation of decentralization.

On July 7, Chief of Party (COP), Mr. Cameron Berkuti, along with US Ambassador to Iraq, Mr. Stewart Jones; USAID Mission Director, Mr. Douglas Ball; Wasit Governor Advisor of Financial Affairs, Mr. Mahdi Wadi; and other officials met with Iraqi Minister of Finance, Mr. Hoshyar Zebari, to brief him on the *project*'s progress regarding decentralization, its targeted entities and financial management model. Outlining the history of various *GSP/Taqadam* workshops and activities held since June 2014, Mr. Berkuti explained the process for mapping and analyzing ministerial functions, identifying transferrable functions, and listing all laws and regulations that contradict with Article 45 of Law 21, as amended. Mr. Wadi then described *GSP/Taqadam* proposed financial framework at the provincial level and gave related details on the incorporation of financial statements, preparation of investment budget, and establishment of the provincial Department of Financial Affairs. Addressing the Minister of Finance's role after the transfer of functions, Minister Zebari stressed that the Ministry of Finance (MOF) is committed to the provisions of the Constitution and applicable decentralization laws. Expressing concern regarding potential encroachment of the financial model into MOF's sovereign authority and possible contradictions with current legislations, he suggested that MOF experts initially discuss with *GSP/Taqadam* the financial supporting module to decentralize.

During the week of July 1-7, *GSP/Taqadam* facilitated a meeting of members from the Council of Representatives (COR) and Baghdad's Local Government. *GSP/Taqadam* legal staff outlined laws that

are currently in conflict with decentralization as per Article 45 of Law 21, as amended, and detailed COR's role in ensuring that new legislation comply with administrative decentralization. COR Legal Advisor, Mr. Sabah Al-Karbouli, promised to submit a report to COR Speaker, Dr. Saleem Al-Jubouri, that would include the following recommendations:

- Establish an ad hoc COR committee to review and track conflicting laws
- Bring together, before the August 5 decentralization deadline, representatives from the federal and provincial governments and COR relevant committees to work to accelerate the implementation of Article 45
- Activate COR's role in monitoring the High Commission for the Coordination of Provinces regarding the implementation of Article 45
- Present the list of conflicting laws that was prepared with *GSP/Taqadum* assistance the COR Speaker and Committee Chairs



**International finance expert, Maarten de Zeeuw, outlining the concept of local revenue generation to workshop participants**

On July 24-25, *GSP/Taqadum* hosted the first in a series of large scale, highly interactive Local Revenue Generation workshops aimed at providing practical experience and facilitated by International finance expert, Maarten de Zeeuw, and *project* budgeting advisor, Najed Hamoody. (Note: The other workshop was held on August 30-31, 2015) The goal of these workshops was to build the foundation for local revenue generation as financial support to the decentralization process and improve service delivery. Participants included 15 Governor's Office,

Provincial Council, Governor Advisors and Treasury officials representing 12 provinces and were presented with the following: 1) a comprehensive view of local revenue generation setup and management, and how to analyze the current assignment of revenue sources (taxes, user fees, and other charges) to local governments or higher tiers of government; 2) how to assess the current revenue-generating capacity of local governments to determine their capacity building needs; 3) how to analyze the present systems of fiscal transfers to local governments and developing workable recommendations for future reform; and 4) practical information and steps to achieve effective local revenue generation were also provided, including revenue generation procedures; methods of communicating messages to citizens; human resource management (performance management); equipment and computerization logistics; and revenue related issues regarding legislation, enforcement, classification, reporting, analysis, and forecasting. Participants made recommendations on assigning revenue, creating enabling legislation, payment procedures, third party revenue collection options, evaluating revenue policies, and how to provide clear information to citizens about sub-national revenue.

On July 27, as requested, *GSP/Taqadum* held a meeting with the Minister of Youth and Sport, Mr. Abdul Hussein Abtan. The minister was briefed on the *project's* approach and activities, as well as the results of the functional mapping and analysis with targeted ministries and provinces.



**MOYS, Mr. Abtan with *GSP/Taqadum* staff**

Also on July 27, *GSP/Taqadum* assisted 11 legal officials from the Provincial Council, Governor's Offices (GO), and targeted directorates in the development of mechanisms to implement Article 45. Participants agreed on the following: 1) Adoption of the proposed recommendations (made at previous meeting held the week before on July 24) the Council of Ministers to instruct targeted ministries to give Governors increased authorities; and 3) taking the necessary steps to develop a mechanism for effective correspondence between the GO and targeted directorates.

On July 29-30, *GSP/Taqadum* conducted a two-day workshop for 65 participants representing Service Delivery Improvement Plan (SDIP) Committee members of the Basrah and Dhi Qar Directorates of Education, Health, Municipality, Water, and Sewage and introduced the concept of *GSP/Taqadum's* SDIP approach and how to collect updated data on services and calculate service indicators and gaps using the Gap Analysis template developed by *GSP/Taqadum*. Participants agreed on the following: 1) each directorate will send an official letter to *GSP/Taqadum* stating their adoption of service delivery standards within two weeks; 2) each directorate will collect updated data to complete respective draft SDIPs and send the results to *GSP/Taqadum* by the end of August for review and feedback; and 3) another workshop was scheduled in coordination with *GSP/Taqadum* to instruct SDIP Committee members on service gap analysis using *GSP/Taqadum's* Gap Analysis template to determine short and long-term solutions.

## **AUGUST 2015 – GSP/TAQADUM RECEIVES ACCOLADES FROM GOVERNMENT OFFICIALS FOR ITS DECENTRALIZATION EFFORTS**

As the highly anticipated August 5 decentralization deadline passed, celebrations rang out across Iraq marking the official enactment of the "Transfer of Functions" Law or Article 45 of Law 21, as amended for the second time in 2013. Passage of this second amendment mandated that governance of Iraq be decentralized by transferring certain powers under ministerial control to that of provincial governments. To legislate such a transfer is one thing. To actually enact the transference of powers or authorities from central to local governance is quite another. Always keeping its eye on the provision of better services to citizens, *GSP/Taqadum* assisted in answering an array of questions facing all involved in the decentralization process: What are the functions of the ministries? How can these functions be identified? Once they are identified, how will it be decided which are to stay at the ministerial level and which are to be transferred to the jurisdiction of the local governments in order to best serve the needs of the citizens? And what enabling legal, financial and administrative environments should be created?

As part of assisting Anbar, Salah ad Din, and Ninawa provinces in post-conflict service delivery capacity building including assessment, planning, and management, on August 2-4, *GSP/Taqadum* hosted a three-day workshop on the development of decentralization plans for the provinces of Anbar and Salah ad Din in Erbil. More than 115 people attended, including Deputy Governors, Provincial Council members, Governor's Offices officials, heads and key officials of targeted directorates, as well as

USAID Deputy Director for Democracy and Economic Opportunities Office, Mr. James Whitaker, and Mr. Abdul Karim Kasim, USAID Contracting Officer Representative.

GSP/Taqadum staff provided the *project's* approach, processes, methods, tools, and results of functional mapping and analysis performed with the other provinces; working in cooperation with Anbar and Salah ad Din provincial representatives, staff replicated the *project's* work in other provinces, and assisted them in the functional mapping and analysis process. In addition, staff discussed and explained proposed legal, financial, and administrative frameworks, and the various types of technical assistance needed for post-conflict planning and service delivery restoration and improvement.

Salah ad Din Deputy Governor, Mr. Ismaeel Haloob, told participants, "We reject any delay of the transfer of functions and request GSP/Taqadum intervene and address any reasons for delay." Deputy Governor of Anbar, Mr. Ali Farhan, thanked GSP/Taqadum for holding the workshop and encouraged participants to "co-create a common vision for a better future."



Working group participants discussing results of the DMAT

USAID Deputy for Democracy and Economic Opportunities Office, Mr. James Whitaker said, "The success of provinces lies in the success of providing better services to citizens, which can only take place through the service directorates."



Baghadiya Satellite Channel interviewing GSP/Taqadum COP Mr. Cameron Berkuti

GSP/Taqadum Chief of Party, Mr. Cameron Berkuti, briefed participants on the *project's* scope of work, and the stages of its decentralization approach. After outlining the functional mapping and analysis approach and efforts to bring ministries and provinces together in order to build consensus regarding the transfer of functions from the central government to the local level, Mr. Berkuti stated, "As the August 5 deadline approaches, local governments will start governing their provinces."

Participants reviewed and discussed approximately 400 ministerial functions, categorizing them as follows: 1) immediately transferable from the ministerial to provincial level, to be transferred within six months; 2) to be transferred within a year or longer; 3) or to remain at the ministerial level given they are related to national policy and standards. Participants then brainstormed a list of prioritized service restoration needs for Anbar and Salah ad Din provinces after liberation.

On August 6, the first of many Decentralization Day events were held in several provinces across Iraq, including Muthanna, Wasit and Babil, where GSP/Taqadum was publicly thanked for its role and close working relationship with provincial governments guiding their decentralization process.

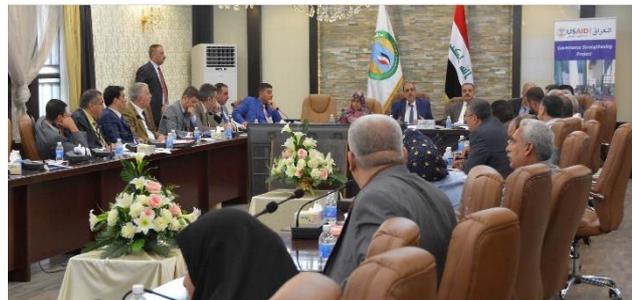
In Babil, the local government celebration of the transfer of authorities included Governor Sadiq Medlol Al Soltani, his key staff, the Deputy Provincial Council (PC) Chair, PC members, and Council of Representatives (COR) officials and directors included in Law 21. In his opening remarks, Governor Al Soltani praised the technical role GSP/Taqadum played in Babil's decentralization process: "We highly

appreciate the distinguished efforts of *GSP/Taqadum*. Thanks to the *project's* approach, we have reached a considerable level of preparedness for the transfer of functions.”

Emphasizing the Ministry of State for Governorates’ Affairs’ announcement citing Babil as Iraq’s leader in taking the necessary steps to decentralize its local government, Governor Al Soltani presented *GSP/Taqadum* with a certificate of appreciation and stated, “This could not have happened without *GSP/Taqadum's* assistance.”

In Muthanna, standing under a banner that read, “Under the sponsorship of Muthanna Local Government, in cooperation with the COR’s Regions Committee and *GSP/Taqadum*, the local government holds a celebration of announcement of transfer of functions, directorates and authorities from Ministries involved in Article 45 of Law 21 as amended to our province beginning on August 6, 2015,” Governor Ibraheem Al Mayali, praised *GSP/Taqadum's* efforts to assist the local government in their decentralization process and said the local government would continue to work with the *project*.

On August 8, *GSP/Taqadum*, at the invitation of Provincial Council (PC) Chair, Dr. Riyadh Al-Adhadh, attended a meeting to discuss concerns regarding the agreed-upon list of MOH functions to be transferred to the provinces, in response to the recently issued ministerial order (No. 3733). The order, issued by Minister of Health, Dr. Adela Al-Aboudi, virtually ignored the entire body of work completed by the 15 targeted provinces, in cooperation with *GSP/Taqadum*, regarding the analysis and transfer of functions. Expressing skepticism at the securing the MOH’s cooperation with the transfer of functions due to a long history with Iraq’s central government, Dr. Al-Adhadh said, “Due to the unsettled political situation, we agreed with the Prime Minister to negotiate with MOH about function, despite the fact they were supposed to be transferred on August 5, 2015 based on Article 45 of Law 21, as amended.”



**Meeting to address concerns regarding ministerial Order No. 3733 and its non-responsiveness to the transfer of function recommendations made by provincial governments**

The meeting ended with Dr. Al-Adhadh stating he will bring this issue up with the Prime Minister, and recommending that provincial governments request control of hiring, assigning, and distribution of doctors to the provinces doctors be transferred from the MOH to the local governments.



**Baghdad PC Chair, Dr. Riyadh Al Adhadh, honoring *GSP/Taqadum* COP, Mr. Cameron Berkuti and Baghdad staff**

Baghdad’s local government’s August 10 event not only celebrated the transfer of functions, but also specifically thanked *GSP/Taqadum* for its assisting role. Organized by PC Chair, Dr. Riyadh Al Adhadh; PC Vice Chair, Mr. Atwan Al Twani; Technical Deputy Governor, Mr. Jassim Bukhati;; and Administrative Deputy Governor, Mr. Karim Khalaf; special invitees included *GSP/Taqadum* Chief of Party, Mr. Cameron Berkuti and Baghdad *project* staff. Dr. Al Adhadh praised advisory role to the GO and PC, and commended the *project's* highly effective effort in analysis of Law 21 provisions.

Technical Deputy Governor, Mr. Jassim Bukhati said, “During our work, we noticed many projects and civil society organizations. *GSP/Taqadum* was the only one that succeeded in achieving its goals thanks to its determined staff. Their assistance in the next phase is critical to our work.” Mr. Khalaf said, “Without *GSP/Taqadum*, it would have been impossible to achieve this result. Staff members had an efficient and enormous role in the compilation and analysis of functions. I wish for them to continue to work with us.”

PC Strategic Planning Committee Chair, Mr. Nazar Al Sultan, added, “The true reason behind the *project’s* success is that it maintained balance, created a positive and impartial environment where both the local and federal governments could work together.”

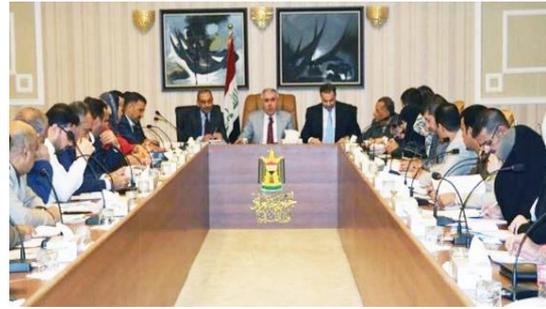
Mr. Berkuti expressed his gratitude to the local government of Baghdad and highlighted their capabilities, all of which “contributed to success of decentralization.” Highlighting the importance of institutional work and the need for development of human resources, Mr. Berkuti, said, “The success of this collaborative effort was the result of the cooperation offered by PC Chair, Dr. Al Adhadh, PC members, and Governor Ali Al Timini, his deputies and assistants.”

Back-to-back meetings on August 9-10 resulted in the Ministry of Finance’s (MOF) acceptance of an action plan continuing the steps needed to transfer ministerial functions to Iraq’s local governments. Realizing the need to create a unified approach to win MOF support of the transfer of functions, on August 9, just one day before a scheduled meeting between MOF and provincial officials, *GSP/Taqadum* met with local government representatives from Babil, Diwaniyah, Karbala, and Wasit to discuss a transfer action plan.

Thanks to *GSP/Taqadum’s* assistance, all agreed on the following action plan suggestions as a formula for all provinces to follow:

1. The MOF will issue a ministerial order calling for the formation of a committee consisting of the ministry’s most experienced decision makers who will conduct meetings, within a specified period of time, with provincial representatives to analyze current ministerial functions
2. The MOF will issue an order calling for the opening of two separate bank accounts in each province: one to contain investment funds and another to contain operating expense funds
3. The MOF will issue a directive to all ministries to turn over their respective 2016 estimated budgets to all provincial directorates involved in Article 45, for incorporation into the Public Budgets of Provinces
4. The Treasury Directorates shall be administratively and financially annexed to provinces so that they continue financing directorates not involved in Article 45
5. The meetings of the newly formed MOF Committee to analyze current ministerial functions will be held at either Baghdad’s Governor’s Office or Provincial Council, under guidance of Ministry of State for Governorates’ Affairs

On August 10, provincial representatives met with the MOF to discuss the transfer of ministerial functions to provincial directorates and present the action plan they had created the previous day with *GSP/Taqadum*'s assistance. The MOF meeting was chaired by Deputy Minister of Finance, Mr. Fadhil Nabi Uthman, and attended by the ministry's Deputy Governors, and representatives of the Council of Ministers Secretariat, MOSGA, and provincial governments. All suggestions within the action plan were first reviewed and then quickly accepted by MOF officials.



**MOF officials welcoming provincial action plan facilitated by the assistance of *GSP/Taqadum***

On August 13, Wasit's Governor's Office (GO) became the frontrunner in offering better delivery of services to citizens by launching Iraq's first e-Communication and e-monitoring systems to communicate with the organizations in the provinces and track solutions undergoing implementation by departments targeted under Law 21. Hosted by Governor Malik Khalaf Wadi, the event included Deputy Governors (DGs), Provincial Council members, DG assistants, DGs from targeted directorates, and *GSP/Taqadum* staff responsible for providing the technical assistance that made the system possible. Explaining how the online system will allow both government officials and everyday citizens to follow the progress of *project* implementation within Wasit, Governor Wadi said it would also allow people to send related comments via email directly to the provincial government. "This system will be replicated within all targeted provincial directorates," said Governor Wadi "Allow me to express my deepest gratitude to *GSP/Taqadum*, especially to their Service Delivery Specialist, for providing assistance to Wasit's Local Government to improve internal communication within departments and directorates, and to facilitate the electronic tracking of projects." The e-communication and e-monitoring system is being replicated by *GSP/Taqadum* with other provinces.

August 13, *GSP/Taqadum* Chief of Party, Mr. Cameron Berkuti, met with World Health Organization (WHO) Team Leader of Health Systems, Dr. Atef El Maghraby, and Senior Professional Officer, Dr. Ahlam Kadhim, to brief them on decentralization in Iraq and the implementation of Article 45 of Law 21, as amended. USAID COR, Mr. Abdul Karim Qasim, and *GSP/Taqadum* Health Service Delivery Specialist, Dr. Baraa Abdulwahid, were also in attendance. Mr. Berkuti explained that Iraq's ministries, to date, have failed to provide quality services to people. Therefore some ministerial functions should be assigned to local governments, which given their closer proximity to citizens, can be held responsible for the delivery of necessary services. He then suggested that WHO use the results of *GSP/Taqadum*'s analysis of the current status of primary health care service, including the identified short- and long-term service gaps, to build the provincial directorate's capacity and assist the Ministry of Health (MOH) in its new role of providing support to the provinces. Mr. Berkuti offered *GSP/Taqadum*'s assistance in assessing existing capacities and identifying gaps to determine where WHO intervention is needed. He added that the *project* is more than willing to introduce WHO officials to their provincial counterparts in order to facilitate cooperative capacity building efforts. The meeting was followed up with several other meetings through Skype with WHO and MOH. WHO was provided with *GSP/Taqadum* reports and plans,

"Decentralization is a tool and not an end," said Dr. El Maghraby. "I have never before seen a country set a date to implement decentralization. There is no magic to it, but having a set date changes things a little bit." According to Dr. El Maghraby, WHO has started meeting with MOH official and is having

regular advisory dialogues with Harvard University Global Health Policy Expert, Professor Thomas Bossert.



**Najaf Governor Adnan az-Zurfi**

On August 13, Najaf Governor Adnan az-Zurfi extended a special invitation to *GSP/Taqadam* to attend the first meeting of the newly established Najaf Provincial Coordination Commission (NPCC). Chaired by the Governor, participants included mayors and city council members. Highlighting the importance of the NPCC, he provided a brief on the heated discussions between the provincial and ministerial officials at the last meeting of the High Commission for Coordination between Provinces (HCCP) where he was in attendance.

The Governor requested that all mayors submit memos containing the authority needs in their respective Qada'as and Nahyias. He emphasized the increase of the mayors' authorities, informing them that they can now work to build legal and financial departments, based on the Governor's Offices proposed organizational charts aimed at providing better services to citizens. Presenting *GSP/Taqadam* with a certificate, Governor az-Zurfi expressed his appreciation for the *project's* efforts in assisting the local government in preparing successful transition plans to facilitate the receipt of ministerial functions.

On August 16, *GSP/Taqadam* attended a workshop, hosted by Minister of Youth and Sport (MOYS), Mr. Abdul Hussein Abtan, to review the transfer of function recommendations made at an earlier meeting and to discuss aspects *GSP/Taqadam's* decentralization process. Participants included MOYS Technical and Administrative Deputies, a Ministerial advisor, and Ministry Deputy Governors (DGs).



***GSP/Taqadam*, COP, Mr. Cameron Berkuti meeting with MOYS officials**

*GSP/Taqadam's* Chief of Party, Mr. Cameron Berkuti, gave a presentation on administrative decentralization; discussed the transfer of directorates and functions from the Ministries of Health, Education, and Municipalities and Public Works to the provinces as per the Constitution and Law 21 of 2008, as amended; and addressed the role of ministries, service delivery, and the capacities of the local government. Minister Abtan expressed his gratitude to *GSP/Taqadam* for its efforts to assist the implementation of Law 21, as amended, and highlighted the importance of decentralization in improving service delivery and bringing local government closer to its citizens as seen in other countries; he stressed the federal government's determination to implement Article 45 and transfer ministerial functions and asserted MOYS should devolve its functions before the date set by Council of Ministers. He ordered all Deputies and DGs to support the transfer of function efforts.

On August 19, the Ministry held a meeting to discuss the transfer of the functions from the ministry to the local governments. Attendees included representatives from 15 provinces; Advisor to the Minister of State for Provincial Affairs, Mr. Jamal ad Din Al-badri; and *GSP/Taqadam* Policy Advisor. Minister Falah Hassan az-Zeidan, stressed the importance of implementing Law 21 within three months, as recommended by the High Commission for Coordination between Provinces (HCCP). Indicating that *GSP/Taqadam* had worked for more than a year to successfully analyze the functions of three ministries, he suggested setting up a committee consisting of ministry and provincial officials to be tasked with mapping and analyzing MOAG functions, to which participants agreed.

On August 23, *GSP/Taqadum* hosted its third of four regional workshops. This workshop hosted for 19 Provincial Council members and Governor's Offices and legal officials from the provinces of Kirkuk and Ninawa attend. Among the issues addressed were: 1) laws and regulations in conflict with decentralization and proposed amendments; 2) building consensus among provinces on steps to be taken; 3) unification and adoption of recommendations agreed upon by provinces; and 4) submitting recommendations to the Council of Representatives and Council of Minister for adoption. Recommendations were presented to participants regarding Education, Health, and Municipalities legislation in conflict with Article 45 and administrative decentralization.

## **MOVING FORWARD: END OF AUGUST – SEPTEMBER 2015 – A JUGGERNAUT OF ACTIVITIES AND ACHIEVEMENTS**

Driven by accolades of many within Iraq's central and local government who called for *GSP/Taqadum's* work to not only continue, but also expand in scope; and following our Phase III mandate to move forward in our support of Iraq's decentralization process according to Law 21, as amended, during the week of August 25-September 1, in Erbil and Baghdad the *project* held the first cadre of a series of planned "Moving Forward" workshops. Others continued to be held throughout the month, making this quarter one of our most active and successful to date.



**USAID Contracting Office Representative, Mr. Abdul Kareem Kasim, giving opening presentation remarks at *GSP/Taqadum's* Process Mapping workshop**

On August 25-27, a training on Process Mapping of Functions and Services (C3.2) brought together 94 officials, including USAID representative, Mr. Abdul Kareem Kassim; Diyala Governor, Mr. Muthana Al Timimi, and Provincial Council (PC) Secretary, Mr. Khuder Muslim; PC members from Diyala, Maysan, and Dhi Qar; and local government officials representing the Human Resources (HR) departments of the Governor's Offices and Provincial Councils and their counterparts from the directorates of Health, Education, and Municipalities in the 12 targeted provinces.

Participants reviewed the definitions and standards of the organizational system, processes, functions, and services and the relationship between all. Theoretical principles of process mapping technique and the standard shapes were explored, culminating in a facilitated exercise where participants worked in small groups (divided by province) and mapped out shared administrative functions. The result was each province mapped 12 joint administrative processes and presented these results to the entire group.

As a next step, those trained in this workshop returned to their directorates to train officials who did not participate in this round on mapping out functions and/or services with the *GSP/Taqadum* embedded staff assistance.

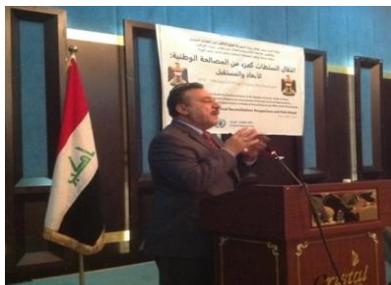
Over four days, August 25-28, a foundational, staff-focused workshop was also held for the new *GSP/Taqadum* staff that will be working in the five newly-added southern provinces of Basrah, Maysan, Dhi Qar, Muthanna, and Karbala (S2.1). Five staff participants (one from each province) were trained on how to: 1) develop the main elements of Service Delivery Implementation Plans (SDIPs); 2) use the gap analysis tool; 3) develop short- and long-term solutions; 4) use Strengths-Weaknesses-Opportunities-Threats (SWOT) analysis; and 5) how to write time-bound Specific-Measurable-Achievable-Realistic (SMART) objectives.

On August 30-31, *GSP/Taqadum* hosted a two-day Local Government Revenue Generation workshop (the second in a series that began in July 24-25, see above) for representatives of the provincial Governor's Offices (GO) and accounting sections of targeted directorates. The workshop's goal was to build the foundation for local revenue generation as financial support to the decentralization process and improve service delivery.

On September 7, *GSP/Taqadum* Chief of Party (COP), Mr. Cameron Berkuti, was invited to participate in the "Devolution as Part of National Reconciliation: Perspective and Path Ahead" conference hosted by the United Nations Assistance Mission to Iraq (UNAMI). Attendees included Special Advisor to the President of Iraq, Mr. Torhan Al-Mufti; Council of Representatives' Regions and Governorates Committee Head, Mr. Khalid Al-Mifraji; Prime Minister's Office Legal Department Director General, Dr. Othman Al Aboudi; key federal and provincial officials including Governors and Provincial Council Chairs; and representatives of the United Nations Development Programme (UNDP) and non-government organizations (NGOs).



*GSP/Taqadum* COP, Mr. Cameron Berkuti (center), discussing future collaborative efforts with Dr. Al-Mufti (l) and Mr. Al-Mifraji (r)



*GSP/Taqadum* COP, Mr. Cameron Berkuti outlying the critical role of decentralization in national reconciliation

While delivering a presentation on decentralization and building trust between people and government, Mr. Berkuti highlighted, "Decentralization is a means not an end, and aims to improve the delivery of services to Iraq's citizens." He then outlined the various types of decentralization; the legal foundation that supports decentralization in Iraq; the integral role of decentralization in service delivery and national reconciliation; *GSP/Taqadum's* role in the development of a roadmap for implementation of decentralization in Iraq; and the project's Decentralization Mapping and Analysis Tool (DMAT) results.

Expressing support for Mr. Berkuti's presentation and the work of *GSP/Taqadum*, Mr. Al-Mifraji said, "Shifting from a central to decentralized system is the core solution to Iraq's problems." He also met with Mr. Berkuti briefly to be updated on the status of the transfer from the ministries.

On September 9, *GSP/Taqadum* hosted a stakeholders meeting in Erbil to discuss and share ideas on post-conflict service delivery in the provinces of Anbar, Ninawa, and Salah ad Din. Among the 20 attendees (16 male, 4 female) were representatives of the international community, as well as central and provincial government representatives, including: National Cooperation Center Manager from Prime Minister's Office, Mr. Hussein Al-Asadi; Environment and Health Deputy Minister, Mr. Jasim Abdul Aziz; Diyala Governor, Mr. Muthanna Ali; Babil Deputy Governor, Mr. Wisam Aslan; Provincial Council and Governor's Offices officials from Anbar, Ninawa, Salah ad Din, Babil, and Diyala; and representatives from the Red Crescent, United Nations Development Program (UNDP), and United Nations Assistance Mission to Iraq (UNAMI).



**GSP/Taqadum COP, Mr. Cameron Berkuti briefing stakeholders on the project's decentralization approach**

After presenting the *project's* decentralization approach and efforts with the federal and provincial governments regarding the implementation of Law 21, GSP/Taqadum Chief of Party, Mr. Cameron Berkuti, said, "Decentralization is the best means to improve services and structure the relationship between the federal and provincial governments. We are currently working with provinces to build the capacity of local governments to ensure successful transfer of functions."

The following recommendations were made, seen as necessary to ensuring a successful post-conflict strategy: 1) training of officials and staff on how to effectively assess damage; 2) expedited ministerial functions transfer to provinces; 3) seeking assistance and expertise from the international community; 4) improved coordination among stakeholders; 5) development of a clear roadmap for the restoration of basic services; 6) encouraging volunteer efforts and related coordination with non-governmental organizations; and 7) establishment of provincial reconstruction committees.

On September 12-13, GSP/Taqadum hosted a "Post-Conflict Disaster Management" workshop for 56 stakeholder representatives from Anbar. Issues discussed included: 1) hazard and vulnerability community assessment; 2) development of a post-conflict service delivery action plan; 3) coordination and communication options; and 4) the identification of provincial post-conflict service delivery assessment, planning and management. GSP/Taqadum Chief of Party, Mr. Cameron Berkuti, gave a presentation outlining the *project's* decentralization approach and activities with targeted provinces to implement Law 21, as amended, and stressed, "Decentralization will help local governments provide better services to local citizens." Afterward, GSP/Taqadum's International Post-conflict and Disaster Management expert, Mr. Moustafa Osman, presented the concepts of and challenges facing post-conflict reconstruction, as well as GSP/Taqadum's role in post-war reconstruction and disaster management. Participants were then divided into working groups to conduct a post-conflict management exercise and a Strengths, Weakness, Opportunities, and Threats (SWOT) analysis.

Participants successfully identified and devised solutions to address challenges and difficulties facing provincial reconstruction and basic service restoration efforts. As a next step, Anbar's local government planned to examine GSP/Taqadum's proposed post-conflict work plan and provide feedback to *project* staff that will be discussed in a follow-up workshop.

On September 15-16, and September 17-18, GSP/Taqadum hosted back-to-back Post-Conflict Disaster Management workshops [as per Work Plan Element S2.3: Post-Conflict Disaster Management and Service Restoration Capacity Building in Three Provinces (Anbar, Salah ad Din, and Ninawa)] for representatives from the provinces of Salah ad Din and Ninawa, respectively.

The first, Salah ah Din's second, in a series of similar activities planned for all three provinces currently occupied by Islamic State terrorists, was attended by 63 Provincial Council (PC) and Ministry of Health and Environment officials. Issues discussed included: 1) hazard and vulnerability community assessment; 2) development of a post-conflict service delivery action plan; 3) coordination and communication options; 4) the identification of provincial post-conflict service delivery assessment, planning and management; and 5) formation of an emergency cell in the province for postwar restoration of services.



**GSP/Taqadam COP, Mr. Berkuti, outlining the project's decentralization approach**

GSP/Taqadam Chief of Party, Mr. Cameron Berkuti, gave a presentation outlining the *project's* decentralization approach and capacity building role with local governments in support of their assuming new responsibilities after implementation of Law 21, as amended. Afterward, International Post-conflict and Disaster Management expert, Mr. Mustafa Osman, who presented a variety of concepts and challenges facing post-conflict reconstruction, as well as the *project's* role in post-war service delivery capacity building and disaster management. Mr. Osman also discussed different types of disasters; indicators of state of emergencies; key

elements of provincial re-construction policy; responses for facing disasters; challenges facing the issue of postwar recovery and restoration of basic services; and the roles and responsibilities of stakeholders.

Each working group completed an action plans (including cost estimates) for each of the three phases outlined, and all participants agreed to create a local Emergency Center (chaired by the Deputy Governor and membership of provincial service directorate managers) to compliment and work in conjunction with Iraq's national Emergency Control Center.

The second workshop on September 17-18, hosted 47 officials (44 male, 3 female) from Ninawa's local government. After participants were directed through GSP/Taqadam's Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis, they agreed upon the following main post-conflict challenges: 1) providing security; 2) removing and disposing of mines; 3) reconstructing or demolishing damaged and/or dilapidated infrastructure; and 4) inadequate or lack of fuel supplies. Participants also recommended that Ninawa's existing local Emergency Center be bolstered by the hiring of new and efficient local staff who would begin developing post-conflict reconstruction and recovery plans.

The results and recommendations generated in this workshop will be reviewed and revised in cooperation with GSP/Taqadam and then sent to Ninawa's local government for final approval.

On September 17-18, GSP/Taqadam hosted representatives from the Provincial Councils (PCs), Governor's Offices (GOs), and targeted directorates of Babil, Karbala, Najaf, Wasit, Baghdad, Diwaniyah, Basrah, Kirkuk, and Diyala to explore in depth: 1) the different types of relationships that organize and direct the workflow between the federal and provincial governments; and 2) organizational work relationships at the local level, i.e., between the PC, Governor, and directorates. Participants discussed the following: 1) local level government fiscal relationships, such as financial management, trial balance, financial control, budget, financial policy, funding, and financial reports; 2) technical relationships such as technical correspondence, public policy, standards, technical reports, and performance evaluation; 3) local governance relationships such as administrative correspondence, authorities, proposal of local legislation, oversight and monitoring, and policy formulation at the local level; 4) steps to be taken by provinces when receiving the functions transferred to the local level.

As a next step, GSP/Taqadam will analyze the results of this meeting and becomes a foundation for defining roles, responsibilities, and authorities between governor office and directorates.

## D. FUNCTIONS AND SERVICES

### INTERGOVERNMENTAL COORDINATION IMPLEMENTATION PLAN (ICIP) CONSENSUS BUILDING (C2)

#### SUCCESS STORY

Perhaps the greatest success story of *GSP/Taqadum* decentralization efforts to date, has to do with the Ministry of Municipalities and Public Works\*\* (MMPW). The MMPW is by far Iraq's largest ministry, with each of its directorates seemingly large enough to be considered ministries in and of themselves. It is therefore responsible for delivering the largest amount of citizen services of all ministries. (Note: As part of Prime Minister Dr. Haider al Abaidi's reforms put in place in early August, the Ministry of Municipalities and Public Works (MMPW) was merged with the Ministry of Construction and Housing (MOCH) to become the Ministry of Construction, Housing, and Public Municipalities (MOCHPM))

#### A NEW DAY DAWNS: MOCHPM FIRST TO DECENTRALIZE

##### MOCHPM FIRST MINISTRY TO ACTUALLY TRANSFER NOT ONLY FUNCTIONS, BUT ALSO GENERAL DIRECTORATES TO THE JURISDICTION OF LOCAL GOVERNMENT

Successes are not always easy to see or measure, or even materialize. This is especially true in Iraq's constantly shifting environment, where something seen as a success one day can disappear the next. Or in some cases, be totally hidden from view due to more attention-getting media reports of flux and mayhem. Yet, there are hidden positives produced thanks to consistent and heroic efforts by those interested in moving Iraq forward in the face of all odds.

This is the case with *GSP/Taqadum's* long-term and ongoing decentralization work, which, in cooperation with the Ministry of Construction, Housing and Public Municipalities (MOCHPM) – the resulting entity of the recent merging of the Ministries of Construction and Housing (MOCH), Municipalities and Public Works (MMPW), culminated in a truly enormous success. At the very end of the quarter, MOCHPM announced not only its desire and preparedness to transfer functions, but the start of its actual transfer of identified functions and related directorates to provincial government entities.

Coming one month earlier than Council of Ministers Decision No. 304 (a three-month extension of Article 45, Law 21's August 5 deadline) that stipulates a gradual transfer of functions by November 4, this announcement heralded a landmark completion of one-third of *GSP/Taqadum's* overall objective. Originally slated to work with three targeted Ministries – Health, Education and the former MMPW – the MOCHPM is not only the first of our three targeted ministries to begin the transfer of functions and directorates, but it is also the first ministry in all of Iraq.

Since August 2014, *GSP/Taqadum* has worked collaboratively with the MOCHPM (formerly MMPW and MOCH) laying the groundwork for this success. However, although the Ministries of Education and Health participated early on with our Decentralization Mapping Analysis Tool (DMAT), a process we created to identify, analyze, and help determine transferable ministerial functions, the MMPW stayed on the sidelines. It wasn't until January 2015 that newly appointed Deputy for Administrative Affairs, Mr. Yilmaz Shahbaz Abbas, finally agreed to meet with *project* staff. Sharing our DMAT work and results with MMPW officials and staff as an introduction to how we could assist their decentralization process heralded Iraq's true launch into the reality of decentralization.

From early January 2015 until the present time, *GSP/Taqadum* met dozens of times with a variety of MMPW officials and staff, including the minister, his deputies, director generals and their assistants, and all department managers, in many cases in the presence of provincial government representatives from the Provincial Councils, Governor's Office, and sub-directorates operating in the provinces. Information regarding *GSP/Taqadum's* work with the 15 provinces was shared; recommendations were made and reviewed; capacity levels were identified, as were training and development courses needed to support the transfer of functions; inventory of resources (staff and equipment, moveable and immovable) was taken; human resource (HR) databases were prepared; mechanisms to transfer knowledge from the ministry to the local government and to complete implementation of current ongoing *project* were created – all in preparation to meet the August 5 decentralization deadline.

While the Ministries of Health and Education went through a similar process, both have recently stayed their decentralization efforts awaiting passage of a third decentralization amendment. Yet, the MMPW has continued forward, even after its merging with MOCH. On September 30, in cooperation with *GSP/Taqadum*, a meeting was held between the newly merged MOCHPM and provincial representatives, in the presence of the former advisor to the president of Iraq, Mr. Torhan Mufti. Paving the way for the actual transfer of functions and related directorates to provincial government entities, in addition to resolving the issue of contested functions, the following mechanisms were agreed upon: 1) Delivery and receipt of movable and immovable property; 2) Delivery of staff database and inventory of employees' salaries; 3) Completion of the implementation of ongoing Ministry contractual projects; 4) Transfer of knowledge and expertise from the ministry to the provinces and capacity building for the staff of sub-directorates in the provinces to support the implementation of the functions that will be successfully transferred; 5) Implementation of the ministry's planning and public policy in coordination with the provinces.

In addition to meeting the decentralization mandate, the transfer of functions will expand provincial powers, thus improving the delivery of services to the people of Iraq. Expanded powers include: 1) administration, training and development, transfer, and permanent and temporary appointment of human resources; 2) control over operational budget and revenues; 3) the ability to propose, contract, and implement investment projects; 4) the ability to determine needs (vehicles, devices and other items); and 5) broad legal powers to manage the affairs of sub-directorates. At the end, with the assistance of the project, 304 functions were analyzed and mapped; 103 to remain ministerial and 291 to be transferred gradually (189 immediately).

Transferring these administrative, financial, legal, and technical powers currently enjoyed by the minister to the Governor and provincial government will: 1) reduce red tape when responding to immediate service needs; 2) allow for the proposal of investment projects consistent with citizen needs; 3) install human resources as needed (short- and long-term) to meet shortfalls in the provision of services; 4) allow for the provision of vehicles, devices, and backup materials for the purposes of maintenance and operation, as well as other materials that might be needed in order to deliver a service in a timely manner, and thus enhance the quality and quantity of services delivered; and 5) make training and development courses available to staff based on need.

Since its inception in 2011, USAID/Iraq's *GSP/Taqadum* has engaged with provincial leaders to increase accountability and transparency in local governance and improve provincial-level service delivery. The key element throughout the *project* has been building the capacity of the local government to better provide services to its citizens. With the MOCHPM's recent action, *GSP/Taqadum* has moved closer

to fulfilling this important goal, which brings with it security, possibilities for economic growth, and improved governance.

## **SERVICE DELIVERY IMPROVEMENTS (SI, S2)**

### **SI. UPDATE ON THE SEVEN INITIALLY TARGETED PROVINCES: BABIL, BAGHDAD, DIWANIYAH, DIYALA, KIRKUK, NAJAF, AND WASIT**

After the approval of the Service Delivery Improvement Plans (SDIPs) by the Task Forces within the seven initially targeted provinces – Babil, Baghdad, Diwaniyah, Diyala, Kirkuk, Najaf, and Wasit – at the end of last quarter, *GSP/Taqadum* began assisting SDIP Implementation Committees (SDIPICs) in the development of action plans aimed at implementing the short-term solutions cited in the SDIPs. At the start of this quarter, all provincial SDIPICs had completed their respective action plans and had begun to implement their short-term solutions. Efforts began to develop a higher level of intergovernmental cooperation in implementing the SDIPs in these seven provinces.

Continuing the momentum of 1) last quarter’s short-term solution implementation numbers; 2) the related uptick in delivery of services to Iraqis; and 3) *GSP/Taqadum*’s late June (28) meeting with officials from the Ministry of Municipalities and Public Works’ (MMPWs’)\*\* General Sewer Directorate and representatives of the Sewer Departments of Babil, Diwaniyah, Diyala, Najaf, and Wasit (where we reviewed each province’s SDIPS, complete with long- and short-term solutions, thus enabling them to identify the level of support the MMPW will need to provide in order to assist in their implementation) – *GSP/Taqadum* kicked July off with equal fervor. A similar meeting was held on July 1 with representatives from the MMPW and provincial Municipality Directorates of Baghdad, Diwaniyah, Diyala, Kirkuk, and Najaf. By mid-July, solution recommendations were submitted.

Throughout the quarter, *GSP/Taqadum* continued this level of outreach meeting with Deputy Governors and Directors, Governor’s Advisors, Director Generals, managers, directors, planning officers, representatives, and others officials from the Council of Representatives (COR) Services and Construction Committee; Governor’s Offices; Provincial Councils and related committees (including Essential Service Delivery Oversight (ESDO) units); Ministries of Health, Education, and Municipalities and Public Works; and from the Directorates of Sewer, Municipality, Municipalities, Water, Health, Education, and Follow up and Planning from the provinces of Babil, Baghdad, Diwaniyah, Diyala, Kirkuk, Najaf, and Wasit.

During these meetings, these seven provinces, working in cooperation with *GSP/Taqadum*, reviewed and discussed the long- and short-term solutions they identified in their SDIP work. In addition, many of these meetings saw *GSP/Taqadum* staff working to bridge intergovernmental gaps in the seven provinces (Babil, Baghdad, Diwaniyah, Diyala, Kirkuk, Najaf, and Wasit) between local governments and the Governor’s Offices in order to facilitate a more cooperative effort regarding implementing the SDIPs within these provinces.

The results of this quarter’s efforts were seen no more clearly than in the number of solutions implemented. Over the course of July, August and September, eight long-term (all in Najaf), and 216 (accumulative) short-term solutions were implemented, representing 33.8 percent of the total identified short-term SDIP solutions. Thanks to one long-term solution, in Najaf, the redistribution of 201 teaching staff (based on need, *not* political affiliation) and the hiring of 233 new teachers (from the

Internally Displaced Persons (IDP) population saw the numbers of teachers increase to a total of 434. This enabled Najaf's Education Directorate to meet the need brought on by the increased population numbers due to the influx of IDPs. A win-win situation for all, unemployed IDPs were given employment to meet the education needs of the influx of IDP children.

The implementation of short-term solutions saw trash containers purchased and distributed in underserved neighborhoods, sidewalks cleaned, streets paved, flowers planted on roadsides and in squares in Diwaniyah as part of citizen-aimed clean environment, community beautification campaigns. Citizen complaint response rates rose in Kirkuk from 91% to 97% after qualified staff were placed in the Citizen Service Desk there. In Najaf, the sewage disposal indicator rose; broken and cracked water lines were repaired; and courses were provided to Education Directorate staff in newly outfitted training centers. In Baghdad's Al-Karkh 3 Education Directorate, repairs were made and murals were painted on the walls, thus making for a much more inviting educational atmosphere. In Baghdad's Risafa Second Education Directorate higher education degree holders conducted trainings to build the capacity of primary and secondary teaching staff. The establishment of caravan schools in surrounding Baghdad suburbs helped to meet the educational needs of children and ease the plight of teachers who had been working two and three shifts to accommodate the influx of IDP families.

Perhaps most critically important, in the primary health care sector, Babil, Baghdad, Kirkuk, Najaf, and Wasit health directorates re-distributed medical equipment and staff, including doctors and pharmacists, based on actual need. In addition, capacity building trainings were provided on the use of medical equipment such as medical imaging ultrasound devices and ophthalmic (eye) diagnostic equipment, critical to the health needs of citizens in these communities. *(Note: As part of the SDIP process, equipment was located in some health centers and hospitals that was not being used. The reasons varied. In some cases, staff did not know how to use this equipment. In other cases, there was no direct need for its use in that specific location. As part of the cost savings focus of the SDIP short-term solution process, the unused equipment was either transferred to medical facilities where it is now in use; or staff at the facility where it was located received training on how to use it. In certain priority cases, new equipment was purchased via funds allocated by the Ministry of Health, the directorate, or the provincial development budget.)*

In most cases, the implementation of these solutions provided an immediate effect. For example, Babil saw its health staff indicator increase from 60.8% to 64.9%, and its medical equipment indicator increased from 70% to 78.4% once the SDIP short-term solutions were implemented. Given that primary health care represents the first point of contact for patients, these solutions have and will continue to enhance service delivery efficiency, as well as increase early diagnosis rates.

The list of implemented solutions goes on and on. Two of these short-term solutions are highlighted below on as Success Stories. Both have to do with water. Insufficient water supply levels due to infrastructure issues compounded by the every-increasing IDP population numbers has seen supply and demand grow exponentially (as has waste and trash accumulation).

## **SUCCESS STORIES**

### **WATER DELIVERY AND TRASH COLLECTION SERVICES INCREASED**

During the week of August 19-26, GSP/Taqadum's staff saw the benefit of its Service Delivery Implementation Plan (SDIP) process in not just one, but two different service delivery areas: water and trash collection in the province of Diwaniyah.

According to a United Nations March 2014 “Water in Iraq Factsheet”, 30 years of conflict and a lack of capital investment have left Iraq’s water infrastructure in shambles. The negative effects of climate change, years of drought (considered “one of the most serious crises facing Iraq”), and a population both growing and on the run due to ongoing terrorist violence have worked to severely limit the country’s ability to supply water to its citizens. Although a 2012 UNICEF study stated that “88 percent of the population has access to potable water,” it also touted “significant differences among governorates and between urban (98 percent) and rural (77 percent) areas” with 6.2 percent of Iraqis not having access to an “improved water [treatment] facility.” This translates into polluted water and “increased risk of waterborne diseases especially among vulnerable groups such as children and women,” as well as citizens taking matters into their own hands and illegally tapping into local water networks.

Iraq’s population growth, mirrored by its mushrooming economy and increased individual income, and has also contributed to a reported production of “31,000 tons of solid waste every day with per capita waste generation exceeding 1.4 kg per day.” This increase has overtaxed the country’s heavily damaged and outdated waste management infrastructure, leaving people with nowhere to put their trash except in open spaces, i.e., unregulated and/or illegal dumping sites or public properties where “spontaneous fires, groundwater contamination, surface water pollution and large-scale greenhouse gas emissions” are the norm.

*GSP/Taqadam’s* SDIP staff assisted in the identification of the following water and sanitation solutions in Diwaniyah: 1) expansion of the water networks servicing the province’s Ghader and Al Shourta neighborhoods; and 2) sanitation relief and land reclamation.

Regarding water supply, the provincial Water Directorate identified and implemented a solution: expand the water network servicing the two neighborhoods by adding 1540 LM (linear meter) of water piping to serve a total of 3,350 beneficiaries. Additionally, extensive repairs were made to the main water supply pipe and all illegal tapping of the water network in the center of the province was eliminated. Accomplished at no expense thanks to the Directorate’s use of the 4” and 6” plastic PVC piping it had in storage, the implementation of this solution increased water services to citizen.

Addressing trash collection and dumping issues, the Municipality Directorate, via *GSP/Taqadam’s* SDIP process, purchased approximately 710 garbage collection bins and distributed them to citizen homes. Given that Diwaniyah is one of the poorest provinces in Iraq, this is quite a large effort on the part of the directorate, which also began work back filling swamps and converting them into green areas. To date, approximately 5000 square meters of land has been covered with grass and date palms, and other species of trees have been planted in the center of Diwaniyah, increasing its green area indicator from 7 to 12 percent.

## WATER DELIVERY INCREASED TO MEET CITIZEN NEEDS

The *project’s* extension on June 1 of this year coupled with the Government of Iraq’s continued commitment to decentralization has seen *GSP/Taqadam’s* work grow to exponential levels. Much of our work is hands-on with ministry, and local government officials and their staff, and therefore is rewarding in and of itself. Yet the result of that work is more long-term and not quickly visible. It is in the area of service delivery where we get to see the more immediate results of our activities – results that directly improve the lives of Iraqis. This was the case in Wasit this week, where two compact water treatment plants are currently in operation as a direct result of the cooperative relationship between *GSP/Taqadam* service delivery staff and Wasit’s water directorate and Governor’s Offices

officials. Working collaboratively through the *project's* Service Delivery Improvement Plan (SDIP) process, they were able to identify short- and long-term solutions that were implemented and immediately improved the lives of citizens in their communities.

Earlier this year, it was determined that the Kut District was suffering from an acute water shortage due to insufficient and fluctuating water pressure levels caused by the district's dilapidated and aging water treatment plant pumps. This shortage was compounded by the region's growing population, which including an ongoing IDP (Internally Displaced Persons) influx and related increase in water needs. At the same time, water treatment facilities from surrounding communities were being taxed by their attempts to support the Kut District's water needs.

Last March, in cooperation with *GSP/Taqadam*, the Director of Wasit's water directorate, Jawad Abdul Khadum Thamir, presented the results of the jointly prepared SDIP to Governor, Mr. Malik Khalaf Wadi. The SDIP called for the completion of two delayed compact water treatment plant projects, each responsible for providing 400 cubic meters of water per hour. After reviewing the proposed solution, Governor Wadi issued orders to complete construction of the two projects and get them up and running.

Today, construction is complete. The two compact water treatment plants are now providing a total capacity of 800 cubic meters of water per hour – a 4 percent, tangible increase (from 94 percent in March to 98 percent today) to the water quantity indicator. This translates to the delivery of better and increased water services to the almost 26,000 citizens living in the Aljihad and Khachia neighborhoods of Kut District.

## **S2. UPDATE ON THE FIVE NEWLY ADDED SOUTH AND SOUTH CENTRAL PROVINCES: BASRAH, DHI QAR, KARBALA, MAYSAN, AND MUTHANNA**

During this quarter, *GSP/Taqadam's* began efforts to replicate its service delivery process (previously completed last quarter with the seven initially targeted provinces that after finishing the identification process and are well on their way implementing solutions as addressed above ) in the newly added five southern and southcentral provinces of Basrah, Dhi Qar, Maysan, Muthanna, and Karbala. In cooperation with *GSP/Taqadam*, these provinces began the SDIP process by identifying gaps in the delivery of services to citizens, via *GSP/Taqadam's* Gap Analysis Template (GAT). The GAT tool first collects service delivery indicator data. It then reviews the collected numbers to determine the gaps, if any, between a predetermined standard (a reference of what should be) and the actual numbers of services delivered to citizens. (Note: The GAT data, is also used to address the following issues: financial, legal, management, human resources (HR), infrastructure, equipment, capacity building, technical barriers, coordination, political affiliations, abuse of services illegal taping of water lines), and operation and maintenance.)

Maysan was the first to come on board in support of these efforts, when, on July 2, Maysan Deputy Governor, Mr. Chasib Kadhum, after a meeting of members of the SDIP Development Committee and *GSP/Taqadam* where *project* staff presented the final draft of directorate indicators, Mr. Kadhum requested the Directorate of Health adopt service standards to identify indicators. On July 12, *GSP/Taqadam's* service delivery specialist met with Maysan Education Directorate managers of administration, human resources (HR), and Preparation, Training and Planning to identify service indicator gaps. On the same day, *project* staff met with Basrah Water, Municipality, and Education directorate managers to review the structure and processes of the SDIP Committee and the development of SDIP long- and short-term solutions.

During the quarter, *GSP/Taqadum* had numerous meetings with representatives, officials, and staff in each of the five provinces and reviewed the following: 1) the *GSP/Taqadum*-developed GAT tool; 2) factors affecting service gaps; 3) development of SDIPs and related action plans; 4) how to implement solutions; and 5) how to develop long- and short-term solutions. All information gleaned by *GSP/Taqadum*'s efforts with the seven initially targeted provinces were shared in the hope the newly added provinces would emulate those efforts.

In the coming months, *GSP/Taqadum* will train and work with targeted provincial directorates within the five added provinces on drafting Service Delivery Improvement Plans (SDIPs), thus enabling the provinces to start implementing short- and long-term service solutions.

## **FINANCIAL FRAMEWORK (C4)**

*GSP/Taqadum* financial specialists began this quarter by assisting Governor's Offices (GO) financial advisors in the gathering of economic activity information within the provincial private sector to be used to create a database for generating local revenues. *GSP/Taqadum* also began providing the GO with technical assistance on how to gather information on current revenues raised by various local government entities in order to avoid duplication in the collection of taxes, fees, and other charges. The project also trained the provincial government on major steps for developing local revenue base. Additionally, *GSP/Taqadum* staff reviewed the funding process between financial department and the proposed provincial Financial Affairs Department (FAD) in preparation for the implementation of decentralization is implemented.

The steps towards building and ultimately creating FADs within the Governor's Offices of 12 provinces was perhaps the biggest success in *GSP/Taqadum*'s financial work this quarter. [See SS below] The establishment of Local Revenue Units (LRUs) in five provinces (Baghdad, Dhi Qar, Diyala, Kirkuk, and Wasit) came in second.

In early July, *GSP/Taqadum* began its casting nets widely. Starting in Babil, staff met with Directorate of Municipalities officials, staff reviewed their current funding procedures versus those proposed after the implementation of Article 45 (when funding is expected to come through the FADs). Reviewing the same with officials in Basrah, staff also met repeatedly with representatives from Wasit, Kirkuk, Diyala, Diwaniyah, Baghdad, Ninawa, Karbala, Najaf, Dhi Qar, and Muthanna. Among these representatives were: Chairs and members of Provincial Councils (PCs), PC Health Committees, and Governor's Offices (GOs); provincial Health, Education Accounting, Planning and Follow-up, Municipality, Municipalities, and Sewer directorate managers, officials, and staff; Technical and Financial Affairs advisors; Deputy Governor's for Administrative Affairs; and Governor's Advisors and Assistant Governors for Financial Affairs.

Working cooperatively with all, staff went through the following steps: 1) reviewed the funding procedures (current and post Article 45 implementation mentioned above); 2) outlined proposed financial procedures to take effect after the transfer of functions; 3) reviewed the *GSP/Taqadum*-developed template used to collect information on economic activities at the local level; 4) introduced and outlined the concept, proposed structure, and responsibilities of FADs; 5) in provinces where economic activity information had already been collected, staff, working in cooperation with provincial officials, analyzed and classified these activities to determine what, if any, fees and duties could be imposed on given services; 6) determined and collected information on different types of commercial and industrial activities; 7) completed financial tables as required by the Ministry of Finance; and 8)

reviewed the concept and legal framework of revenues generation, the different types of revenues, and the role of the GO in the enactment of local revenue generation.

In mid-July, as a follow-up to the establishment of a LRU in Baghdad, staff met with finance officials there and discussed staffing, job descriptions, responsibilities, and the basic requirements and mechanism for collecting information for this unit. Aiming to build on and support these foundational efforts, on July 24-26, *GSP/Taqadum* hosted its first of two (a second was held August 30-31) Local Revenue Generation workshops for 15 Governor's Office, Provincial Council, Governor Advisors and Treasury officials representing 12 provinces. Facilitated by International Financial expert, Maarten de Zeeuw, and our Budgeting Advisor, participants were: 1) provided with a comprehensive view of local revenue generation setup and management; 2) shown how to analyze the current assignment of revenue sources (taxes, user fees, and other charges) to local governments or higher tiers of government; 3) shown how to assess current revenue-generating capacities of local governments to determine their capacity building needs; and 4) shown how to analyze the present systems of fiscal transfers to local governments and developing workable recommendations for future reform.

Practical information and steps to achieve effective local revenue generation were also provided, including revenue generation procedures; methods of communicating messages to citizens; human resource management (performance management); equipment and computerization logistics; and revenue related issues regarding legislation, enforcement, classification, reporting, analysis, and forecasting. Highly interactive, participants made recommendations on assigning revenue, creating enabling legislation, payment procedures, third party revenue collection options, evaluating revenue policies, and how to provide clear information to citizens about sub-national revenue.

The Local Revenue Generation acted as a catalyst and by early August, movement to collect information on provincial economic activities – a prerequisite to creating a local revenue system, hastened in the provinces, as did movement toward the establishment of FADs. For example, in Wasit, Governor Malik Wadi issued an administrative order establishing departments of Accounting and Budgeting, annexing them to the Governor's Office. This was done in order to jumpstart preparations for operating and investment budgets and finance spending units in decentralized directorates in accordance with the organizational structure and job descriptions developed by provinces in cooperation with *GSP/Taqadum*.

One by one, the other provinces followed suit. By the end of September, 12 provinces – Anbar, Babil, Baghdad, Dhi Qar, Diwaniyah, Diyala, Kirkuk, Maysan, Muthanna, Najaf, Ninawa, and Wasit – had established FADs. Five of them – Baghdad, Dhi Qar, Diyala, Kirkuk, and Wasit – had created LRUs. [See SS on page 28]

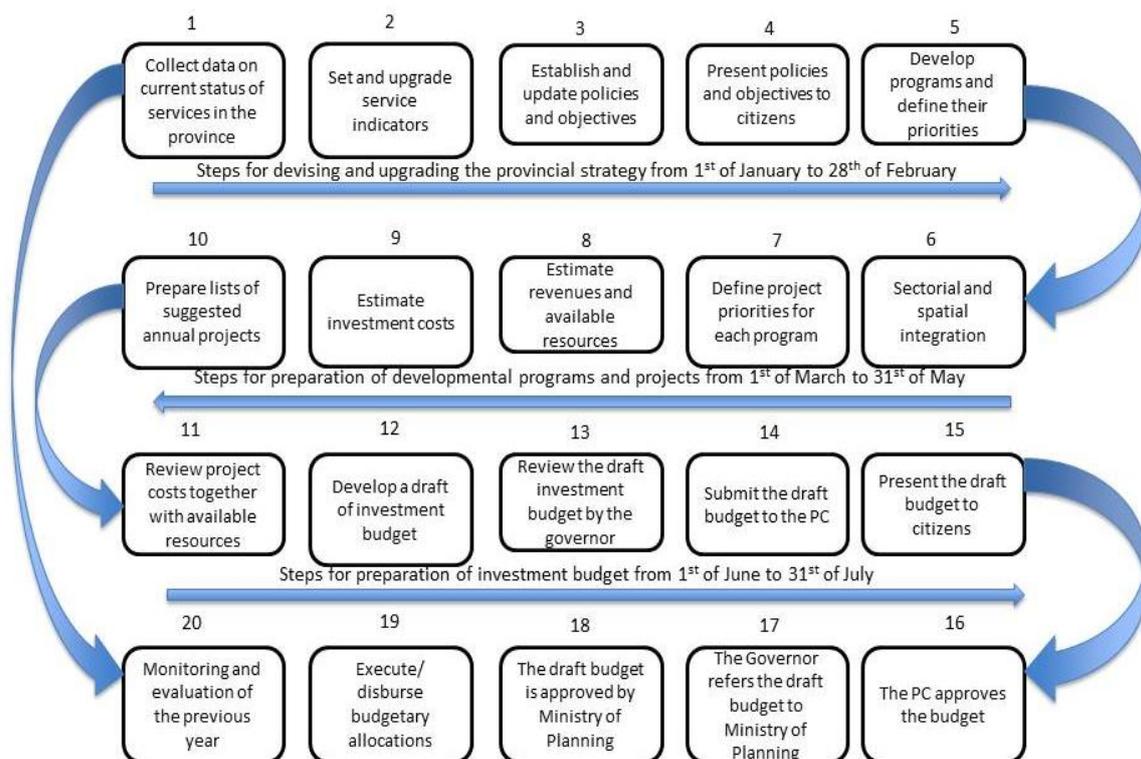
## **THE INTEGRATED INVESTMENT BUDGET PROCESS: A STEP-BY-STEP GUIDE TO IMPLEMENT FISCAL AUTHORITY AT THE PROVINCIAL LEVEL**

When analyzing the current investment budget process at the local level, *GSP/Taqadum* defined a weakness in the financial planning part of this process – there was a gap between financial planning and the technical part of the budget process.

To this end, *GSP/Taqadum* developed an “Integrated Investment Budget” process, which aims to fill the gap between financial and technical planning in the provincial budget process. Two of the *project's* work elements: budgeting and service delivery participates in assisting provinces in the implementation of the process.

The Integrated Investment Budget process was designed as a step-by-step process provincial authorities could follow to ensure smooth and easy budget implementation. The first step *GSP/Taqadum* took in assisting the implementation of this process in the provinces was to develop a Provincial Fiscal Policy. *Project* staff provided technical assistance to the Provincial Councils on how to develop a fiscal policy, including: 1) principles; 2) the relation between fiscal policy; and 3) provincial investment budget formulation. As a next step, *GSP/Taqadum* focused on the financial aspect second and provided on-the-job training to financial staff of targeted directorates on how to calculate potential revenues from different valuable resources. *GSP/Taqadum* then introduced a mathematical method to calculate revenues and provided on the job training to financial staff to implement this method.

The chart (below) depicts the steps that need to be taken in order to implement fiscal authority at the provincial level.



## FINANCE SUCCESS STORY

### 12 PROVINCES CREATE BUDGETING AND ACCOUNTING DEPARTMENTS

#### IMPLEMENTATION OF *GSP/TAQADUM*'S LOCAL FINANCIAL MANAGEMENT MODULE SPREADS THROUGHOUT TARGETED PROVINCES

In February 2015, *GSP/Taqadum* hosted a national workshop to showcase and discuss the *project's* proposed Local Financial Management Module working paper. Among participants were provincial officials and representatives from the ministries of Health and Education, Ministry of Municipalities and Public Works, Ministry of State for Governorates' Affairs (MOSGA), and Council of Ministers' Secretariat (COMSEC).

Developed in cooperation with targeted provinces, the Module was created to improve financial management within provincial governments via: 1) an organizational structure and associated

responsibilities of a provincial Financial Affairs Department (FAD) in each of the 12 targeted provinces; 2) financing procedures between FADs and provincial directorates; 3) provincial budgeting preparation; and 4) auditing and internal controls. The workshop's goal was to demonstrate the importance of and need to create FADs to strengthen local government capacity in order to provide better services to citizens and foster financial autonomy.

Participants unanimously approved module proposals, including the creation of FADs in each province. However, due to several perceived conflicts of interest between the Ministry of Finance (MOF) and the provinces, the contents of the Module did not receive MOF's approval until August 2015.

Immediately after this approval, many provinces, in cooperation with *GSP/Taqadum*, began the process to establish FADs within their Governor's Offices (GOs) where they will serve as provincial financial management agencies and assume responsibility for all provincial financial functions.

Once in place, each of the proposed FADs will contain two sections: 1) Budgeting – responsible for planning and formulation of the general provincial budget; tracking changes that may occur in budget items; and tracking changes in staffing; and 2) Accounting – responsible for financing all devolved directorates within the province on monthly basis; tracking spending within budget allocations for each directorate; and generating monthly provincial trial balances for submission to the MOF.

Understanding the importance of local revenue generation to support, *GSP/Taqadum's* financial management module also calls for the establishment of Local Revenue Units (LRUs) within each provincial GO. The LRUs will be responsible for collecting, reporting and financial management of local revenues. Several provinces have begun to establish these units and *GSP/Taqadum* budgeting specialists are currently providing them with technical assistance on identifying roles and responsibilities, as well as formulation of staff job descriptions.

To date, twelve provinces – Anbar, Babil, Baghdad, Dhi Qar, Diwaniyah, Diyala, Kirkuk, Maysan, Muthanna, Najaf, Ninawa, and Wasit – have established FADs. Four of them – Baghdad, Dhi Qar, Diyala, and Kirkuk – have created LRUs.

## **PROCESS MAPPING AND STREAMLINING (C3)**

*GSP/Taqadum* understands that after the transfer of ministerial functions, provincial governments will be shouldered with new responsibilities. Consequently, tools and methods must be set in place to make processes more transparent and streamlined in order for the citizen to reap the best possible benefits of decentralization. One of these effective tools is process mapping, a technique used to help organizations and individuals understand their specific roles and the value added by each step of the process of performing an activity or task.

*GSP/Taqadum* began this quarter by building on the progress made last quarter, where the introduction of our process mapping technique to Governor's Offices and targeted directorates was widely accepted and appreciated; and the Task Force Committees formed in Baghdad, Babil, Najaf, Diwaniyah, Kirkuk, and Wasit successfully collected information on functions to be process mapped and streamlined.

Laying the groundwork for the rest of the quarter, on July 1- 9, *GSP/Taqadum* staff hosted a nine-day workshop for 22 *project* Organizational Development (OD) staff and 9 provincial officials. International

Process Mapping and Streamlining expert, Mr. Osama Mahmood explained in detail process mapping benefits and techniques. Trained on how to map processes to explore citizen-related decentralized functions/services for possible streamlining, participants were given: 1) an overview of the fundamentals of process-mapping and design, 2) standards used to collect information; and 3) an explanation of the advantages and mechanisms involved in the selection of functions and services for process mapping. Introduced to process streamlining techniques and how to use the process map technique to draw visual representations of a series of connected activities, i.e., a virtual map, for use in the actual implementation of citizen-focused decentralized functions and services, by the workshop's end, participants engaged in a series of hands-on exercises and quizzes.

Applying the knowledge and skills learned and using their computers, they drew process maps for real-life functions and services requested by citizens. By the workshop's end, all had gained deep insight, not only into how process mapping works, but also how it can be applied to real life situations and support the streamlining of processes in their respective organizations.

On August 25-27, *GSP/Taqadum* hosted a capacity building training on Process Mapping of Functions and Services (C3.2) for 94 select officials, including USAID representative, Mr. Abdel-Karim Kassem; Diyala Governor, Mr. Muthana Al Timimi, and Provincial Council (PC) General Secretary, Mr. Khuder Muslim; PC members from Diyala, Maysan and Dhi Qar; and local government officials representing the Human Resources (HR) departments of the Governor's Offices and Provincial Councils and their counterparts from the directorates of Health, Education, and Municipalities in the 12 targeted provinces.

Participants reviewed the definitions and standards of the organizational system, processes, functions, and services and the relationship between all. Theoretical principles of process mapping technique and the standard shapes were explored, culminating in a facilitated exercise where participants worked in small groups (divided by province) and mapped out shared administrative functions. The result was each province mapped 12 joint administrative processes and presented these results to the entire group.

As a next step, those trained in this workshop returned to their directorates and began training officials who did not participate in this round on mapping out functions and/or services.

With the support of *GSP/Taqadum's* provincial Organizational Development advisor, these select officials returned to their provincial offices and began on-the-job training with targeted department staff, mapping out the gathered information regarding the steps needed to implement the services and functions requested by citizens within their sectors. To date, these officials have mapped out more than 45 citizen-centered services and functions, and are seeking to map out a total of 110 more throughout the 12 provinces.

The following are among the benefits of mapping out these processes:

1. Mapping creates a visual rendition depicting the required steps of each service and/or function, as well as the process the citizen must follow to address their service need
2. Mapping the standards steps needed to achieve any service and/or function, helps to reduce corruption and fraud via the transparent process and clearly delineated steps
3. The establishing a streamlined set of steps to the process helps to reduce the effort and cost to the citizen

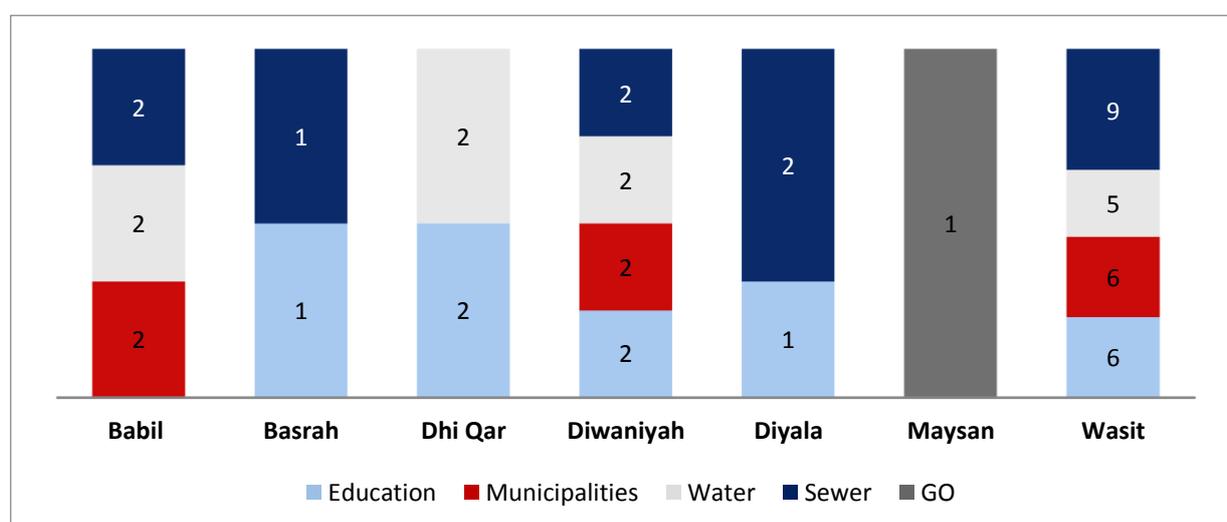
## PROGRESS OF SERVICES/ FUNCTIONS PROCESS MAPPED

GSP/Taqadum has managed to train officials from Provincial Councils, Governor's Offices, and the directorates of three ministries (Health, Education, and MMPW) on process mapping citizen-centered functions. GSP/Taqadum has made it to have provinces process map 50 functions through end of September 2015 and many more are underway. Yet, these as-is process maps will be streamlined and posted during the course of the project.

### Achieved & Approved Process Maps by Province per Sector

Province	Education	Municipalities	Water	Sewer	GO	Total
Babil		2	2	2		6
Basrah	1			1		2
Dhi Qar	2		2			4
Diwaniyah	2	2	2	2		8
Diyala	1			2		3
Maysan					1	1
Wasit	6	6	5	9		26
<b>Grand Total</b>	<b>12</b>	<b>10</b>	<b>11</b>	<b>16</b>	<b>1</b>	<b>50</b>

### Achieved & Approved Process Maps by Province per Sector thru September 30, 2015



## LEGAL ANALYSIS (C5)

### INTERGOVERNMENTAL COORDINATION IMPLEMENTATION PLAN (ICIP) ENABLING A LEGAL FRAMEWORK

*GSP/Taqadum* legal staff has been providing on-job-training to Legal Working Groups (LWG) in the seven initially targeted provinces – Babil, Baghdad, Diwaniyah Diyala, Kirkuk, Najaf and Wasit, on how to review and analyze legislation and regulations in conflict with decentralization; propose solutions that are consistent with Article 45, Law 21, as amended; and make relevant recommendations to the Council of the Representatives (COR) and Council of Ministers (COM). *GSP/Taqadum* has also been holding training workshops for Governor’s Offices (GOs), Provincial Councils (PCs) and Directorates to explain the concept of accountability as an important element of decentralization.

Entering July, *GSP/Taqadum* continued this problem-solving legal approach facilitating discussion to remove and address any stumbling blocks that did and continued to appear as the August 5 decentralization (via implementation of Law 21) deadline for the approached. Following the previous quarter’s-end mandate, we moved forward our engagement with the newly added three northern provinces – Anbar, Ninawa, and Salah ad Din, and five southern provinces – Basrah, Dhi Qar, Karbala, Maysan, and Muthanna. By the end of this quarter, the five southern provinces had all formed LWGs and were receiving on-the-job training. Although the three newly added northern provinces did not form LWGs, they did participate in many *GSP/Taqadum* events and engaged in preparatory steps to do so.

Additionally, via the guidance received during their participation in many *GSP/Taqadum* meetings, events, and workshops (*some of which are highlighted below*), 10 provinces – the seven initially targeted ones, plus Dhi Qar, Basrah, and Muthanna, had submitted a unified draft of their recommendations to the COR and COM. The recommendations addressed the 35 pieces of legislation and regulations that were identified to be in conflict with, or blocking implementation of certain aspects of decentralization and the transfer functions according to the mandate of Article 45 of Law 21, as amended.

During the week of July 1-7, *GSP/Taqadum* legal staff facilitated a meeting between members of the COR and Baghdad’s Local Government. *Project staff* 1) outlined laws and regulations that are currently in conflict with decentralization as per Article 45 of Law 21, as amended; and 2) detailed COR’s role in ensuring new legislation comply with administrative decentralization. COR Legal Advisor, Mr. Sabah Al-Karbouli, promised to submit a report to COR Speaker, Dr. Saleem Al-Jubouri, that would include the following recommendations:

- Establish an ad hoc COR committee to review and track conflicting laws
- Bring together, before the August 5 decentralization deadline, representatives from the federal and provincial governments and COR relevant committees to work to accelerate the implementation of Article 45
- Activate COR’s role in monitoring the High Commission for the Coordination of Provinces regarding the implementation of Article 45
- Present the list of conflicting laws that was prepared with *GSP/Taqadum* assistance the COR Speaker and Committee Chairs

On July 27, *GSP/Taqadum* assisted 11 legal officials from Karbala’s PC, GO, and targeted directorates in the development of mechanisms to implement Article 45. Participants agreed on the following: 1) Adoption of the proposed recommendations regarding the conflicting laws that were agreed on at a meeting a few days before on July 24, the Council of Ministers to instruct targeted ministries to give

Governors increased authorities; and 2) taking the necessary steps to develop a mechanism for effective correspondence between the GO and targeted directorates.

On August 20, *GSP/Taqadum* hosted a meeting in Babil to discuss the relationship between the PC and GO. Attendees included First Deputy Governor, Mr. Wisam Aslan; Second Deputy Governor, Mr. Hassan Mindil; Deputy PC Chair, Mr. Hassan Fad'em; and members of the PC Legal Committee. Issues discussed included: 1) current and future GO-PC relationships, based on Law 21; and 2) the GO's role in implementing PC legislative, planning, monitoring and budgeting functions. Recommendations made included: 1) adherence on the part of the PC to the strategic plans developed by the GO; 2) the need to establish departments for finance and budgeting within the GO; 3) the hiring of legal consultants to support the legislative process; and 4) assigning veto authority to the Governor.

*GSP/Taqadum* legal staff hosted four workshops during the month of August, aimed at building consensus among provincial governments and advancing efforts to advocate for amendments to national laws and regulations found to be in conflict with decentralization. Attendees included PC, GO and legal officials from Babil, Karbala, Najaf and Wasit (August 10); Basrah, Maysan, Dhi Qar, Diwaniyah, and Muthanna (August 17); Kirkuk and Ninawa (August 23); and Anbar, Baghdad, Diyala, and Salah ad Din (August 27). The following was addressed: 1) laws and regulations in conflict with decentralization and proposed amendments; 2) building consensus among provinces on steps to be taken; 3) unification and adoption of recommendations agreed upon by provinces; and 4) submitting recommendations to the COR and COM for adoption. Participants were presented recommendations regarding Education, Health, and Municipalities legislation in conflict with Article 45 and administrative decentralization.

By the end of this series of workshops, representatives from 10 provinces had agreed the recommendations would be submitted to their respective provincial councils for adoption, and then submitted to the COR and COM for adoption to enact legislation supporting decentralization. By the end of this quarter, all 15 provinces had reviewed, amended and adopted the recommendations, but only 10 had submitted them to the COR and COM for adoption.

It is important to note that some of the laws and regulations identified as conflicting with decentralization can be dealt with through legislative action on the local level, where others need to be addressed at the central level. Additionally, all of the work done this quarter was preparatory in nature, with the goal of addressing the conflicting laws and regulations as soon as possible, after careful review. In particular, a proposed Civil Service Law the COR recently completed its second reading of, will cancel six current laws that conflict with decentralization Law 21, as amended. Another piece of legislation, the Law of Fining, No. 31, 2015, was enacted on September 15, making it the first law to be enacted that harmonizes one of the 35 conflicts with Law 21, as amended – truly historic development in Iraq's decentralization process. *(Please see the related Success Story below)*

*Project* efforts also continued to provide guidance to the GOs and directorates, and also to the GO and the PCs, to facilitate the defining and development of the management roles, responsibilities, authorities, and relationship between the these entities To decide on and actually transfer these functions and authorities from the ministries to the local government is one thing. But the question of what to do with them once transferred is quite another. What local government body will carry them out? How and with what budget? Are these government bodies sufficiently trained to implement these functions and authorities?

To this end, *GSP/Taqadum* prepared a draft document that discusses the distribution of functions. This draft was sent to all 12 provinces, along with the list of legislative authorities.

## SUCCESS STORY

### NEW LAW, FIRST TO ALIGN WITH DECENTRALIZATION

The key element in *GSP/Taqadum*'s efforts with Iraq's legal sector is to support efforts to create an enabling legal environment that moves the administrative decentralization process forward in a legitimate and sustainable way. Through the diligent work of *GSP/Taqadum*'s legal team during Phase II (which ended May 31, 2015), in cooperation with provincial and central government entities, 35 pieces of legislation were identified to be in conflict with, or blocking implementation of certain aspects of decentralization and the transfer functions according to the mandate of Article 45 of Law 21, as amended. Currently, in Phase III, one of our goals is the removal of these blockages by harmonizing decentralization laws and regulations, which involves the drafting of new, and the amending of existing legislation to better align with decentralization.

The passing of Law of Fining, No. 31, 2015, published on the government of Iraq's online Gazette on September 14, 2015, replaces an older law, Law of Fining, No. 12, 2006. In doing so, it is the first law to be enacted that harmonizes one of the conflicts with Law 21, as amended. Its passing not only marks a huge step forward in Iraq's decentralization process, but also represents a huge success on the part of *GSP/Taqadum* legal staff who have set a goal to work collaboratively with central and provincial entities to harmonize the conflicts on 35 laws (34 as of September 14) currently blocking aspects of the decentralization implementation process.

"The new law supports implementation of decentralization and grants the governor wide authorities to safeguard public funds and hold accountable the employees who fail to fulfill their duties," said Babil's Deputy Governor, Hasan Mandil. "We thank *GSP/Taqadum*'s legal specialists who have been guiding us since the beginning through the legal challenges of this decentralization process."

Indeed, the new law itself represents a significant advance in this process. Where the old law supported a centralized government structure and gave exclusive authorities to ministers, allowing them to impose fines on employees in cases where an employee's actions (negligence, dereliction of duty, or violation of laws, regulations and instructions) caused damage to government or public property; the new law allows governors to exercise their authorities over all employees working throughout their respective provinces.

According to the old law, governors were not allowed to intervene or hold accountable the negligent employee who caused harm or wasted public funds. Now, under the new law, governors can exercise their authorities over all employees working throughout the province.

The following are among the wide array of authorities granted to governors by the newly passed Law of Fining, No. 31, 2015, identifying them as the highest executive officers in the provinces and responsible for taking legal actions against violators:

- Forming an investigative committee to launch investigations of employees actions included in provisions of this law, with the aim of identifying: 1) who is responsible for causing the damages; 2) the value of the damage inflicted; and 3) and identifying the reimbursement amount;
- Issuing a decision regarding reimbursement based on recommendations of the investigative

- committee;
- Identifying the amount of reimbursement and mechanism of payment whether by cash or installments;
  - The right to take legal action against the person(s) responsible for causing harm to public funds and refer them to the courts in cases where the act constitutes a punishable crime according to Penal Code of Iraq No. 111, 1969, as amended.

This success can be traced back to November 2014, when *GSP/Taqadum* hosted a three-day, national workshop titled, “Legal Challenges to the Implementation of Administrative Decentralization.” This workshop heralded the process of working closely with high level central and provincial officials and legal staff to identify laws in conflict that were blocking the implementation of decentralization. Participants discussed laws governing the work of the Ministries of Health, Education, and Municipalities and Public Works, as well as laws held in common by all ministries, with the goal of beginning to identify laws in conflict with decentralization. By the workshop’s end, the 35 laws were identified as being in conflict with administrative decentralization, and in particular, implementation of Article 45 of Law 21 of 2008 as amended.

After the conference, *GSP/Taqadum* continued this identification process by working with Provincial Council (PC) legal committees and hosting regional workshops held in cooperation with provinces where *project* legal staff presented the concept of forming a Legal Working Groups (LWGs) within each PC in targeted provinces to research, analyze and draft laws and regulations; and also to track the implementation of legislation.

There is no doubt, interest in *GSP/Taqadum*’s decentralization approach is growing across Iraq. The ongoing commitment on the part of the United States and USAID-Iraq, reflected in *GSP/Taqadum*’s 16-month extension, was greeted with relief at all levels of government – particularly at the provincial level. Admittedly, there is much to do before administrative decentralization becomes a working reality, and the process to get there is only in an infancy stage, with each next step created as the current step demands. There is also the horror of the Islamic State forces and threats of extreme violence that are part of our everyday reality.

Yet successes such as this one, act to bolster our work because we understand how decentralization will provide structure and processes, and build the capacity of the local government *to better provide services to Iraq’s citizens* – the key element driving our work and a key element to bringing security to Iraq.

## E. LOOKING FORWARD

Leveraging technical expertise, decades of shared experience and a deep commitment to support Iraq's decentralization process in ways that are best for the country and its citizens, *GSP/Taqadam*'s overall goal has been and remains, to prepare plans whereby Article 45 of Law 21, as amended, is implemented. With the August 5 decentralization deadline behind us, Iraq's provinces now have the right and onus to deliver and manage essential services to their constituents, legislate local laws, and prepare and execute integrated budgets that take into consideration their local needs regarding citizen-centered services and economic development.

*GSP/Taqadam*'s efforts continue to provide guidance to the Governor's Offices, Provincial Councils, and directorates. One of our roles is to facilitate the defining and development of management roles, responsibilities, authorities and relationship between the GO and the directorates. To decide on and actually transfer these functions and authorities from the ministries to the local government is one thing. But the question of what to do with these functions once they are transferred is quite another. What local government entity will carry them out? How and with what budget? Are staff in these government entities sufficiently trained to implement these functions and authorities?

One main question looms: Are the professional and technocratic staff in the provinces ready for this enormous responsibility?

That charged question is heavy on the minds of Iraq's leaders, the media, and provincial officials themselves, who, with *GSP/Taqadam*'s support, have been hard at work preparing their staff to assume the functions previously under the control of the ministries. Yet their efforts and, indeed, the capacity of their teams are only as good as the confidence they inspire in their citizens and in the national institutions that will soon be legally bound to relinquish their control over essential services. Inspiring that confidence will require Iraq's ministries to change roles – from controlling to enabling, while putting the obligation on Iraq's provinces to clearly demonstrate their capacity and will.

Our Phase III work continues. Scheduled throughout October and November, to date (see list of scheduled workshops below), we are hosting dozens of workshops, meetings, and active participation technical assistance activities with directors and staff of numerous directorates, Sectoral Subcommittees, Service Delivery Implementation Committees (SDIPs), SDIP Technical Committees, legal teams, human resources (HR) managers, Governor's financial and legal Advisors, and PCs and GOs.

Prime among these activities, is our planned National Conference on Effective Decentralization Implementation to Meet Citizens' Service Needs, co-sponsored by the Prime Minister's Office and USAID's Governance Strengthening Project (*GSP/Taqadam*). Serving as the capstone for *GSP/Taqadam*'s technical assistance efforts toward the devolution of power as stated in the Iraqi Constitution, the conference will include the *project's* main stakeholders: provincial officials, ministerial staff and appointees, and other high-ranking members of Iraq's government, as well as international organizations. It will be an opportunity for *GSP/Taqadam*'s initial seven targeted provinces to showcase – to national government officials as well as officials of Iraq's eight other provinces not incorporated into a region – the progress they've made towards delivering better delivery of citizen-centered services, as well as developing the financial, legal, and organizational systems to support those efforts.

The conference will also demonstrate to provincial government officials the way forward toward streamlining their processes; and utilize the best methodology practices and trainings, data-base driven

management, and automation and on-line monitoring services and projects to diagnose pitfalls and improve service delivery to citizens. Additionally, *GSP/Taqadum* will highlight the new roles of the ministries as far as policy and strategic-decision making, and developing the capacity of local governments.

In addition, the following workshops are planned:

### Major Upcoming Events

Date	Type	Attendees
October 27-29, 2015	Service Delivery Workshop - Sewer	SDIP Development Committee from the Sewer Directorate, and Provincial Council representatives from Basrah, Dhi Qar, Maysan, Muthanna, and Karbala
October 27-29, 2015	Service Delivery Workshop - Education	Representatives from Education SDIP Committees, Governor Assistants of Educational Affairs, Governor Advisors for Educational Affairs, and the Education Committee of Provincial Council Chairs from Basrah, Dhi Qar, Maysan, Muthanna, and Karbala's
October 30 - November 1, 2015	Service Delivery Workshop - Water	SDIP Development Committee from the Water Directorate, and Provincial Council and Governor's Offices representatives from Basrah, Dhi Qar, Maysan, Muthanna, and Karbala
October 30 – November 1, 2015	Service Delivery Workshop - Health	Representatives of Health SDIP Committees from Basrah, Maysan, Dhi Qar, Karbala, and Muthanna
October 31 - November 2, 2015	Proces Streamlining Workshop	<i>GSP/Taqadum's</i> OD, Provincial Advisors and select staff from Provincial Councils, Governor's Offices, and targeted departments from Baghdad, Wasit, Muthanna, Dhi Qar, Maysan, and Kirkuk
November 3-5, 2015	Service Delivery Workshop - Municipality	Representatives from SDIP Development Committee of Municipality and Municipalities Directorates, Provincial Councils, Governor's Offices from Basrah, Dhi Qar, Maysan, Muthanna, and Karbala
November 4-6, 2015	Proces Streamlining Workshop	<i>GSP/Taqadum's</i> Operational Development staff, Provincial Advisors, and select staff from the Provincial Council, Governor's Offices and targeted departments from Basrah, Diyala, Najaf, Babil, Diwaniyah, and Karbala
November 17-19, 2015	Post-Conflict Service Delivery Workshop - Field Level	Salah ad Din Technical Field Committees
November 21-23, 2015	Post-Conflict Service Delivery Workshop - Field Level	Anbar Technical Field Committees
November 25-27, 2015	Post-Conflict Service Delivery Workshop - Field Level	Ninawa Technical Field Committees

## F. GSP/TAQADUM IN THE MEDIA

Our popular, hands-on work within targeted ministries and provinces bolstering the decentralization process spread mainly through word of mouth has proven to be a natural and popular calling card that continues to draw media attention to our efforts and their results. Once again this quarter, news of our collaborative approach and technical assistance appeared regularly in many national and regional medias. The following are brief summaries of the articles that appeared in the media this quarter.



GSP/Taqadum meeting with Babil PPDC

**Deputy Governor of Babil's Official Facebook page, July 12:** Babil's First Deputy Governor, Mr. Wisam Aslan, requested, in cooperation with GSP/Taqadum, the formation of a technical committee within the Provincial Planning and Development Council. The committee's goal will be to develop analysis of service indicators to be used as a foundation for strategic planning and distribution of allocations. <http://tinyurl.com/nuls5bj>

**Dhi Qar Provincial Council Legal Advisor's Official Facebook page, July 15:** Karbala's PC Legal Committee head, Mr. Mahfoodh at-Timimi, declared that the province Karbala is moving forward, in cooperation with GSP/Taqadum, to implement decentralization and transfer ministerial functions. Mr. at-Timimi's statement came during a meeting with legal representatives from the Governor's Offices, targeted directorates, and USAID, in which GSP/Taqadum delivered a presentation on major federal and ministerial legislation that is in conflict with decentralization and Article 45 of Law 21, as amended. <http://tinyurl.com/pzsfkg7>



Head of the Karbala's PC Legal Committee, Mr. Mahfoodh at-Timimi

**Ministry of Sports and Youth Official Facebook page, July 30:** Minister of Youth and Sport (MOYS), Mr. Abdul Hussein Abtan, stressed that the Ministry is supportive of administrative decentralization since it is mandated by the Parliament and meets citizen aspirations. According to Mr. Abtan, a workshop held in Najaf to discuss transfer of functions was the fourth meeting conducted on this issue in cooperation with GSP/Taqadum, an organization with long-standing experience in this field. <http://tinyurl.com/qch6otf>



Minister of Youth and Sport, Mr. Abdul Hussein Abtan



Advisor to the Minister of State for Governorates Affairs, Dr. Jamal ad Din Al-Badri

**Al Sumeria News, August 4:** Advisor to the Minister of State for Governorate Affairs, Dr. Jamal ad Din Al-Badri, stated that, GSP/Taqadum, an international organization specializing in the field of decentralization "has provided services to Iraq in the decentralization project." <http://tinyurl.com/oh2y6ye>

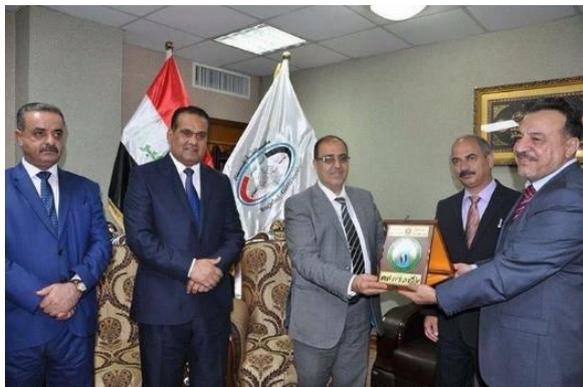
**Ministry of State for Governorates' Affairs Official Facebook page, August 9, 2015:**

The Ministry of State for Governorates Affairs conducted a meeting to analyze and determine the authorities and functions to be transferred from Ministry of Finance (MOF) to the provinces. Chaired by Advisor to Minister of State for Governorates Affairs, Dr. Jamal Ad-Din Al-Badri, and attended by officials from provinces, MOF representatives, GSP/Taqadum and several advisors and legal experts, participants discussed the procedures and mechanisms to be taken to



Participants discussing transfer of financial authorities at meeting hosted by MOSGA

complete the transfer of authorities. All agreed to attend a follow up meeting (yet to be announced) to approve these procedures and mechanisms. <http://tinyurl.com/pw845e9>



Baghdad PC Chair, Dr. Riyadh AlAdhadh, honoring GSP/Taqadum COP, Mr. Cameron Berkuti and Baghdad staff

**Baghdad Provincial Council Chair's, Official Facebook page, August 10:**

Baghdad's Provincial Council (PC) Chair, Dr. Riyadh Al-Adhadh, honored GSP/Taqadum Chief of Party (COP), Mr. Cameron Burkuti and staff for their distinct and effective role in the transfer of authorities from eight federal ministries to the provincial governments. Dr. Al-Adhadh thanked the project for its cooperation effort assisting the PC's decentralization process in the education and health sectors. <http://tinyurl.com/phrfewf>

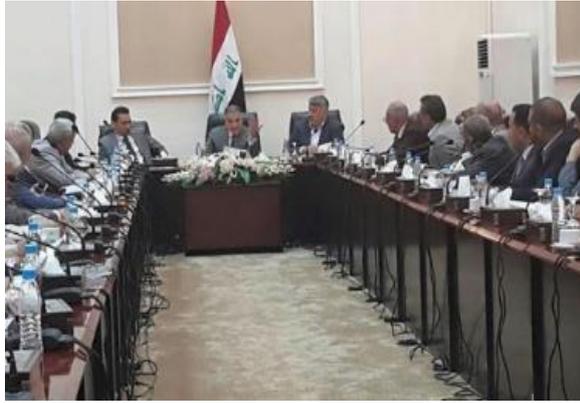
**Kirkuk Provincial Council, Official Facebook page, August 10:**

GSP/Taqadum met with Kirkuk's Provincial Council (PC) Chair, Mr. Rebwar Faiq Talibani, and PC members to discuss the following: 1) various aspects of the project's legal, administrative, and financial decentralization plans and its implementation; 2) encouraging and promoting interaction



GSP/Taqadum discussing future decentralization efforts and programs with Kirkuk's PC Chair, Mr. Talibani and Provincial Council members

between PC and executive authorities; and 3) formulating mechanisms for the monitoring and oversight of service performance. All confirmed the need for continued collaborative work. Mr. Talibani praised GSP/ Taqadum staff efforts and their ongoing communication with the PC, saying this had contributed to the support of the PC and its movement toward implementing the goals of decentralization in the province. <http://tinyurl.com/oj4fkt2>



**MOSGA Meets to discuss the transfer of MOA functions**

**Ministry of State for Governorates' Affairs Official Facebook page, August 16:**

State for Governorates' Affairs (MOSGA) Chair, Mr. Ahmed Abdullah AlJoburi, hosted a meeting with participants from the provinces, *GSP/Taqadum* and legal experts to discuss, analyze, and determine Ministry of Agriculture's (MOA) authorities and functions to be transferred to the provinces. The attendees discussed procedures and mechanisms that need to be taken in order to complete transfer of authorities and functions, and agreed to hold another meeting at MOA to approve these procedures and mechanisms with the aim to

achieve transfer of functions. <http://tinyurl.com/pw845e9>



**e-Government website**

**Iraqi E-Iraq Website, September 14:**

USAID/Iraq's *GSP/Taqadum* project focuses on supporting Iraq's decentralization process. It organized, in cooperation with Wasit's e-Government Committee, an inauguration ceremony celebrating the launch of Wasit's Electronic Project Monitoring. "The monitoring of projects is one of the important issues that ensure good performance and sustainable projects", said Wasit Governor, Mr. Malik Khalaf. "With the cooperation of *GSP/Taqadum*, Wasit has initiated the electronic monitoring services." Outlining the goals and advantages of the Electronic Project Monitoring, Governor Khalaf highlighted that it allows citizens to file complaints, and provide comments and feedback.

<http://tinyurl.com/otgcfqf>

## G. SECURITY REVIEW JULY I – SEPTEMBER 30, 2015

During this last reporting period, Iraq has shifted through a series of political and military maneuvers signaling a strengthening of resolve to fight forces of the Islamic State of Iraq and the Levant (ISIL), known as al-Dawla al-Islamiya (Daesh) in Arabic. Additionally, the country has seen the introduction of a number of reform bills passed quickly through Parliament reportedly to appease distraught Iraqi citizens and attempt to tackle the corruption issues at the forefront of citizen demands.

Iraq security forces have grown in number and been strengthened by training thanks to support from the international community and newly appointed Iraqi military leadership. As a result, this quarter has seen Iraq Security Forces (ISF) reinsert into three of the country's central and northern provinces: Anbar, Salah ad Din, and Kirkuk. Renewed security operations attempting to dislodge ISIL's grip within these provinces have been bolstered by the support of Shiite-dominated Popular Mobilization Units (PMUs), tribal clans, and international coalition air forces that continue to bombard and harass terrorist held positions.

At present, security forces in Anbar are attempting to surround the cities of Fallujah and Ramadi, which if successful, will effectively cut supply lines to the core of terrorists holed up in the cities, as well as the main concentration of ISIL forces in the province. In Salah ad Din, security forces have driven north and are currently attempting to once again wrestle the town of Baiji from the grip of terrorists. Further north, in Kirkuk, Kurdish Peshmerga and Air Force support launched a full-scale operation and drove south towards the southern town of Hawijah, considered a terrorist stronghold responsible for many civilian executions, and the torture and murder of captured Peshmerga troops. All three operational areas currently report slow, but steady progress. Talks have begun at the government level regarding the liberation of Mosul – seen by all as the ultimate prize. US Military Commanders met with Peshmerga officials and military leaders recently to discuss plans that may see events unfold if the three province operations become successful.

Attacks by extremist cells continue countrywide – largely in Baghdad, where hostile activity remains a daily occurrence, notably an increase in suicide and car bombings with civilians bearing the brunt of casualty figures. Reflecting Iraq's current economic situation and sectarian violence between Sunni and Shiite factions, kidnapping, murders, and robberies have also increased. Although hostile actions remain high in number, figures overall have decreased over this quarter and are lower than one year ago at this time.

Throughout late July and August, civil unrest rose across the country and reached a fever pitch causing Iraq's central government to enact a number of radical reforms. Among them, the dissolution of a number of government positions and the creation of a new "Integrity Committee" tasked solely with investigating corruption throughout the central and regional government. The reforms passed quickly and were initially viewed as a positive step, yet have done little to address the growing economic issues that were the catalyst for the demonstrations.

The large number of demonstrations has meant that there has been some disruption to the GSP/Taqadum embedded offices, particularly in the south. However, when the situation dictated a withdrawal from the Provisional Council buildings, staff set up and worked from elsewhere, therefore little or no work time was lost. To date, there has been no serious incident on the *project* or time lost due to these disruptions.

In September, the first case of a Cholera outbreak was announced by the Ministry of Health (MOH), which by the end of this quarter saw local health committees report over 1400 cases. A number of health teams deployed to the south where the majority of cases were being reported, to determine the source of the outbreak and distribute water purifying Chlorine tablets to households. The outbreak's cause was credited to the drawing of water from the Euphrates by local civilians living along the length of its banks, and poor sanitation, poor local services and the high number of bodies thrown into the river reported as its catalyst.

Looking ahead, the *project* continues to move forward on course. Restrictions faced daily by the ongoing security situation remain the same. Overall, nationwide security levels require the full protection of security agencies (local and international), with staff requiring the assistance and movement of full Personal Security Detail (PSD) teams when traveling to Baghdad and surrounding areas.

# REPORT ANNEXES

## ANNEX A: STATUS OF GSP ACTIVITIES

**Table 1: Task Force (TF) and Sectoral Subcommittees (SCs) Formation and Capacity Building (New Added Provinces)**

	Anbar			Ninawa			Salah ad Din			Kabala			Maysan			Muthanna			Dhi Qar			Basrah		
Directorates	M	H	E	M	H	E	M	H	E	M	H	E	M	H	E	M	H	E	M	H	E	M	H	E
TF Orientation	C			C			C			C			C			C			C			C		
TF Capacity Building	C			C			C			C			C			C			C			C		
Sub-Comm. Formation	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C
Sub-Comm. Orientation	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C
Capacity Building	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C

C: Completed      IP: In Progress      M: Municipality      H: Health      E: Education

**Table 2: Decentralization Plans Development (New Added Provinces)**

	Anbar	Ninawa	Salah ad Din	Kabala	Maysan	Muthanna	Dhi Qar	Basrah
Reviewing DMAT analysis developed by GSP/Taqadum and seven targeted provinces	C	C	C	C	C	C	IP	C
DMAT results and findings presented to TF and SCs	C	C	C	IP	IP	C	IP	

C: Completed      IP: In Progress

**Table 3: SDIP Implementation Status**

	Baghdad	Wasit	Babil	Najaf	Diwaniyah	Diyala	Kirkuk
SDIP implementation committee established	C	C	C	C	C	C	C
Service departments trained	C	C	C	C	C	C	C
Short-term solutions tracked	C	C	C	C	C	C	C
Action plan developed	C	C	C	C	C	C	C
Number of short-term solutions implemented	32	30	30	33	18	17	18
Long-term solutions tracked	IP	IP	IP	IP	IP	IP	IP
Action plan developed	IP	IP	IP	IP	IP	IP	IP
Number of long-term solution implemented				6			
Improvement in services measured							
TF and PPDC updated:					IP		

C: Activity has been completed

IP: Activity is in progress

**Table 4: Service Delivery Activities in Five New Provinces**

Municipality	Basrah	Karbala	Maysan	Muthanna	Dhi Qar
Service delivery committee (SDC) established	C	C	C	C	C
Liaison staff member named by Directorate	C	C	C	C	C
SDPS (Service Delivery Performance Standards) adopted	C	C	C	C	C
SDSP indicators submitted	C	C	C	C	C

SDC analyzed service gaps	C	C	C	C	IP
Service delivery committee (SDC) established	C	C	C	C	C
Municipality Directorate issued Service Delivery Improvement Plan					
<b>Water</b>	<b>Basrah</b>	<b>Karbala</b>	<b>Maysan</b>	<b>Muthanna</b>	<b>Dhi Qar</b>
Service delivery committee (SDC) established	C	C	C	C	C
Liaison staff member named by directorate	C	C	C	C	C
SDPS adopted	C	C	C	C	C
SDSP indicators submitted	C	C	C	C	C
SDC analyzed service gaps	C	C	C	C	IP
Water Directorate issued Service Delivery Improvement Plan					
<b>Sewage</b>	<b>Basrah</b>	<b>Karbala</b>	<b>Maysan</b>	<b>Muthanna</b>	<b>Dhi Qar</b>
Service delivery committee (SDC) established	C	C	C	C	C
Liaison staff member named by directorate	C	C	C	C	C
SDPS adopted	C	C	C	C	C
SDSP indicators submitted	C	C	C	C	C
SDC analyzed service gaps	C	C	C	C	IP
Sewage Directorate issued Service Delivery Improvement Plan					
<b>Education</b>	<b>Basrah</b>	<b>Karbala</b>	<b>Maysan</b>	<b>Muthanna</b>	<b>Dhi Qar</b>
Service delivery committee (SDC) established	C	C	C	C	C
Liaison staff member named by directorate	C	C	C	C	C
SDPS adopted	C	C	C	C	C

SDSP indicators submitted	C	C	C	C	
SDC analyzed service gaps			IP		
Education Directorate issued Service Delivery Improvement Plan					
<b>Health</b>	<b>Basrah</b>	<b>Karbala</b>	<b>Maysan</b>	<b>Muthanna</b>	<b>Dhi Qar</b>
Service delivery committee (SDC) established	C	C	C	C	C
Liaison staff member named by directorate	C	C	C	C	C
SDPS adopted	C	C	C	C	C
SDSP indicators submitted	IP	IP	C	C	IP
Service delivery committee (SDC) established	C	C	C	C	C
Liaison staff member named by directorate	C	C	C	C	C
Health Directorate issued SD Improvement Plan					

C: Activity has been completed

IP: Activity is in progress

## ANNEX B: PERFORMANCE INDICATORS

**Note:** This quarterly annex is reported based on PMP approved by USAID on 23 September 2015 covering the period through Sep 30, 2016

Indicator	Description	Reporting Frequency	Y4 Target	Y4 Q4 Actual	Year-to-Date	Year – to - Date Variance	Variance / Notes
1	Life of Project Change in Provincial Sectoral Services Indicators due to GSP Intervention	Annually	-	N/A	-	-	This is a life-of-project indicator that will be calculated shortly before the end of FY2016
2	Number of Decentralization Action Plans Developed and Submitted to HCCP	Semi-Annually	21	6	27	6	Muthanna and Ninawa have completed, earlier than expected, the ICI plans including the three targeted ministries of Health, Education, and Municipalities; then, submitted to HCCP
3	Number of provincial staff trained to implement decentralization activities	Total	950	531	1631	681	<p>Target of FY2015 is increased due to inclusion of new five plus three provinces in Mod II as well as time extension for the original seven provinces.</p> <p>Very high positive variance is due to the expansion of areas of operations (new eight provinces with a high interest in the subject of five southern plus three of ISIS fight)</p> <p>Participants are counted only once since decentralization activities have been launched in Y3Q3</p>
		Male	760	437	1295	535	
		Female	190	94	336	146	

Indicator	Description	Reporting Frequency	Y4 Target	Y4 Q4 Actual	Year-to-Date	Year – to - Date Variance	Variance / Notes
4	Percentage of total functions transferred to directorates as determined by the adopted ICI plan	Semi-Annually	-	-	-	-	Not Applicable to this quarter. Target is in FY2016
5	Number of provincial local administration structures to manage decentralization defined	Semi-Annually	7	-	7	0	FY2015 target was already met in Y4Q3 Additional Target (5) is in FY2016
6	Number of local government staff trained on organizational development process mapping and procedures	Total	-	248	248	248	High Positive variance is because: The target would be achieved in FY2016 but GSP has managed to train the mentioned numbers of local government staff on organizational development process mapping and procedures during FY2015 Q4. During planning phase PC staff was excluded but in the course of implementation, local governments, particularly PC Chairs, requested to be involved in this subject. Targeted departments and GOs were HR/ Admin as one staffer from each but head of directorates asked to involve more staff from other departments in this subject
		Male	-	203	203	203	
		Female	-	45	45	45	

Indicator	Description	Reporting Frequency	Y4 Target	Y4 Q4 Actual	Year-to-Date	Year – to - Date Variance	Variance / Notes
7	Number of functions related to service delivery that are mapped, streamlined and posted	Semi- Annually	-	-	-	-	Not Applicable to this quarter. Target is in FY2016 GSP has managed to make directorates of services process map 50 functions so far and many more are underway. Yet, these figures will not be reported unless they streamlined and posted.
8	Number of units implementing newly devolved functions and authorities	Semi- Annually	-	15	15	15	Positive variance is because the target would be achieved in FY2016 but <i>GSP/Taqadum</i> has managed to establish 15 units during this quarter. 11 GOs have established two units each; one for budgeting and the other is for accountancy. These two units are counted as one since it replaces Financial Affairs Directorate. Four (4) GOs have established Local Revenue Units.
9	Number of local government staff trained on local revenue generation and collection	Total	273	174	174	-99	Negative variance is due to that <i>GSP/Taqadum</i> has focused on establishing <i>Local Revenue Units</i> in the target governorates. Training focused on the staff of these units to make the best benefit by developing the capacity to manage the new units in a proper way. Target will be met in the coming quarters.
		Male	218	132	132	-86	
		Female	55	42	42	-13	

Indicator	Description	Reporting Frequency	Y4 Target	Y4 Q4 Actual	Year-to-Date	Year – to - Date Variance	Variance / Notes
10	Number of provinces that enhance budgeting, financial management, and internal control system	Semi-Annually	-	-	-	-	Not Applicable to this quarter. Target is in FY2016
11	Number of legal workgroups/units formed/expanded in PC to draft laws and regulations to solve conflicts with decentralization	Semi- Annually	7	12	12	5	Positive variance is due to that GSP has managed to establish legal workgroups in additional five provinces during this quarter while it was planned to achieve in FY2016.

Indicator	Description	Reporting Frequency	Y4 Target	Y4 Q4 Actual	Year-to-Date	Year – to - Date Variance	Variance / Notes
12	Number of drafted amendments to deconflict decentralization laws and regulations	Semi- Annually	-	35	35	35	<p>Positive variance is because GSP has managed to build consensus among 10 governorates to draft amendments to 35 decentralization conflicting laws and have PCs and GOs send official letters to COM and COR during this quarter even though the target was in FY2016. 35 laws with 131 articles amended within this unified letter is breakdown as follow:</p> <ul style="list-style-type: none"> <li>15 laws governing ministries with 34 articles</li> <li>7 laws related to MOE with 40 articles</li> <li>6 laws related to NOH with 28 articles</li> <li>3 laws related to Municipality and Municipalities Directorates with 7 articles</li> <li>2 laws related to Water and Sewage Directorates with 20 articles</li> <li>2 laws related to Urban Planning Directorate with 2 articles</li> </ul> <p>Table beneath shows which provinces sent letters by PC and/ or GO to COR and/ or COM.</p>

Indicator	Description	Reporting Frequency	Y4 Target	Y4 Q4 Actual	Year-to-Date	Year – to - Date Variance	Variance / Notes
13	Number of Sub-national entities receiving <i>GSP/Taqadum</i> assistance that improve their performance	Quarterly	600	303	903	303	High positive variance is due to the high interest of departments and units to be involved within GSP interventions in the expanded areas of operations (new eight provinces: five southern plus three ISIL-controlled) Entities are counted only once since decentralization activities have been launched for the whole LOP.
14	Number of provincial Sectoral performance standards developed with line ministries to address service delivery issues	Semi-Annually	17	-	17	0	FY2015 target was already met in Y4Q2 Additional Target (25) for the five target provinces is in FY2016
15	Number of Service Delivery Improvement Plans drafted	Quarterly	35	-	37	2	FY2015 target was already met in Y4Q2 Additional Target (25) to develop SDIP drafts for the five sectors in each of the five target provinces is in FY2016
16	Percentage of implemented solutions of identified solutions in Service Delivery Improvement Plans	Quarterly	20%	33.07%	33.07%	13.07%	211 out of total 638 short-term solutions have been implemented thru end of Sep 2015. Eight (8) long-term were implemented in Najaf. They are not counted though.

Indicator	Description	Reporting Frequency	Y4 Target	Y4 Q4 Actual	Year-to-Date	Year – to - Date Variance	Variance / Notes
17	Number of provinces implementing a systematized process for monitoring service delivery	Quarterly	-	-	-	-	Not Applicable to this quarter. Target is in FY2016

### Performance Indicators by Province (Babil – Wasit)

No	Indicator	Annual Target	Actual All Provinces Year-to-Date	Variance All Provinces Year-to-Date	Year 4 Quarter 4 ONLY								
					Actual ALL Provinces – Y4Q4	Babil	Baghdad	Diwaniyah	Diyala	Kirkuk	Najaf	Wasit	
1	Life of Project Change in Provincial Sectoral Services Indicators due to GSP Intervention	-	-	-	-	-	-	-	-	-	-	-	-
2	Number of Decentralization Action Plans Developed and Submitted to HCCP	21	27	6	6	-	-	-	-	-	-	-	-
3	Number of provincial staff trained to implement decentralization activities	<b>Total</b>	<b>950</b>	<b>1631</b>	<b>681</b>	<b>531</b>	<b>8</b>	<b>9</b>	<b>5</b>	<b>15</b>	<b>5</b>	<b>55</b>	<b>15</b>
		Male	760	1295	535	437	7	8	4	15	3	37	10
		Female	190	336	146	94	1	1	1	0	2	18	5
4	Percentage of total functions transferred to directorates as determined by the adopted ICI plan	-	-	-	-	-	-	-	-	-	-	-	-

**Performance Indicators by Province (Babil – Wasit)**

No	Indicator	Annual Target	Actual All Provinces Year-to-Date	Variance All Provinces Year-to-Date	Year 4 Quarter 4 ONLY								
					Actual ALL Provinces – Y4Q4	Babil	Baghdad	Diwaniyah	Diyala	Kirkuk	Najaf	Wasit	
5	Number of provincial local administration structures to manage decentralization defined	7	7	0	-	-	-	-	-	-	-	-	-
6	Number of local government staff trained on organizational development process mapping and procedures	<b>Total</b>	-	248	248	248	10	13	33	21	32	8	47
		Male	-	203	203	203	8	13	26	17	25	5	38
		Female	-	45	45	45	2	0	7	4	7	3	9
7	Number of functions related to service delivery that are mapped, streamlined and posted	-	-	-	-	-	-	-	-	-	-	-	-

### Performance Indicators by Province (Babil – Wasit)

No	Indicator	Annual Target	Actual All Provinces Year-to-Date	Variance All Provinces Year-to-Date	Year 4 Quarter 4 ONLY								
					Actual ALL Provinces – Y4Q4	Babil	Baghdad	Diwaniyah	Diyala	Kirkuk	Najaf	Wasit	
8	Number of units implementing newly devolved functions and authorities	-	15	15	15	1	2	1	2	2	1	1	
9	Number of local government staff trained on local revenue generation and collection	Total	273	174	-99	174	8	38	8	12	23	24	7
		Male	218	132	-86	132	7	26	5	10	14	20	5
		Female	55	42	-13	42	1	12	3	2	9	4	2
10	Number of provinces that enhance budgeting, financial management, and internal control system	-	-	-	-	-	-	-	-	-	-	-	
11	Number of legal workgroups/units formed/expanded in PC to draft laws and regulations to solve conflictions with decentralization	7	12	5	12	1	1	1	1	1	1	1	

### Performance Indicators by Province (Babil – Wasit)

No	Indicator	Annual Target	Actual All Provinces Year-to-Date	Variance All Provinces Year-to-Date	Year 4 Quarter 4 ONLY							
					Actual ALL Provinces – Y4Q4	Babil	Baghdad	Diwaniyah	Diyala	Kirkuk	Najaf	Wasit
12	Number of drafted amendments to deconflict decentralization laws and regulations	-	33	33	33	PC Letter to COR	PC Letter to COR	PC Letter to COR	PC Letter to COR GO Letter to	GO Letter to COM	GO Letter to COM	PC Letter to COR GO Letter to COR
13	Number of Sub-national entities receiving <i>GSP/Taqadum</i> assistance that improve their performance	600	903	303	303	6	3	2	3	4	26	5
14	Number of provincial Sectoral performance standards developed with line ministries to address service delivery issues	17	17	0	-	-	-	-	-	-	-	-
15	Number of Service Delivery Improvement Plans drafted	35	37	2	-	-	-	-	-	-	-	-

**Performance Indicators by Province (Babil – Wasit)**

No	Indicator	Annual Target	Actual All Provinces Year-to-Date	Variance All Provinces Year-to-Date	Year 4 Quarter 4 ONLY							
					Actual ALL Provinces – Y4Q4	Babil	Baghdad	Diwaniyah	Diyala	Kirkuk	Najaf	Wasit
16	Percentage of implemented solutions of identified solutions in Service Delivery Improvement Plans	20%	33.07%	33.07%	33.07%	5.64 %	5.96 %	3.61 %	3.61%	3.13%	5.33%	5.80%
17	Number of provinces implementing a systematized process for monitoring service delivery	-	-	-	-	-	-	-	-	-	-	-

Performance Indicators by Province (Anbar – Salah Ad Din)...continued

o N	Indicator	Annual Target	Actual All Provinces Year-to-Date	Variance All Provinces Year-to-Date	Year 4 Quarter 4 ONLY									
					Actual ALL Provinces – Y4Q4	Anbar	Basrah	Dhi Qar	Karbala	Maysan	Muthanna	Ninawa	Salah Ad Din	
1	Life of Project Change in Provincial Sectoral Services Indicators due to GSP Intervention	-	-	-	-	-	-	-	-	-	-	-	-	
2	Number of Decentralization Action Plans Developed and Submitted to HCCP	21	27	6	6	-	-	-	-	-	3	3	-	
3	Number of provincial staff trained to implement decentralization activities	Total	950	1631	681	531	98	138	29	14	26	22	28	64
		Male	760	1295	535	437	92	98	28	13	16	22	24	60
		Female	190	336	146	94	6	40	1	1	10	0	4	4
4	Percentage of total functions transferred to directorates as determined by the adopted ICI plan	-	-	-	-	-	-	-	-	-	-	-	-	

Performance Indicators by Province (Anbar – Salah Ad Din)...continued

o N	Indicator	Annual Target	Actual All Provinces Year-to-Date	Variance All Provinces Year-to-Date	Year 4 Quarter 4 ONLY									
					Actual ALL Provinces – Y4Q4	Anbar	Basrah	Dhi Qar	Karbala	Maysan	Muthanna	Ninawa	Salah Ad Din	
5	Number of provincial local administration structures to manage decentralization defined	7	7	0	-	-	-	-	-	-	-	-	-	
6	Number of local government staff trained on organizational development process mapping and procedures	Total	-	248	248	248	-	23	21	6	10	24	-	-
		Male	-	203	203	203	-	18	20	6	9	18	-	-
		Female	-	45	45	45	-	5	1	-	1	6	-	-
7	Number of functions related to service delivery that are mapped, streamlined and posted	-	-	-	-	-	-	-	-	-	-	-	-	
8	Number of units implementing newly devolved functions and authorities	-	15	15	15	-	-	2	-	1	1	1	-	

Performance Indicators by Province (Anbar – Salah Ad Din)...continued

o N	Indicator	Annual Target	Actual All Provinces Year-to-Date	Variance All Provinces Year-to-Date	Year 4 Quarter 4 ONLY									
					Actual ALL Provinces – Y4Q4	Anbar	Basrah	Dhi Qar	Karbala	Maysan	Muthanna	Ninawa	Salah Ad Din	
9	Number of local government staff trained on local revenue generation and collection	Total	273	174	-99	174	-	3	26	8	7	8	2	-
		Male	218	132	-86	132	-	2	21	8	6	7	1	-
		Female	55	42	-13	42	-	1	5	0	1	1	1	-
10	Number of provinces that enhance budgeting, financial management, and internal control system	-	-	-	-	-	-	-	-	-	-	-	-	-
11	Number of legal workgroups/units formed/expanded in PC to draft laws and regulations to solve conflixtions with decentralization	7	12	5	12	-	1	1	1	1	1	-	-	
12	Number of drafted amendments to deconflict decentralization laws and regulations	-	33	33	33	-	PC Letter to COR	PC Letter to COR	-	-	GO Letter to COR	-	-	

Performance Indicators by Province (Anbar – Salah Ad Din)...continued

o N	Indicator	Annual Target	Actual All Provinces Year-to-Date	Variance All Provinces Year-to-Date	Year 4 Quarter 4 ONLY								
					Actual ALL Provinces – Y4Q4	Anbar	Basrah	Dhi Qar	Karbala	Maysan	Muthanna	Ninawa	Salah Ad Din
13	Number of Sub-national entities receiving <i>GSP/Taqadum</i> assistance that improve their performance	600	903	303	303	78	48	27	5	16	12	15	53
14	Number of provincial Sectoral performance standards developed with line ministries to address service delivery issues	17	17	0	-	-	-	-	-	-	-	-	-
15	Number of Service Delivery Improvement Plans drafted	35	37	2	-	-	-	-	-	-	-	-	-
16	Percentage of implemented solutions of identified solutions in Service Delivery Improvement Plans	20%	33.07%	13.07%	33.07%	-	-	-	-	-	-	-	-
17	Number of provinces implementing a systematized process for monitoring service delivery	-	-	-	-	-	-	-	-	-	-	-	-

## ANNEX C: STAFFING – LONG TERM SUPPORT AND PROFESSIONAL STAFF

Name	Job Title	Component	Firm	Employment Type	Start Date	End Date
AbdulKarim Inad Mutlak Al-Zerjawi	Project Specialist - Service Delivery	Program	Chemonics (IDS)	Long-Term	20-Sep-15	
Ahmed AbdulRazzaq Jasim	Project Specialist - Budgeting	Program	Chemonics (IDS)	Long-Term	17-Aug-15	
Ahmed Dhafer Mohammed Al-Gburi	IT & Administrative Specialist	Program	Chemonics (IDS)	Long-Term	01-Jul-15	
Alaq Nabeel Saadoon	Office Administrator	Admin.	Chemonics (IDS)	Long-Term	08-Jul-15	
Amjed Ibrahim Hameed Al-Rifaie	Bookkeeper	Admin.	Chemonics (IDS)	Long-Term	20-Sep-15	
Ammar Mohammed Oda Alwaely	Project Specialist - Service Delivery	Program	Chemonics (IDS)	Long-Term	08-Jul-15	
Dhay Falah Alwan Al-Rubaye	Procurement Specialist	Admin.	Chemonics (IDS)	Long-Term	06-Sep-15	
Hasan Yaseen Khudhur Al-Dubaisi	Project Specialist - Budgeting	Program	Chemonics (IDS)	Long-Term	03-Aug-15	
Ihsan Kadhim Jaaz Al-igelee	Project Specialist - Service Delivery	Program	Chemonics (IDS)	Long-Term	01-Jul-15	
Marwa Odei Wail Al-Tai	HR Specialist	Admin.	Chemonics (IDS)	Long-Term	06-Sep-15	
Nawfal Tuaima Ghazi	Project Specialist - Service Delivery	Program	Chemonics (IDS)	Long-Term	15-Jul-15	
Ninawa Philip Oshana Hirmiz	M&E Data Entry	Admin.	Chemonics (IDS)	Long-Term	01-Jul-15	
Saad Salman Hasan Al-Hamami	Provincial Coordinator	Program	Chemonics (IDS)	Long-Term		07-Jul-15

## Short-term Technical Assistance

Name	Component	SOW Activity	Firm	Employment Type	Arrival Date	Departure Date
Maarten Zeeuw	Program	Revenue Generation	Chemonics (HO)	Short-Term	09-Jul-15	04-Sep-15
Mustafa Osman	Program	Post-Conflict STTA	Chemonics (HO)	Short-Term	07-Sep-15	22-Sep-15
Todd Diamond	Program	Middle East Director	Chemonics (HO)	Short-Term	29-Aug-15	03-Sep-15
Osama Mahmoud	Program	Process Mapping Advisor	Chemonics (HO)	Short-Term	24-Jun-15	16-Jul-15

## ANNEX D: COMPLETED AND ONGOING PROCUREMENT

*The modification to the new phase was signed on May 22, 2015, extending the project through September 30, 2016.*

### Completed and Ongoing Procurement (Baghdad)

Procurement Activity	Achievements and Status
Provide Logistic and Procurement Assistance to the “Asia and the middle East Economic growth best practices project (AMEG)”. Procurement Activity (AMEG) project.	
Services Agreement AMEG-FPSA-15-72- interpretation service Mrs. Nada Abdullah Kanan	Complete and Closed
Services Agreement AMEG-FPSA-15-73- interpretation service Mr. Basim Mohoud Gaitan	Complete and Closed
Services Agreement AMEG-FPSA-15-74- Translator Mrs. Nada Abdullah Kanan	Complete and Closed
VIPs Meeting ( AMEG work Plan presentation) Guest House / Ministry of Finance /IZ Date: August 30,31, 2015	GSP/ Taqadum procured, training halls, stationary, and tea breaks for VIPs attendees. Status: Completed

Procurement Activity- GSP/ Taqadum	Achievements and Status
Services Agreement- Media Coordinator GSP-FPSA-15-77- Saad Abdul Aziz Ahmed	Signed on July, 31 <sup>st</sup> , 2015 with Mr. Saad Abdul Aziz Ahmed - Period 6 days Status: in process Extension time: (Eight Months) From 01 May 2015 till Dec. 31 <sup>st</sup> , 2015
Services Agreement- inventory specialist GSP-SA-15-78- Omero Senan hasan	Signed on July, 30 2015 with Mr. Omero Senan hasan - Period 27 days Status: Completed
Services Agreement- Media Coordinator GSP-SA-15-80- Saad Abdul Aziz Ahmed	Signed on September, 09 <sup>th</sup> , 2015 with Mr. Saad Abdul Aziz Ahmed - Period 6 days Status: Completed
Services Agreement GSP-SA-15-81- Site Keeper Abbas Abidzaid Naji All the original documents in Baghdad office.	Signed on September, 06 <sup>th</sup> , 2015 with Mr. Abbas Abidzaid Naji Available: December 31, 2015 Status: in process
Work shop & Meeting: work shop to Create an Enabling legal Held in Baghdad August 27, -2015	GSP/Taqadum procured accommodation, training halls stationary, meals and tea breaks for attendees in Baghdad Hotel. Status: Completed
work shop - post conflict public services restoration- Held in Erbil September, 13, 14 -2015	GSP/Taqadum procured the tickets for the staff and participants. Salah ad Din Province. Status: Completed
work shop - post conflict public services restoration- Held in Erbil September, 15, 16 -2015	GSP/Taqadum procured the tickets for the staff and participants. Al Anbar Province. Status: Completed
work shop - post conflict public services restoration- Held in Erbil September 17, 18, -2015	GSP/Taqadum procured the tickets for the staff and participants. Ninawa Province. Status: Completed

## Completed and Ongoing Procurement (Hilla Hub)

Procurement Activity	Achievements and Status
Blanket Purchase Agreement GSP-BPA-H-017	New Blanket purchase agreement GSP-BPA-H-017 Al-Taif Company to provide Internet services to Wasit embedded office Active from 1 June Till 31 Dec 2015 Status: in Process
Blanket Purchase Agreement GSP-BPA-H-018	New Blanket purchase agreement GSP-BPA-H-018 Smart Office for Internet and Computers to provide Internet line to Najaf Office Active from 1 June Till 31 Dec 2015 Status: in Process
Extending Blanket Purchase Agreement GSP-BPA-H-012	The Extending Blanket purchase agreement GSP-BPA-H-0012 Active from 1 June Till 31 Dec 2015 Hassan net Group to provide Internet to Hilla main
Extending Blanket Purchase Agreement GSP-004	The Extending Blanket purchase agreement GSP-004 Active from 1 June Till 31 Dec 2015 Al-Sakr Al-Araby office to provide Hilla main office with fuel
Extending Blanket Purchase Agreement GSP-0014	The Extending Blanket purchase agreement GSP-BPA-H-0014 Al-Noor Center to Provide Diwaniyah GSP office with Internet Services Active from 1 June Till 31 Dec 2015
Extending Blanket Purchase Agreement GSP-0019	The Extending Blanket purchase agreement GSP-BPA-H-0019 Sarah Net to Provide pack up Internet for Hilla Hub office with Internet Services Active from 1 July Till 31 Dec 2015
Extending Blanket Purchase Agreement GSP-0021	The Extending Blanket purchase agreement GSP-BPA-H-0021 Kalimat telecom to Provide Internet for Basrah office with Internet Services Active from 1 July Till 31 Dec 2015
Extending Blanket Purchase Agreement GSP-0023	The Extending Blanket purchase agreement GSP-BPA-H-0023 Amjad Earthlink to Provide Internet for Muthanna office with Internet Services Active from 1 July Till 31 Dec 2015

Extending Blanket Purchase Agreement GSP-0024	The Extending Blanket purchase agreement GSP-BPA-H-0024 Majd Al-Awael to Provide Internet for Dhi Qar office with Internet Services Active from 1 July Till 31 Dec 2015
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### Completed and Ongoing Procurement (Erbil)

Procurement Activity ( Erbil )Hub)	Achievements and Status
Blanket Purchase Agreement BPA-GSP-ERB-15-002	This agreement is for the as-needed to provide accommodation, break, lunch, dinner and hall Services from Van Royal Hotel from 1 Jan. to 30 Apr. 2015 Extension time: (8 Months) From 01 May 2015 till Dec. 31 <sup>st</sup> ,2015 Status: in Process
Blanket Purchase Agreement BPA-GSP-ERB-15-003	This agreement is for the as-needed to provide accommodation, break, lunch, dinner and hall Services from Sky Erbil Hotel from 1 Jan. to 30 Apr. 2015 Extension time: (Eight Months) From 01 May 2015 till Dec. 31 <sup>st</sup> ,2015 Status: in Process
Blanket Purchase Agreement BPA-GSP-ERB-15-004	This agreement is for the as-needed to provide accommodation, break, lunch, dinner, and hall Services from Quartz Hotel from 1 Jan. to 30 Apr. 2015 Extension time: (8 Months) From 01 May 2015 till Dec. 31 <sup>st</sup> ,2015 Status: in Process
Blanket Purchase Agreement BPA-GSP-ERB-15-005	This agreement is for the as-needed to provide accommodation, break, lunch, dinner, and hall Services from Canyon Hotel from 1 Jan. to 30 Apr. 2015 Extension time: (8 Months) From 01 May 2015 till Dec. 31 <sup>st</sup> ,2015 Status: in Process
Blanket Purchase Agreement BPA-GSP-ERB-15-006	This agreement is for the as-needed to provide accommodation, break, lunch, dinner, and hall Services from Nobel Hotel from 1 Jan. to 30 Apr. 2015 Extension time: (8 Months) From 01 May 2015 till Dec. 31 <sup>st</sup> ,2015 Status: in Process

Lease Agreement BPA-GSP-ERB-15-007	This agreement is for the as-needed to provide Rent Office Erbil center and accommodation to EXPATs from Sky Erbil Hotel from 1 Jan. to 30 Apr. 2015 Extension time: (4 Months) From 01 May 2015 till Aug. 31 <sup>st</sup> ,2015 Status: in Process
GSP-FPSA-ERB-14-004	Lawyer services to extending the visa for EXPATs was signed with Ms. Zaman Ali Abdulnabi Status: Completed
GSP-FPSA-ERB-14-005	Lawyer services to extending the visa for EXPATs was signed with Ms. Zaman Ali Abdulnabi Status: Completed
GSP-FPSA-ERB-14-006	Transportation Services- Signed on June 7, 2015 with Mr. Baher Azeez Asmaeel Status: in Process
GSP-FPSA-ERB-14-007	Lawyer services to extending the visa for EXPATs was signed with Ms. Zaman Ali Abdulnabi Status: Completed

#### Anticipated Major Procurements for FY -2015- Q4

- Stationery and materials for GSP/ Taqadum activities.
- Printing Taqadum legacy reports, brochures, and manuals for all partner provinces.

## ANNEX E: COST SHARING

Project Activity Cost Share (PACS) records all resources mobilized by the GO/GOI to design, review, and engage the Taqadum project. PACS is provided on a quarterly basis. The PACS could comprise office space, conference or training facilities, transportation, service/ utility (electricity for embedded offices), and time spent by GO/GOI (labor in-kind contribution) to:

- Allocate embedded office space in GO/GOI as evidenced by letters of authorization and/or pictures of embedded offices.
- Undertake an activity (training, technical assistance, conference, workshop, or meeting). This is documented by Taqadum activity reports.
- Implement and execute the agreed activity in the work plan as evidenced in Taqadum activity reports and/or supporting material of the concerned activity.
- Allocate or rent temporary conference and training facility and services. This is documented by an event cost share form, attendance sheets, and by a completed event evaluation form.

### Cost Sharing after Jun 30 2014 and the Extension through Sep 30 2015

Province	Activity Cost Sharing Only Y3 Q4	Activity Cost Sharing Only Y4 Q1	Activity Cost Sharing Only Y4 Q2	Activity Cost Sharing Only Y4 Q3	Activity Cost Sharing Only Y4 Q4	Total
Anbar	-	-	-	\$82	\$27,687	\$27,769
Babil	\$15,286	\$37,912	\$28,931	\$10,305	\$14,300	\$106,734
Baghdad	\$62,912	\$26,864	\$72,048	\$47,495	\$43,059	\$252,378
Basrah	-	-	-	\$12,708	\$43,355	\$56,063
Dhi Qar	-	-	-	\$7,641	\$31,821	\$39,462
Diwaniyah	\$29,803	\$34,264	\$36,785	\$12,755	\$14,848	\$128,455
Diyala	\$1,556	\$34,051	\$30,505	\$10,215	\$13,665	\$89,992
Karbala	-	-	-	\$15,956	\$14,036	\$29,992
Kirkuk	-	\$28,246	\$31,122	\$10,341	\$25,873	\$95,582
Maysan	-	-	-	\$21,001	\$28,547	\$49,548
Muthanna	-	-	-	\$18,152	\$13,999	\$32,151
Najaf	\$32,226	\$45,562	\$47,281	\$17,694	\$35,661	\$178,424
Ninawa	-	-	-	\$18,255	\$25,451	\$43,706
Salah Ad Din	-	-	-	\$756	\$19,625	\$20,381
Wasit	\$35,278	\$15,500	\$40,579	\$15,836	\$26,785	\$133,978
<b>Total</b>	<b>\$177,062</b>	<b>\$222,399</b>	<b>\$287,251</b>	<b>\$219,192</b>	<b>\$378,713</b>	<b>\$1,284,615</b>