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GOVERNANCE STRENGTHENING PROJECT (*GSP/TAQADUM*)

QUARTERLY PERFORMANCE REPORT (Y5Q1)

OCTOBER 1, 2015 – DECEMBER 31, 2015

January 29, 2016

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CONTENTS

ACRONYMS.....	ii
A. OVERVIEW	i
BACKGROUND	1
UPDATE ON LAW 21	2
GOALS AND OBJECTIVES.....	2
Major Elements.....	2
B. SUMMARY OF KEY ACTIVITIES AND ACHIEVEMENTS.....	4
OCTOBER 2015	4
OCTOBER 2015 (CON'T).....	7
NOVEMBER 2015	9
POST CONFLICT ACTIVITIES.....	20
DECEMBER 2015	22
C. FUNCTIONS AND SERVICES / ELEMENTS.....	31
ORGANIZATIONAL DEVELOPMENT (C3)	31
PROCESS MAPPING AND STREAMLINING	31
FINANCIAL FRAMEWORK (C4).....	35
LEGAL FRAMEWORK (C5).....	37
SERVICE DELIVERY IMPROVEMENT (S1, S2)	42
POST-CONFLICT – SPECIAL UPDATE.....	49
D. LETTERS.....	52
D. LOOKING FORWARD	55
E. GSP/TAQADUM IN THE MEDIA.....	57
F. SECURITY REVIEW SEPTEMBER 1 – DECEMBER 31, 2015	61
THE FIGHT AGAINST ISIL	61
CHOLERA UPDATE.....	62
CRIME UPDATE.....	62
REPORT ANNEXES	64
ANNEX A: STATUS OF GSP ACTIVITIES.....	64
ANNEX B: PERFORMANCE INDICATORS.....	67
ANNEX C: STAFFING – LONG TERM SUPPORT AND PROFESSIONAL STAFF	87
ANNEX D: COMPLETED AND ONGOING PROCUREMENT	88
ANNEX E: COST SHARING.....	96

ACRONYMS

BM	Benchmark
CG	Consul General
COM	Council of Ministers
COMSEC	Council of Ministers' Secretariat
COP	Chief of Party
COR	Council of Representatives
CSD	Citizen Services Desk
CSO	Civil Society Organization
CSS	Citizen Satisfaction Survey
DMAT	Decentralization Mapping and Analysis Tool
ESDO	Essential Service Delivery Oversight
FAD	Financial Affairs Department
FMIS	Financial Management Information System
GAF	Gap Analysis Form
GAT	Gap Analysis Template
GO	Governor's Office
GOI	Government of Iraq
GSP	Governance Strengthening Project
GSP/Taqadum	Governance Strengthening Project/Taqadum
HCCP	High Commission for Coordination between Provinces
HCCPSEC	High Commission for Coordination between Provinces' Secretariat
HCAR	High Commission for Administrative Reform
HR	Human Resources
ICIP	Intergovernmental Coordination Implementation Plan
IDP	Internally Displaced Person
IDS	Iraq Development and Sustainability
ILA	Implementer's Letter of Agreement
IOG	Institute on Governance
IOM	International Organization of Migration
ISF	Iraqi Security Forces
IS	Islamic State
ISIL	The Islamic State of Iraq and the Levant
IT	Information Technology
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
LRC	Legal Reform Committee
LRU	Local Revenue Unit
LT	Long-term
LTTA	Long-term Technical Assistant
M&E	Monitoring and Evaluation
MOCHPM	Ministry of Construction, Housing and Public Municipalities
M&O	Monitoring and Oversight
MOE	Ministry of Education
MOF	Ministry of Finance

MOH	Ministry of Health
MOHE	Ministry of Health and Environment
MOLSA	Ministry of Labor and Social Affairs
MOP	Ministry of Planning
MOSGA	Ministry of State for Governorates' Affairs
MOU	Memorandum of Understanding
MOYS	Ministry of Youth and Sports
MMPW	Ministry of Municipalities and Public Works
NDP	National Development Plan
NGO	Non-Governmental Organization
OCHA	Office of Coordination of Humanitarian Affairs
OD	Organizational Development
OSF	Organization System Form
PC	Provincial Council
PM	Prime Minister
PMAC	Prime Minister's Advisory Commission
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
SAB	Supreme Audit Board
SC	Sectorial Subcommittee
SD	Service Delivery
SDC	Service Delivery Committee
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-Timebound
SOPs	Standard Operating Procedures
SOW	Scope of Work
SP	Strategic Plan
SS	Success Story
ST	Short-term
STTA	Short-term Technical Assistant
SWOT	Strengths-Weaknesses-Opportunities-Threats
TA	Technical Assistance
Taqadum	Arabic for "moving forward"
TD	Treasury Department
TTF	Technical Task Force
TOT	Training of Trainers
TSI	Technical Support to Iraq (Program)
USAID	United States Agency for International Development
USG	United States Government
VPTR	Volatile Provinces Tracking Room
WR	Weekly Report

A. 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 first quarter of FY2016, from October 1, 2015 to December 31, 2015.

“... democratic decentralization, involving the transfer of administrative, fiscal, and political power, is necessary for decentralization to be successful and for sustainability to be a reality. Democratic decentralization is significantly strengthened when mechanisms are created at the local level to facilitate the local level planning process, linking government staff to civil society. Such partnership often necessitates a change in the mind-set of its members as well as resources devoted to strengthening the capacities and skills necessary for effective facilitation of such processes...”

Experiences from India, extracted from UNDP, Draft Report on Global Workshop on UNDP/MIT Decentralized Governance Research Project, Amman, Jordan, June 14 - 16, 1998, p. 3

BACKGROUND

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 assist in the implementation of Article 45 of Law 21, as amended (also known as the Provincial Powers Act (2008) or “Transfer of Functions” Law).

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 and implementing financial, administrative, legal, and service delivery frameworks 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, financial, and administrative powers or ministerial “functions” of eight ministries to provincial governments of provinces not incorporated into a region.

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

UPDATE ON LAW 21

After years of uneven progress toward implementation of decentralization, these changes mandating decentralization were supposed to take place last quarter on August 5, 2015, when Law 21 was intended to go into effect. However, the High Commission for Coordination between Provinces (HCCP) on August 1, 2015, and Council of Minister’s (COM) Order 304 on August 4, 2015, extended the implementation for three months to November 4, 2015.

On September 30, Prime Minister Dr. Haider Al-Abaidi issued Executive Order 434, appointing former Advisor to the President of Iraq, and State Minister for Governorate Affairs, Dr. Torhan Al-Mufti, as Chair of the High Commission for Coordination between Provinces Secretariat (HCCPSEC). Linked technically to the Prime Minister as President of HCCP and administratively to the Council of Minister’s Secretariat (COMSEC), the HCCPSEC was mandated to focus on resolving issues between the provincial and central government bodies.

By December 10, 2015, after extensive provincial discussions and debates directly related to the implementation of Law 21 that were led by the HCCPSEC, final draft amendments to the Law, developed in cooperation with *GSP/Taqadum*, had been agreed to in the form of a draft Third Amendment to be submitted to the COM.

It is hoped these proposed changes will manifest into a Third Amendment to Law 21, which in effect, will remove further conflicts within the Law as it stands now, and clarify few articles to allow for full decentralization to take hold, marking a watershed moment in the decentralization process.

For a more in-depth view of the legal aspects of this part of the decentralization process, including the changes *GSP/Taqadum* proposed that were included in the agreed upon final amendments, please see Section C, pgs37-39 of this Q1Y5 report.

GOALS AND OBJECTIVES

MAJOR ELEMENTS

Working with 15 targeted provinces (Anbar, Babil, Baghdad, Basrah, Dhi Qar, Diwaniyah, Diyala, Karbala, Kirkuk, Maysan, Muthanna, Najaf, Ninawa, Salah ad Din, and Wasit) and three targeted ministries (Municipalities and Public Works, Health, and Education) to develop and implement plans

for administrative decentralization, based on Law 21, as amended. *GSP/Taqadum*'s work consists of two major components:

1. Transfer of Functions – develop/implement the Intergovernmental Coordination Implementation Plan (ICIP) by way of consensus, which identifies tasks, services, and competencies to be gradually transferred from the federal to provincial levels of government, based on Article 45 of Law 21, as amended and supported by legal, administrative, and financial frameworks. *GSP/Taqadum* works in cooperation with the various levels of government to apply these plans and frameworks, as well as build their capacity and system to successfully and sustainably complete the transfer process.
2. Delivery of Citizen-centered Community Services – develop/implement Service Delivery Improvement Plans (SDIPs). *GSP/Taqadum* works in cooperation with local government entities to complete and apply plans that will deliver citizen-centered services (municipality, sewer, water, primary education, and primary health care) in the provincial communities to actually improve the lives of the Iraqi people.

These two elements combined – the transfer of functions and the delivery of citizen-centered community services – are agents of stability and security that will help to foster the sustainable peaceful coexistence of all Iraqis.

During this quarter, *GSP/Taqadum* continued moving forward with Phase III of the project, which includes activities in a total of 15 provinces and three ministries. Phase I – Development Phase Five Provinces-included three ministries and five targeted province; and Phase II – Development Seven Provinces-included the same three ministries but expanded the targeted provinces to seven; and Phase III – Development and Implementation 15 Province-included the same three ministries and expanded the scope to implementation and included all 15 provinces). Phase III project objectives consist of the following:

- Reach consensus among the eight additional 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 of 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. SUMMARY OF KEY ACTIVITIES AND ACHIEVEMENTS

This quarter began and ended on a note of hope. The August 5, 2015 deadline for the implementation of decentralization as per Law 21, as amended, to take effect was met with a two different events: 1) On August 1, 2015, the High Commission High Commission for Coordination between Provinces (HCCP) and Council of Ministers (COM) Order 304, extended the implementation for three months; and 2) Prime Minister Dr. Haider Al Abadi ordered sweeping changes to the government of Iraq's (GOI's) structure, eliminating four ministries and consolidating eight others. These reforms were aimed at reducing the size of the government, easing citizen concerns regarding ever heightening economic and security issues, and supporting our decentralization efforts. Although welcomed by many, as with all sudden change, some reacted to the reforms with trepidation, others with outrage, and some questioned outright the legality of Dr. Al-Abadi's actions and threatened legal action. Throughout this tumult, change came daily, and sometimes multiple GOI actions followed by reactions occurred in one day's time. Yet GSP/Taqadum kept its gait steady, moving proactively and consciously through this rollicking time period, always keeping its thumb on the pulse and at the time, its eye on its goals and objectives, adapting as needed or requested. By the quarter's end, the GOI's deep commitment to decentralization was clearly visible via its actions, moving along slowly but steadily – always a good sign of creating something sustainable –with both local and federal entities calling on GSP/Taqadum to assist in this forward movement. Here we offer a sampling of the project's key activities and achievements, delineated by month and beginning with the auspicious appointment by Dr. Haider Al-Abadi of Dr. Torhan Al-Mufti as Chair of the High Commission for Coordination between Provinces (HCCP) Secretariat on the very last day of September 2015.

OCTOBER 2015

START YOUR ENGINES: REFORMS BEGIN, STEERED BY THE EFFORTS OF THE NEWLY APPOINTED HCCPSEC AND ITS CHAIR, DR. TORHAN AL-MUFTI



Dr. Al-Mufti (center) briefing participants at the first meeting of the newly formed High Commission for Coordination between Provinces' Secretariat

On September 30, as part of his wide-reaching reform package, Prime Minister (PM) Dr. Haider Al-Abadi issued Executive Order 434, appointing Dr. Torhan Al-Mufti as Chair of High Commission for Coordination between Provinces Secretariat (HCCPSEC) and annexed the Secretariat to the PM via authorities granted the PM under Article 78 of the Constitution.

Moving quickly and with precision, on October 8, 2015, Dr. Al-Mufti's first task in his new capacity was to send the first of many official letters requesting the presence of all provincial government coordinators with HCCPSEC, and provincial government representatives at HCCPSEC's first meeting held at Council of Ministers' Secretariat (COMSEC) headquarters on October 12, 2015 to discuss decentralization and reform updates. With *GSP/Taqadam* in attendance, Dr. Al-Mufti briefed attendees on the following: 1) the High Commission for Coordination between Provinces' (HCCP's) replaced of the Ministry of State for Governorates' Affairs (MOSGA) with HCCPSEC, with respect to duties related to provinces; 2) the HCCP bylaw that defines the HCCPSEC's mandate to resolve issues between the provincial and central government bodies – essentially act as guide for the decentralization process; and 3) the HCCPSEC's composition – including Mr. Jamal Al-Badri as HCCPSEC Deputy Secretary, and HCCP provincial coordinators.

Requesting that participants recommend bylaw amendments in compliance with Law 21, as amended, Dr. Al-Mufti expressed a deep appreciation to *GSP/Taqadam* for its devolution efforts, and requested the *project* share its final functional analysis of the Ministries of Education, Health, and Agriculture; and the proposed structure of the Governor's Office with the HCCP.

Provincial representatives then gave updates on transfer of ministerial functions progress and the numerous challenges provinces face regarding the ministries of Education (MOE), Health (MOH), and Agriculture (MOA).

GSP/Taqadam's Cooperative Approach Wins Adoption of Unified GO Organizational Chart Model

Some successes happen overnight.
Others are a long time in the making.
Some are a synchronistic combination of both.

When Iraq's central government entity, the High Commission for Coordination between Provinces' Secretariat (HCCPSEC) recently asked *GSP/Taqadam* for assistance in the development of a unified organizational chart for the provincial Governor's Office (GO), we were able to deliver one that had already been prepared by *GSP/Taqadam* staff working with the provinces.

GSP/Taqadam's model was discussed thoroughly with the provincial governments but no consensus was reached because every Governor's Office wanted a different arrangement. However, *GSP/Taqadam* kept a draft model based best management practices and most of the governor's interest. Within days of HCCPSEC's request, project Organizational Development (OD) staff provided a comparative analysis between an organizational chart *GSP/Taqadam* had prepared in cooperation with provincial government representatives and another prepared by an ad hoc committee established last year by a committee established by Prime Minister (PM), Dr. Haider Al-Abadi. With a few minor changes made, *GSP/Taqadam's* prepared draft chart was approved by the HCCPSEC, and its adoption is



GSP/Taqadam meeting with Dr. Torhan Al-Mufti and HCCP legal advisors finalizing the unified organizational chart modeling the structure of the Governor's Offices

expected at the next meeting of the High Commission for Coordination between Provinces (HCCP) or through an administrative order by HCCP.

This latest success signals meeting the third of three organizational development objectives *GSP/Taqadum* set out to accomplish via stakeholder consensus in Phase III:

1. Adoption of the unified GO's organizational chart by stakeholders
2. Setting in place a mechanism for identification of the organizational framework and future relationship with stakeholder institutions
3. Develop a Simplified Guide for previous Governor's authorities

(Note: *GSP/Taqadum* Organizational Development staff are awaiting the new, expanded authorities to be transferred, as per Article 45, Law 21, as amended, and will then adapt the final product, which will be more comprehensive.)

This success is also the product of *GSP/Taqadum*'s consistent and adaptable approach. While the *project* staff was working with provincial officials in the preparation of a unified organizational chart for the GO, PM Al-Abadi authorized an ad hoc committee, chaired by Dr. Kadhum Al-Ekabi Ministry of Planning (MOP) General Director of Administrative Development and Information Technology Institute (responsible for the training and capacity building of the staff of all of Iraq's ministries), to prepare its organizational charts for ministries and governorates.

GSP/Taqadum began working with local provincial government officials, who, unsure of exactly what new responsibilities the transfer of functions would bring, readily accepted the offer of assistance in creating the GO organizational chart. *Project* staff held two regional workshops for representatives of GO Human Resources (HR) and their HR counterparts in provincial ministerial directorates from the seven initially targeted provinces (Jan. 6-8, and March 29-30, 2015). The topics covered the three OD objectives (among them preparation of an organizational chart), and aimed at ensuring that GO HR systems would be able to handle the new supervisory responsibilities by the August 5 decentralization deadline, set by Law 21, as amended. Given *GSP/Taqadum* and Dr. Ekabi's committee were working in parallel, he accepted the *project*'s invitation to give a presentation of the ad hoc committee' results.

Following the guidance of recommendations submitted, and working closely with provincial representatives as part of workshop follow-up – early success saw Najaf provincial officials fully support and participate in chart development – *GSP/Taqadum* facilitated the preparation of a unified organizational chart. The other provinces accepted the proposed structure, with each making minor adjustments based on their staffing needs and protocols.

After the August 5 deadline passed, Advisor to the President, Dr. Torhan Al-Mufti, was appointed by PM Al-Abadi to head the newly established HCCPSEC. As part of taking stock of the status of the decentralization process and communications between the provinces and central government, Dr. Mufti met with *GSP/Taqadum* Chief of Party, Mr. Cameron Berkuti on October 19. *GSP/Taqadum*'s unified chart was among the many issues

discussed, with Dr. Mufti stating that PM Al-Abadi said the transfer of functions could not occur unless an organization chart was in place.

Dr. Mufti requested an immediate meeting with *project* OD specialists and a presentation of the chart. After meeting with *GSP/Taqadum* OD specialists the next day (Oct. 20), Dr. Mufti then requested *GSP/Taqadum* meet with HCCP legal advisors and head of the ad hoc chart committee, Dr. Ekabi and present a comparative analysis of the chart prepared by the ad hoc committee and that of *GSP/Taqadum*. On Oct. 27, strengths and weaknesses of both proposed structures were reviewed, to which HCCPSEC Legal Advisor, Mr. Khalil Ibrahim, responded, “*GSP/Taqadum*’s proposed structure would best establish a long-term and sustainable institutionalized system for provinces.” (This meeting was mentioned on the High Commission for Coordination between the Provinces Facebook page: <https://www.facebook.com/mohafadat>).

The result of this meeting saw participants agree to adopt *GSP/Taqadum*’s unified organizational chart modeling the structure of the GOs, with one added amendment: the addition of a more detailed structure to the GO divisions, complete with the addition of an Investment Commission instead of a General Department of Financial Affairs. This agreed upon organizational structure clarifies the varying levels of responsibilities and communication between each of the eight provincial directorates and their respective GOs; and is reflective of the implementation of decentralization as per Article 45, Law 21, as amended, which stipulates the eight directorates in each province be contained within the Governor’s Office of that province.

The final version of *GSP/Taqadum*’s organizational chart was presented for official adoption at the next meeting of the High Commission for Coordination between Provinces.

OCTOBER 2015 (CON'T)

CONSULATE AND USAID OFFICIALS IMPRESSED WITH *GSP/TAQADUM*’S RAPID PROGRESS IN BASRAH



Consulate officials and GSP/Taqadum Basrah Hub staff

On October 7, *GSP/Taqadum* and USAID/Tarabot met at the United States Consulate General Offices in Basrah with US Consul General, Mr. Steve Walker; USAID/Iraq Deputy Director for Governance and Economic Opportunities Office, Mr. James Whitaker; US Consulate General Economic and Commercial Section Chief, Mr. Daniel Hall; and US Consulate General Political Section Chief, Mr. Mietek Boduszynki to provide updates on the progress of work and ongoing activities of the two projects.

On October 8, *GSP/Taqadum* staff met with the Ministry of Planning's (MOP) National Center for Administrative Development and Information Technology's (NCADIT) Director, Dr. Kadhum Al-Ekabi, and Senior Researcher and Capacity Building Consultant, Ms. Wathba Abdul Latif, and 1) discussed NCADIT's possible participation in *GSP/Taqadum*'s planned national decentralization conference; and 2) began to lay the groundwork for future cooperative efforts. Highlighting NCADIT's decentralization efforts over the years, specifically in modern management and devolution throughout Iraq's regions and provinces, as well as the smart work force the center developed over the years Dr. Al-Ekabi said NCADIT was well prepared to buttress ongoing decentralization efforts.



NCADIT Director, Dr. Kadhum Al-Ekabi

GSP/Taqadum followed with a brief of its activities and invited Dr. Al-Ekabi to the *project's* planned national decentralization conference, requesting he give a presentation of NCADIT's work to date (the National Decentralization Conference was initially planned to be held in November 2015). Expressing his enthusiasm at the opportunity to present the GOI's point of view regarding the ministries and local government's future working relationship, one that would define the future working relationship between ministries and local governments and the ministerial movement from a controlling to an enabling role, he added he would first need to gain approval from the Prime Minister's Chief of Staff, Dr. Mahdi Al-Alaq, as well the HCCP.

"I believe NCADIT and GSP/Taqadum should consolidate future decentralization efforts in order to facilitate the smooth transfer of power and unify stakeholder efforts," said Dr. Al-Ekabi. "Our advisors will surely benefit from GSP/Taqadum workshops and activities, broadening their technical, knowledge and management skills."

DIRECTORATES FROM FIVE SOUTHERN PROVINCES PREPARE SDIPS

October 27 through November 1, *GSP/Taqadum* held four separate three-day Service Delivery Improvement Plan (SDIP) development workshops for 131 (11 female, 120 male) participants, including Provincial Council (PC) members; Governorate Offices (GO) officials; and Water, Sewer, Municipality, Education, Water, and Health directorate staff from the five newly added south central and southern provinces (Basrah, Dhi Qar, Maysan, Muthanna, and Karbala).

The SDIP workshops included strategic planning, citizen participation, Public-Private Partnership (PPP), and leadership as elements to be incorporated in the SDIP development process. The workshops highlighted the importance of, and how to improve citizen participation in service delivery, public-

private partnership, and the private sector's role in providing services, especially given Iraq's current economic difficulties.

The impact of these workshops was significant as directorate representatives left fully prepared to draft SDIP plans for submission to decision makers and provincial task forces in order to win buy-in and support.

NOVEMBER 2015

November was a virtual juggernaut filled with ongoing meetings with federal and local government officials; a never-ending array of activities, including a Focus Group meeting aimed at assessing needs to be addressed via building capacity; numerous workshops; several visits with USAID delegations that included the new Mission Director; ongoing meetings with COR and HCCP members; and perhaps most importantly, meetings HCCPSEC Chair, Dr. Torhan Al-Mufti and the Prime Minister's Advisory Commission (PMAC) officials who, expressing confidence in GSP/Taqadum's decentralization work, suggested and welcomed a cooperative and collaborative endeavor to coordinate HCCP, PMAC, and GSP/Taqadum decentralization efforts. A recap of November's activities is as follows...

Signaling the commitment of both federal and local government entities to decentralization, on November 1, the Council of Representatives Regions and Provinces Committee (CORRPC), in cooperation with Babil's Provincial Council (PC), hosted the first of a series of three "No Reforms without Authorities" regional conferences planned for all 15 provinces. (Note: Dates for second and third workshops have not yet been determined but the workshops are expected to occur in the Spring.) Bringing the CORRPC together with key government officials, including PC chairs and governors from Babil, Najaf, Muthanna, and Karbala, such as Babil Governor, Mr. Sadiq Madlool, and PC Chair, Haider az-Zanbur; Muthanna Governor, Dr. Falih Abdul Hassan; Karbala Governor, Mr. Aqeel at-Turaihi, and PC Chair, Nseif Jasim; Najaf PC Chair, Mr. Khudair aj-Jubouri; and GSP/Taqadum staff, the workshop fostered lively exchanges of the following topics: 1) the status of decentralization implementation; 2) impediments facing the implementation of Article 45; and 3) local government input regarding the proposed third amendment to Law 21.

"Reforms should be true and committed to the needs of our citizens," said CORRPC Chair, Mr. Khalid Al-Mifraji in his opening remarks. "The absence of effective reform is due to two main reasons: insufficient communication between the federal and local governments, and a scarcity of provincial funds and resources. All should comply with Law 21, especially the federal government, which should be more serious in urging concerned ministries to expedite the transfer of functions." Dr. Al-Mifraji was one of the Government of Iraq (GOI) delegates to GSP/Taqadum's organized study tour to Indonesia in March 2015 and he was able to experience first-hand the development and progress that resulted from Indonesia's decentralization.

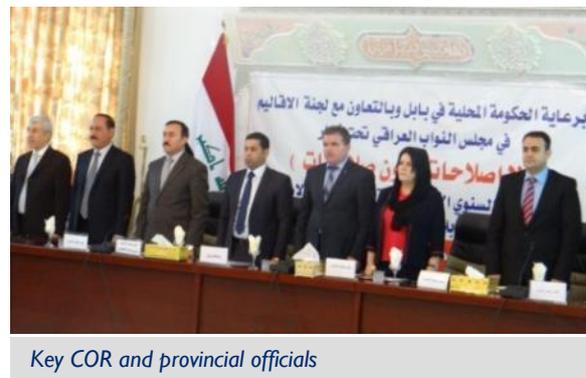
Crediting GSP/Taqadum, Babil's Legal Advisor to the Governor, Mr. Khalid ar-Rei's, said, "Babil has come a long way in preparing for the transfer of function, thanks to GSP/Taqadum, which has helped us from the very beginning in analyzing the functions and developing a comprehensive transition plan."

Participants recommended the following: 1) ministries be reformed and the appointment of qualified staff be ensured; 2) CORRPC should ensure the GOI executive branch adhere to laws issued by the

COR; 3) Criteria be established to gauge ministry willingness, cooperation, and effort regarding the transfer of functions and compliance with Article 45, and the results publicized via the media and civil society organizations (CSOs); 4) the 2016 budget comply with Article 45; 5) conduct similar conferences in other provinces and urge local governments to take legal action in the event of failure of any entity to apply the Constitution and applicable laws; 6) local governments be encouraged to submit suggestions to the CORRPC regarding the proposed third amendment to Law 21.

GSP/TAQADUM AND PROVINCIAL OFFICIALS BRAINSTORM CAPACITY BUILDING NEEDS POST FUNCTION TRANSFER

On November 2-3, *GSP/Taqadum* hosted a two-day Focus Group workshop that brought together representatives from selected Provincial Council (PC), Governor's Office (GO), and directorate officials representing all targeted sectors and discussed the initial capacity assessment performed by *GSP/Taqadum*; and unifying provincial capacity building needs – tailored to each province's and sector's needs – in order to better manage the transfer of ministerial functions and responsibilities after implementation of Law 21, as amended.



Key COR and provincial officials

GSP/Taqadum's legal, health, education, finance, and organizational development staff kicked off a brainstorming session by defining "needs assessment," and detailing project work to date with other partners, e.g., gathering information, suggestions, queries, and solutions in order to extract and then prioritize and unify their needs. Participants commended *GSP/Taqadum*'s proactive assistance in building their capacities to prepare them for their responsibilities once the transfer of functions is complete.

Presenting participants with a proposed list of potential capacity needs, *GSP/Taqadum*'s specialists, together with attendees, analyzed the viability of each item on the list. *GSP/Taqadum*'s International organizational development (OD) expert, Mrs. Arwa Al-Mothaffar, addressed the following: 1) international best practices in capacity building needs required to implement the transformational process toward decentralization; and 2) the need to reorganize management functions in the GO to expedite processes and actions.

Overall results: 1) a final list of targeted areas where capacity building is needed, focused on developing a sustainable and institutionalized system of decentralized governance within the directorates, was unanimously developed and adopted; 2) GO officials stated they would build some of these capacities via local and ministerial training centers; and 3) GO officials said they would welcome ongoing cooperation with *GSP/Taqadum*.

Next step: A final list, complete with a formal capacity building action plan for submission to GO and PC members for approval, went into development, and was slated to training and training strategies, estimated numbers of trainees, training providers, number of training days/hours per capacity building needs level of training, and a cost estimate.

The October 31-November 2 and November 4-6, separate but identical *GSP/Taqadum* Phase III Streamlining Processes training workshops supplied officials and staff representing the Governor’s Office (GO), Provincial Council (PC), and Health, Education, and Municipalities and Public Works Directorates from a total of 12 targeted provinces with the skills and knowledge to streamline the processes involved with providing citizen-centered services with the ultimate goals of saving time and effort on the part of citizens, increase transparency, and reduce corruption.

GSP/Taqadum international organizational development (OD) expert, Mr. Osama Mahmood, presented: 1) a review of the practical steps essential to streamlining processes for citizen-centered functions related to services; 2) a review of improved process maps that were developed by participants based on earlier process mapping workshops (Phase I) held in August 2015; and 3) an explanation of the concept of streamlining these functions to better improve delivery of services.

Overall result: Thanks to these workshops, *GSP/Taqadum* now has four people – three government officials in each of the participating provinces and one project OD advisor – who are well trained and able to transfer these streamlining process techniques and tools to staff in their respective provincial directorates. This enables staff to review and improve the “as-is” maps they have processed and streamline the steps of a variety of services.

“We will start streamlining the processes that were mapped out by our provinces soon as we get back to our offices,” said Manager of Basrah Information Technology Department, Ms. Methaq Fadhil Sharhan. “GSP/Taqadum has given us the knowledge to help us streamline processes and improve citizen satisfaction.”

NEWLY-APPOINTED USAID/IRAQ MISSION DIRECTOR AND DELEGATION VISITS WITH GSP/TAQADUM STAFF IN ERBIL AND BAGHDAD OFFICES

One special November (4 and 9) highlight saw *GSP/Taqadum* welcome a delegation consisting of the newly appointed USAID/Iraq Mission Director, Dr. Brooke Isham; Governance and Economic Opportunities Office Director, Mr. Michael Nehrpass; and USAID/Iraq Contracting Officer Representative, Mr. Abdul Kareem Kasim, to our Erbil and Baghdad offices, respectively.



USAID/Iraq officials meeting with GSP/Taqadum COP

In Erbil, the delegation attended the two major workshops that were in process: 1) Phase III Streamlining Processes; and 2) Service Delivery Improvement Plan (SDIP) development. At both, Dr. Isham stated the purpose of USAID programs; reiterated its desired result is ultimately to better serve citizens; and discussed with participants: 1) what effect, if any, their cooperative work with *GSP/Taqadum* was having in their respective provinces; and 2) what was the situation regarding local government in their provinces. Dr. Isham took the opportunity to have a short focus group meeting with a few of the participants to ask them about the knowledge they had gained, how they would put that knowledge into practice, and what result they expect. She also asked them impediments to decentralization.

In Baghdad, after Mr. Berkuti introduced staff, Dr. Isham asked how appreciative beneficiaries who receive the project's services are, to which *GSP/Taqadum* service delivery specialist, Mr. Yousif AlQadhi, responded, "They are grateful for our support because it helps improve the delivery of citizen-centered services."

"I am very happy to be here," said Dr. Isham "It is my first visit to any of the projects here in Iraq. I am pleased with *GSP/Taqadum* staff and their results...the government...and USAID is very supportive because of the good work of every one of you. I can see you are a great group of professionals. Having Iraqis is very important to us and it is important that [Iraqi's]...get training, education and work...in a way to help their country. I meet every single day with the US Ambassador... to tell him about the project. It is very important that I know about the successes and challenges. This information gives him insight into how Iraq works, what governors like and don't like. Thank you for the information you have provided."

Mr. Kasim highlighted the positive role of team members and the good relationships with they have with Iraqi stakeholders who have placed their trust in *GSP/Taqadum* staff. Showing the USAID delegation a running slide presentation depicting *GSP/Taqadum's* SDIP efforts and activities on post-conflict service restoration, Mr. Berkuti explained the level of progress made to date and provincial capacities given the current resources.

Mr. Nehrbass posed an important question: if the project's post-conflict planning process was informed by the "Tikrit experience"? To which Berkuti responded, "Yes. Prior to our giving the first groups of post-conflict workshops for leadership in these provinces, *GSP/Taqadum* formed a focus group consisting of representatives from the Prime Minister's office, ministries, international organizations, and provinces, including Anbar, Babil, Diyala, Ninewa, and Salah ah Din in order to learn from their experiences. This is basic team building and project staff are planning to replicate these processes in other provinces, not just for post-conflict, but for any type of disaster or health crisis [such as Avian Flu Iraq experienced 2009-10]."

The visit ended with homemade Iraq dishes, desserts, and tea.

NINAWA WELCOMES GSP/TAQADUM'S DECENTRALIZATION APPROACH AND REQUESTS THE PROJECT'S CONTINUED SUPPORT

Continuing to grow project efforts to support post-conflict decentralization development in the three currently Islamic State-controlled provinces of Ninawa, Salah ad Din, and Anbar, on November 6, *GSP/Taqadum* met with 12 top officials from Ninawa's Governor's Office (GO) and Provincial Council (PC), including newly-elected Governor Nawfal Hamadi; Deputy PC Chair, Mr. Noor Aldeen Younis; and Second Deputy Governor, Mr. Hasan Dhanon. After a presentation of *GSP/Taqadum* activities to date by COP Cameron Berkuti, participants gave an update on the situation: 1) Ninawa had not yet received its 2015 financial allocations; 2) UN agencies and the World Bank are cooperating with the province and play a supportive role as international donors; 3)



GSP/Taqadum COP, Cameron Berkuti (r), presenting a summary of the project's decentralization approach to Governor Nawfal Hamadi and top GO and PC officials

provincial officials sent a delegation to Prime Minister Haider Al-Abadi, and Council of Representatives (COR) Speaker, Salim aj-Jubouri, to coordinate efforts and solve issues; and 4) almost all provincial directorates are based outside the city of Mosul.

Ninawa Governor, Mr. Nawfal Hamadi, requested *GSP/Taqadum* host a national workshop to support the drafting of new legislation; and formulation of a concerted, cooperative effort on the part of participants aimed at applying pressure on the COR to quickly adopt the new legislation.

Overall result: 1) to maintain the province's current organizational structure until a unified organizational structure is agreed upon and applied to all provinces; and 2) annex the advisory commission to the Governor to monitor the implementation of decentralization by directorates.

Deputy PC Chair Younis added, "If any progress is made on the transfer of authorities and providing support to provincial managers that helps them fulfill their actual roles, all credit will deservedly go to *GSP/Taqadum*."

GSP/TAQADUM AT FOREFRONT SUPPORTING IRAQ'S DECENTRALIZATION EFFORTS

On November 10, when *GSP/Taqadum* Chief of Party (COP), Mr. Cameron Berkuti; USAID-Iraq Project Contracting Office Representative, Mr. Abdul Kareem Kasim; and project Senior Specialists, Mrs. Khadija Al-Jaburi (Policy) and Mr. Najed Hamoody (Budget), met with three members of the Council of Representatives' Regions and Provinces' Committee (CORRPC), including its Chair, Mr. Khalid Al-Mifraji, and provided them with a general overview of project activities.



GSP/Taqadum and COR Regions and Provinces' Committee reviewing draft 2016 Budget Law provisions that conflict with Law 21

"GSP/Taqadum is our partner in establishing decentralization in Iraq," said Chair Al-Mifraji. "We need their project staff next to us with every step we take in this process." Citing that some of the several recent draft laws supporting local government recently proposed by the committee are currently being discussed by the COR, he stressed, "The provinces are ready to take on new responsibilities and functions despite the challenges and obstacles ahead."

The *project* provided committee members with copies of *GSP/Taqadum's* comments on specific provisions of the draft 2016 Budget Law that conflict with Law 2; and a brief on the project's current activities, which identified challenges facing the transfer of functions, especially those related to the financial framework. Mr. Berkuti highlighted the challenges and opportunities regarding overall decentralization efforts.

Overall result: Impressed with the information and update the *GSP/Taqadum* provided, committee members responded by inviting the delegation to a meeting of their full committee the following day to give a briefing to all the members on the *project's* work to date, and at the same time experience, first hand, the provincially-related issues the committee is dealing with.

The following day, on November 11, *GSP/Taqadum* Chief of Party, Mr. Cameron Berkuti, and project Senior Specialists, Mrs. Khadija Al-Jaburi (Policy) and Mr. Ahmed as-Sinjari (Legal), had yet another – in what quickly grew to be an ongoing series – meeting with HCCPSEC Chair, Dr. Torhan Al-Mufti.



Dr. Al-Mufti (l) discussing progress on implementation of decentralization

The discussion focused on issues directly related to the implementation of Law 21, as amended, with Dr. Al-Mufti stressing that Prime Minister Haider al-Abadi is serious about the transfer of ministerial functions and has sent an official letter urging targeted ministries to cooperate with provinces. He added that the HCCP has formed a joint committee with the Council of Ministers' Secretariat (COMSEC) to review laws identified, during *GSP/Taqadum's* November 2014 workshop, in conflict with decentralization.

Other discussion topics included: 1) the repercussions of Ministry of Finance's (MOF's) agreement with the World Bank (WB) to defer transfer of MOF directorates until the WB completes its assessment work with the MOF; 2) the upcoming November 16 HCCP meeting in Babil to discuss implementation of Article 45 of Law 21; 3) the participation of the HCCPSEC in *GSP/Taqadum's* upcoming Service Delivery Post-conflict workshops; and 4) the draft HCCP bylaw developed in cooperation with *GSP/Taqadum*. (Note: Subsequent meeting of USAID and *GSP/Taqadum* with WB regarding MOF clarified that WB supports decentralization and they have performed assessment of MOF and the result would be available in Jan 2016.)

Once their meeting with Dr. Torhan was complete, *GSP/Taqadum* management and senior technical staff then joined, as requested, their second CORRPC meeting in two days. Chair Al-Mifraji, once again thanked *GSP/Taqadum* and presented the results of the regional conference held in Babil on the proposed Third Amendment to Law 21, and shared the topics to be discussed at the two planned regional conferences in Basrah and Baghdad: 1) the proposed Third Amendment to Law 21; 2) and efforts to support the implementation of Article 45, Law 21.

As requested, *GSP/Taqadum* COP, Mr. Berkuti, briefed participants on the *project's* ongoing activities and cooperation with the HCCPSEC Chair, Dr. Al-Mufti, with regard to the Third Amendment draft proposal to Law 21. Mr. Berkuti then provided a brief on *GSP/Taqadum's* work regarding the Islamic State-controlled provinces of Anbar, Ninawa, and Salah ad Din; and invited committee members to the *project's* upcoming Service Delivery Post-Conflict workshops.

GSP/TAQADUM FOSTERS GROWING RELATIONSHIP WITH UK EMBASSY, GPG, AND DFID

On November 11, *GSP/Taqadum* COP, Mr. Berkuti, met with the Global Partners Governance (GPG) Director, Dr. Sue Griffiths, and Project Manager, Mrs. Adlah Alkurdi. Seeking to cultivate a mutually supportive relationship with GPG, a UK-based organization addressing governance issues and providing assistance to select Council of Representative (COR) committees and Basrah governorate officials, Mr. Berkuti expressed *GSP/Taqadum*'s willingness to cooperate with GPG's Basrah Governorate intervention to avoid duplication and leverage resources, and offered to share the *project's* list of capacity building needs assessed, in cooperation with local governments and directorates.

On November 15, COP Berkuti, accompanied by USAID-Iraq Contracting Officer Representative, Mr. Abdul Kareem Kasim, met with Ms. Rosie Knight and Mr. Richard Barltrop of the Department of International Development (DFID). The group discussed *GSP/Taqadum*'s interventions; an array of opportunities for DFID's contribution, cooperation, and coordination with the *project*, as well as leveraging resources; and made plans to meet with *project* staff involved in post conflict capacity building.

WASIT'S FIRST NATIONAL E-GOVERNANCE CONFERENCE SUPPORTS REPLICATION OF ITS E-COMMUNICATION AND TRACKING SYSTEM THROUGHOUT IRAQ

Showcasing and hoping to replicate their e-Government system throughout Iraq's provinces, on November 12, Wasit's Governor's Office (GO) hosted its first National Conference on e-Government designed to create a joint vision on e-Government systems with other provinces, strengthen cooperation with international institutions and local non-governmental organizations, and encourage the private sector to invest in e-technology. *GSP/Taqadum* Service Delivery Specialist, Mr. Hassanein Alwan, gave a presentation on Wasit's e-Communication and Tracking system, just one of the products developed through mutual cooperation between Wasit's local government and *GSP/Taqadum*.

“Thanks to GSP/Taqadum, we can now remotely monitor our projects and electronically correspond with directorates,” said Governor Wadi. “This will provide huge benefits to our province, the local government, and our citizens.”

SERVICE DELIVERY INSTITUTIONALIZED THROUGH LOCAL LEGISLATION

Beginning in November, *GSP/Taqadam's* legal team began a series of meetings with high-level officials from the five local governments – Governors Offices (GOs) and Provincial Councils (PCs) – of Muthanna (Nov. 11); Basrah and Wasit (Nov. 15); Baghdad (Nov 16 and 18); and Karbala (Nov. 17), to discuss a Service Delivery draft law based on an Improvement Management System. To date, progress toward adopting this draft law has been swift. After a November 15 meeting of Basrah's PC Legal Committee, Chair Mr. Ahmed Hussein; 1) expressed acceptance of the draft law, stressing the critical need to assist provincial assessment of service performance, improve citizen-centered service delivery, and upgrade levels of performance; and 2) requested *GSP/Taqadam* organize a related workshop with participation of all concerned directorates. The law will institutionalize the data-driven and performance measurement management system for improving services by the directorates. This will not only help assessing the gap in service delivery but also would be used for the development of the provincial investment budget.



GSP/Taqadam introduces all legal, administrative, and technical aspects of the newly drafted law to all the concerned directorates in Baghdad

On November 16, *GSP/Taqadam* met with Baghdad's Deputy Governor for Technical Affairs, Mr. Jasim Mohan, who said the use of the practical guide provided by the draft law was pivotal to improving citizen-centered services and immediately called on PC members and service directorate officials to attend a November 18 meeting to discuss relevant issues. During this meeting, 15 Baghdad legal and technical officials (3 female, 12 male) from concerned directorates reviewed the draft law contents, amended some items, added technical remarks, and agreed to submit the draft law to the PC for review and adoption.

Enactment of this law will represent a remarkable development in regulatory relationship between the GO and PC regarding the legislation of laws and oversight relationship between PC and directorates in the field of service delivery. In addition to indicating *GSP/Taqadam's* assistance via its Service Delivery Improvement Plan (SDIP) development methodology is shifting individual sectoral efforts to an institutional mode – as witnessed by the PCs' adoption of laws to systematize service delivery in all provincial directorates – this law's enactment will also signal institutionalization of the preparation of Service Delivery Improvement Plans (SDIPs).

According to the draft law, the new system created will set service standards, develop quantitative and qualitative performance indicators, and identify service gaps. Through analysis of current indicators and the use of SWOT (Strengths-Weaknesses-Opportunities-Threats) analysis, practical objectives will be drawn to reduce weaknesses and increase revenues. Site visits and surveys will also be utilized to verify the effectiveness of implemented solutions and measure the level of service delivery improvement in order to set appropriate service

development plans. This is the same method *GSP/Taqadum* used in developing 37 SDIPs with the seven initially targeted provinces.

Making it particularly attractive, this new system is not only based on scientific method and is sustainable, it will also engage citizens in decision-making and compile a database of opinions and feedback. Additionally, it will ensure strategic planning be used as a scientific guide for solutions aimed at providing the most effective services to citizens and facilitating a better response to their needs.

GOVERNORS AND PROVINCIAL COUNCIL CHAIRS MEET AND AGREE ON ISSUES TO DISCUSS WITH PM AT NEXT HCCP MEETING

On November 15, *GSP/Taqadum* attended a high profile provincial meeting called to prepare for the next day's (November 16) HCCP meeting, chaired by PM, Dr. Al-Abadi. Attendees included HCCPSEC Chair, Dr. Al-Mufti; COMSEC Assistant Secretary General, Mr. Rahman Issa; the Governors of Babil, Dhi Qar, Maysan, Diyala, Diwaniyah, and Wasit; Provincial Council (PC) chairs and members from Babil, Diwaniyah, Baghdad, Diyala, Muthanna, Kirkuk; and the Deputy and Assistant Governors of Babil, Karbala, and Diwaniyah.



Dr. Al-Mufti and provincial governors discussing the status of decentralization implementation in advance of the next day's scheduled HCCP meeting

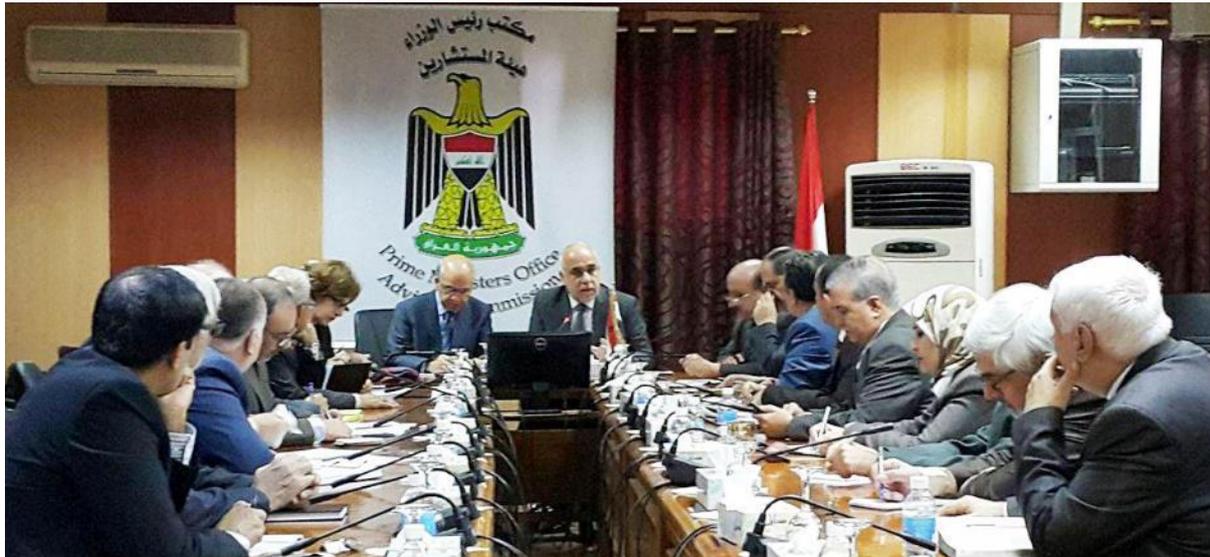
Stressing that HCCP decisions are binding to ministries according to a Federal Court decision,

Dr. Al-Mufti stated the HCCPSEC is working with the Council of Ministers to issue authorization of legislation halting the implementation of laws in conflict with decentralization, as identified via *GSP/Taqadum* methodology.

Governors and PC Chairs stressed that, to date, no clearly defined plan exists that would enable the transfer of ministerial functions to provinces, except that of the former Ministry of Municipalities and Public Works. The list of issues agreed to be discussed with the PM included: 1) budget law and the transfer of allocations of targeted ministries' allocations to provinces starting in January 2016; 2) the Ministry of Finance should allow provinces to open the two required Budgeting and Accounting bank accounts; 3) the fact that the Ministries of Health, Education, and Youth and Sports have not been cooperative in the transfer of their functions to the provinces; and 4) the need to enhance local revenue generation. *(Note: The Ministry of Youth and Sports (MOYS) is not one of the project's targeted ministries. However, GSP/Taqadum provided the MOYS with the tools, mechanism, and methods to analyze and transfer functions as per the minister's request. The minister wanted to be the lead ministry in transferring its functions but their message to the provinces was not clear and misunderstood.)*

Echoing a statement made by Baghdad PC Chair, Dr. Riyadh Al-Adhadh, participants praised the role and assistance of *GSP/Taqadum* in the current decentralization efforts.

PMAC SUPPORTS GSP/TAQADUM'S ASSISTANCE WITH DECENTRALIZATION IMPLEMENTATION TASKS



Praising GSP/Taqadum's "great reputation and fruitful efforts working with both local and central governments," PMAC Chair, Mr. Abdul Kareem Al-Faisal, welcomes the GSP/Taqadum delegation to the Commission's November 22 meeting

On November 22, responding to PMAC's request, GSP/Taqadum COP Berkuti; Senior Policy Specialist, Khadjia Al-Jaburi; and Senior National Legislative Specialist, Ahmed Sinjari, 1) updated its members on *project* decentralization efforts and activities; 2) discussed potential PMAC-GSP/Taqadum cooperative efforts supporting central and local government implementation of Article 45, Law 21, as amended.

Enthusiastically praising the *project's*: "Great reputation and fruitful efforts working with both local and central governments," PMAC Chair, Mr. Adbul Kareem Al-Faisal, added, "The work of GSP/Taqadum is well known. It is based on scientific, logical, and technical approaches, and shows great effort."

After briefing PMAC member on *project* activities and its cooperation with central government entities, HCCP, the COR, the Project Management Office (PMO), and the ministries, Governor's Offices (GOs), Provincial Councils (PCs), and the now-defunct Ministry of State for Governorates' Affairs (MOSGA), PMAC members expressed their interest in GSP/Taqadum's scientific methodology in analyzing the functions of the three targeted ministries (Health, Education, and Municipalities and Public Works); and the DMAT's help in identifying Ministerial functions and functions to be transferred to the provinces in gradual manner. They requested GSP/Taqadum duplicate its efforts with the remaining five ministries covered by Article 45, Law 21, as amended, but not currently within GSP/Taqadum's scope of work.

"In June, I attended GSP/Taqadum's hands-on Work and Action Plan Development, Stakeholder Input and Commitment workshop and participated in the creation of their work plan," said PMAC's Director of International Cooperation, Dr. Huda Al-Ani. "Not only was I impressed with their approach and results, but also found their staff and team spirit inspiring."

Overall result: PMAC agreed to work cooperatively with *GSP/Taqadum* on: 1) formulating organizational transferred directorate structures to streamline and ease the Governors' management of directorate functions; 2) establishing an accountability framework and mechanism that states who will report to who (or to what entity), and what the roles of the targeted ministries will be post devolution; 3) developing ministerial public policy; 4) working with a Canadian agency (scheduled to arrive in Iraq December 2015) on fiscal decentralization; 5) restructuring the Provincial Planning and Development Councils (PPDCs) as advisory and planning entities to support the Governors' implementation of decentralization and provincial planning process

Dr. Al-Ani confirmed she would schedule a meeting between *GSP/Taqadum* and specific PMAC members to discuss in detail cooperative mechanisms and steps of decentralization.

HCCPSEC CHAIR, DR. TORHAN AL-MUFTI FULLY BACKS GSP/TAQADUM'S DECENTRALIZATION EFFORTS AND WELCOMES COOPERATIVE PARTNERSHIP

On November 24, a *GSP/Taqadum* delegation consisting of COP Berkuti; *project* Senior Specialists, Mrs. Khadija Al-Jaburi (Policy); and Mr. Najed Hamoodi (Budgeting), met with HCCPSEC Chair, Dr. Al-Mufti who provided the following results of HCCP's November 16 in Babil: 1) HCCP members approved the HCCP bylaw, drafted in cooperation with *GSP/Taqadum*, tasking the HCCP with supporting devolution of the targeted ministries, establishing an operation committee inside the HCCP to address the issues in volatile areas controlled by Islamic State terrorists; 2) HCCP members agreed on 12 recommendations, including: a) voting on the HCCP bylaw and sending it to the COM for approval; b) reallocation of electricity among the provinces, using Wasit as a model; c) the HCCP will schedule separate meetings with the Ministries of Health, Labor and Social Affairs (MOLSA), and Youth and Sports to follow up with them on their devolution progress; and d) transfer of fiscal allocations to the Ministry of Agriculture and MOLSA's respective directorates; e) transfer the public hospitals, clinics, and the directorates from the MOH to the provinces, keeping the ministerial authorities within the ministry.



Dr. Al-Mufti and provincial governors discussing the status of decentralization implementation in advance of the next day's scheduled HCCP meeting

Mr. Berkuti explained that the World Health Organization (WHO) is planning to work with MOH in a de-concentration and not devolution effort, which is contrary to the HCCP's mission, as well as Law 21, as amended. Dr. Al-Mufti agreed and stated he would follow up with the WHO and MOH to correct this issue.

Dr. Al-Mufti requested *GSP/Taqadum* assist the HCCP with formulating the local revenue generation law, and said that Law 21's Third Amendment draft had the COM's approval and was reviewed by Shura Council, reformulated and resent to COMSEC, where he formed a committee to review it. Dr. Al-Mufti agreed with Mr. Berkuti's suggestion of holding a stakeholder meeting with Governor's Offices, Shura Council, COMSEC, HCCPSEC representatives, and PC Chairs, to review the Third Amendment draft.

Thanking *GSP/Taqadum* for its "great efforts supporting the work of the HCCP and the provinces, which makes the mission of both easier and produces excellent work based on practical, relevant

and logical approach and processes,” Dr. Al-Mufti stated, “GSP/Taqadum and HCCP share the same goal, that is, implementing decentralization.” Nominating two HCCPSEC employees as the *project’s* points of contact, Dr. Al-Mufti said that he sent a letter to the Ministry of Foreign Affairs thanking USAID-Iraq GSP/Taqadum’s effort and requesting the US expand the *project’s* scope to include the other five ministries.

POST CONFLICT ACTIVITIES

October, November, and December saw GSP/Taqadum continue to take significant and prescient steps to prepare for the hoped for and expected liberation of the Islamic State-controlled regions within the provinces of Anbar, Ninawa, and Salah ad Din. Suffice it to say, *project* staff was prepared and continue to prepare local government officials to address post conflict conditions left by the Islamic State terrorists. These preparations are especially aimed at restoration of the delivery of citizen-centered services as soon as possible once their respective regions are liberated. (Note: A comprehensive “Special Report” of citing these activities can be found on pgs 4-519 of this report.)

GSP/TAQADUM INVITED TO FIRST MEETING OF COR LEGAL REFORM COMMITTEE TO SUPPORT LEGAL REFORMS TO EXISTING IRAQI LAWS



GSP/Taqadum Senior Specialists, Mrs. Khadija Al-Jaburi (Policy) and Mr. Ahmed Al-Sinjari (Legal) providing support to the Legal Reform Committee (LRC)

On November 23, GSP/Taqadum Senior Specialists, Mrs. Khadija Al-Jaburi (Policy) and Mr. Ahmed Al-Sinjari (Legal) attended the first meeting of the ad hoc COR Legal Reform Committee (LRC) formed to examine and advocate for changes to existing Iraqi laws. Organizations (NGOs) share ideas and take an effective role in proposing and advocating legal reforms. Participants agreed to review existing Education, Agriculture, and Services legislation, with female Civil Society Organization (CSO) representatives requesting that women’s rights be taken into consideration during the reform process. GSP/Taqadum advised that any legal reform proposals should support the decentralization and the transfer of functions based on Law 21, as amended.

GSP/TAQADUM HOSTS WORKSHOP TO SUPPORT UNIFIED PROVINCIAL MANAGEMENT SYSTEM DEVELOPMENT

On November 29-30, GSP/Taqadum hosted the first of two “Developing a Provincial Management System” workshops that focused on building consensus among all participant provinces, including PCs, GOs, and targeted directorates to adopt a local management system to ensure proper distribution of responsibilities and authorities, and efficient and effective management of governorate decision-making processes. PMAC representative, Mr. Arkan Rasheed, thanked GSP/Taqadum for its decentralization efforts, specifically its provision of “technical assistance to both the central and local

governments by working in cooperation with the ministries of Health, Education, and Municipalities and Public Works (MOH, MOE, MOMPW) to analyze their functions,” and cited the *project’s* “high level of cooperation, coordination, and communication with and in support of the central government.”

Mr. Rasheed made the following two recommendations: 1) reactivation of the PPDC in the provinces; and 2) to make the devolution process a gradual one, in order to avoid failure.

Overall results: 1) unified list depicting the distribution of roles, responsibilities, and authorities for the targeted sectors of health, education, water, sewer, municipality, planning, and urban planning regarding all technical and shared functions; 2) a defined framework of the technical relationships between ministries and provinces; a definition of the relationship between PC and GO; 5) a proposal outlining the need for a Follow Up and Coordination office to assist the governors in managing the daily work load within directorates transferred from the ministries to the provinces.

PMAC AND THE HCCPSEC BEGIN TO COORDINATE DECENTRALIZATION EFFORTS, IN COOPERATION WITH GSP/TAQADUM

On November 25, *GSP/Taqadum* Senior Specialist, Mrs. Khadija Al-Jaburi (Policy), PMAC’s Director of International Cooperation, Dr. Huda Al-Ani, and HCCPSEC Chair, Dr. Torhan Al-Mufti, met at the request of Dr. Al-Ani and discussed how PMAC and the HCCPSEC could coordinate their decentralization efforts. Dr. Al-Ani explained PMAC’s new mission to support the decentralization process and reviewed the aforementioned tasks the Commission is planning to work on, in cooperation with *GSP/Taqadum*.

Overall result: All agreed that regarding crisis management, the Canadian agency should cooperate with a steering committee consisting of the PM’s Office (PMO), the HCCPSEC, the National Security Advisory, and some of the more effective provincial GO and PC Chairs. Dr. Al-Mufti said he would meet with the Canadian agency on December 7.



*PMAC’s Director of International Cooperation,
Dr. Huda AL-Ani*

DECEMBER 2015

There was no slowing down in December, as its first week kicked off with a host of activities, chief among them a visit with USAID/Iraq and US Department of State representatives at the US Consulate General's Office in Basrah (December 7); a visit by USAID/Iraq representatives to GSP/Taqadum's Budget Preparation workshop in Basrah, which was followed by the USAID/Iraq delegation's meeting with a focus group consisting of GSP/Taqadum staff and top Basrah officials the project has been consistently working with for some time (December 8); and then a meeting with Basrah Provincial Council Chair, Mr. Sabah Al Bazooni (December 8).

GSP/TAQADUM'S WEEK FILLED WITH USAID/IRAQ, US DEPARTMENT OF STATE AND HIGH-LEVEL BASRAH PROVINCIAL GOVERNMENT VISITS AND MEETINGS



The following is a recap of the highlights of the four pivotal GSP/Taqadum USAID/Iraq events that took place December 7-8 in Basrah.

December 7, GSP/Taqadum met with the USAID/Iraq Mission Director, Dr. Brooke Isham; USAID/Iraq Governance and Economic Opportunities Office Deputy Director, Mr. James Whitaker; and USAID/Iraq Contracting Officer Representatives for both GSP/Taqadum and Tarabot projects, Mr. Abdul Kareem Kasim, and Ms. Slavica Radosevic respectively; US Department of State, Economic/Commercial Section Chief, Mr. Daniel Hall; and US Department of State Political Section Chief, Mr. Mietek Boduszynski; at the US Consulate General Office in Basrah.

Before leaving for a previously scheduled meeting, US Consul General (CG), Mr. Steve Walker, greeted GSP/Taqadum COP, Mr. Berkuti and project staff. "The work that GSP/Taqadum is actually doing is very impressive and part of the tangible work we are doing with the Government of Iraq that shows our long-term, and committed relationship," said Mr. Walker. "Such patience and nuts and bolts work are very valuable."

Mr. Berkuti opened the round table discussion with a “Where We Are, Where We Are Going” overview and update of *GSP/Taqadum*’s progress, with a specific focus on the *project*’s accomplishments in Basrah where *GSP/Taqadum* decentralization intervention began in May 2015.

Answering the group’s questions regarding the challenges of decentralization, the sluggishness in Iraq’s economy and resulting funding deficit, and whether or not the south is interested in creating an autonomous state or decentralizing, Mr. Berkuti stressed that decentralization will clear away any discussion of autonomy by removing blame from the federal government, while at the same time, placing responsibility in the hands of citizens. “Decentralization is a great tool because at its heart, it brings people closer to actual governance, especially in heterogeneous communities with different religions and sects – citizens are given the reality of coming together and governing themselves. Decentralization gives the local government financial support through fund transfers from the federal government, in addition to internal provincial revenue generation. It gives citizens control via the ability to select empowered local representatives – people they know from their communities – through elections. All of this creates accountability. Also, no province will feel lesser than another – this works to strengthen the relationship between people and governments at both the federal and local levels, increase awareness by defining more closely what their responsibilities are, and ultimately fosters trust.”

December 8, *GSP/Taqadum*’s Budgeting Preparation workshop at Basrah’s Manawi Basha Hotel was attended by USAID/Iraq Mission Director, Dr. Brooke Isham; USAID/Iraq Governance and Economic Opportunities Deputy Director, Mr. James Whitaker; Contracting Officer Representatives for both *GSP/Taqadum* and Tarabot projects, Mr. Abdul Kareem Kasim and Ms. Slavica Radosevic respectively; and US State Department Economic/Commercial Section Chief, Mr. Daniel Hall. Participants included financial staff of targeted directorates, financial staff from Governor’s Office and Provincial Council, and budget section managers of the Financial Affairs Department. All were introduced to the proposed, *GSP/Taqadum*-developed, Integrated Investment Budget Process via a step-by-step presentation illustrating the investment budget formulation process, with a focus on the practical procedures to execute each step.

Later, the USAID/Iraq delegation, along with Mr. Berkuti; *GSP/Taqadum*’s Regional Manager, Mr. Mustafa Thahab; Provincial Coordinator for Basrah, Dr. Sarmad Al-Shawi, and Basrah embedded staff, met with a focus group consisting of top Basrah officials the project has been working with consistently. Among them were: Provincial Council (PC) Deputy Chair, Mr. Waleed Kitan; Governor’s Technical Advisor, Mr. Abdul Kareem Al-Roomi; PC Planning Committee Chair, Mr. Nashaat Al-Mansouri; PC Legal Committee Chair, Mr. Ahmed Hussein; Director of Health Planning, Mr. Hussam Natiq; and Director of Educational Planning, Mr. Muslim Abdel Karim.

All in the focus group expressed their gratitude for *GSP/Taqadum*’s decentralization support in Basrah and agreed that Prime Minister, Dr. Haider Al-Abadi is decentralization’s champion, however, ministries are reluctant in the transfer of functions, services, and directorates. All lauded *GSP/Taqadum*’s identification of functions and focus on classification and development of immediate, short-term (within six months), and long-term (six months or more) solutions to Iraq’s current service delivery (SD) shortcomings.

After introducing herself, Dr. Isham, started off the meeting by asking, “What are your views on decentralization? Where are you in the decentralization process?”

Specific responses were as follows:

Provincial Council (PC) Legal Committee Chair, Mr. Ahmed Abdul Hussein: “We think that most of the southern provinces are safe and because of that, Basrah needs to receive a greater allocation of funds, especially because it generates most of Iraq’s federal budget. Decentralization is the best option, yet we fear it won’t happen in the near future and so we look to another option – that of autonomous regionalism. *GSP/Taqadum* is working honestly on decentralization.”

PC Deputy Chair, Mr. Waleed Kitan: In response to a question posed by USAID/Iraq Deputy Office Director, Mr. James Whitaker of who might be good people to work with regarding decentralization efforts, Mr. Kitan said, “I will tell you a secret, the minister [referring to the Minister of Housing, Construction and Public Municipalities, Mr. Tariq Al-Khikani] who has worked continuously ‘in the field’ in the provincial government will be the best one to work toward decentralization.”

Governor’s Technical Advisor, Mr. Abdul Kareem Al-Roomi: “Here in Basrah, we are on the right track regarding decentralization, and we understand it will take time to overcome the obstacles.”

PC Planning Committee Chair, Mr. Nashaat Al-Mansouri: “In Basrah, we have three problems: 1) Laws conflicting with decentralization; 2) The specialty of Basrah is that it is one of the wealthiest provinces due to our oil and also because we have the only port. This makes us a central player in decentralization in that the federal government doesn’t want to let go of control. All of the money is controlled by the federal government and Basrah gives its revenues to it but does not receive back a fair allocation, and even that allocation is difficult to actually get; and 3) Currently, functions slated for transfer to the province create more problems for us and are a burden to the local government. Until the appropriate distribution of authorities occurs and funding is received, we will not be happy with decentralization.”

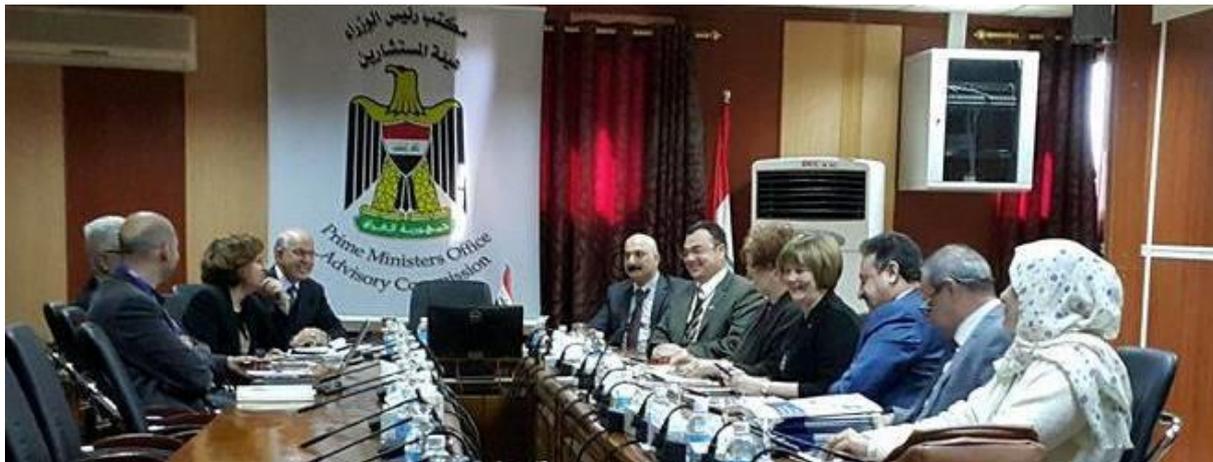
Dr. Isham responded to all by stating, “This session has provided us with insightful information. We are interested in knowing who in the federal government is supportive of decentralization so we can work with them to move it forward.”

Following the focus group meeting, *GSP/Taqadum* and Tarabot COPs were invited to a meeting between the USAID/Iraq mission and US State Department delegation, including Mr. Walker, and Basrah’s Provincial Council Chair, Mr. Sabah Al Bazooni. Council General, Mr. Walker, opened the meeting with a presentation of the USAID-Iraq strategic and long-term relationship and partnership as manifested in the construction of the Children’s Hospital in Basrah, fighting ISIL, the variety of technical assistance provided by both USAID-*GSP/Taqadum* and Tarabot projects. Highlighting the importance of decentralization for future generations, Dr. Isham thanked the PC chair for his cooperation and support of the decentralization process. Mr. Bazooni thanked the US delegation for its assistance, particularly through the *GSP/Taqadum* and Tarabot projects. He also explained the challenges facing Basrah, among them: the federal government’s reluctance regarding the transfer of functions, responsibilities, and authorities; the reduction in petro-dollars to provincial government as stated in the proposed third amendment to Law 21; citizen dissatisfaction with government performance; and the federal government ignoring the sharing of Basrah-generated revenues with Basrah. Mr. Bazooni also stated that Basrah needs to experience decentralization before taking measures to regional autonomy, however, the federal government’s intentions in support decentralization are questionable.

“In that case, Basrah will take another route, through constitutional rights rather than Law 21.” He also requested the US government assist the Iraqi government in its administrative strategy, adding, “If we would have had a good administrative strategy, it would have prevented ISIS from entering Iraq, and it would have built the trust of people in relation to their government.”

Promising to relay his message to US Ambassador to Iraq, Stewart Jones, and work toward engaging with the ministries in the decentralization process, USAID/Iraq Mission Director, Dr. Brooke Isham said, “Decentralization and changing governance system is a complex and slow process.”

GSP/TAQADUM ATTENDS PMAC'S COOPERATIVE STRATEGIZING MEETING ALONG WITH HCCPSEC AND IOG



GSP/Taqadum's COP Mr. Berkuti and senior specialists participating in a meeting aimed at strategizing cooperative efforts with Prime Minister's Advisory Commission and including PM's Chief of Staff, Dr. Al-Allaq; HCCPSC Chair, Dr. Al-Mufti; PMAC's Regions and Provinces Advisor, Dr. Al-Musawi and Director of International Cooperation, Dr. Al Ani; and IOG and UNDP representatives

On December 9, following PMAC's expanded mission to support the decentralization process – specifically by working in cooperation with GSP/Taqadum and the Canadian Institute On Governance (IOG) on fiscal decentralization, GSP/Taqadum's COP Mr. Berkuti, and project Senior Specialists, Mrs. Khadija Al- Jaburi (Policy) and Mr. Najed Hamoody (Budget), participated in a meeting with the Prime Minister's Chief of Staff, Dr. Mahdi Al-Allaq; High Commission for Coordination between Provinces' Secretariat (HCCPSC) Chair, Dr. Torhan Al-Mufti; PMAC's Regions and Provinces Advisor, Dr. Hamid Al-Musawi, and Director of International Cooperation, Dr. Huda Al Ani; IOG representatives, including President Ms. Maryantonett Fluman, Executive Director, Learning Programs and Advisory Services, Mr. Steve Tierny, and Office Manager, Lorraine Cole. UNDP representatives Mr. Hisham Al Azony and Muhammed Al-Rubayee were also in attendance.

This meeting was the result of an earlier meeting between GSP/Taqadum, HCCPSEC Chair, Dr. Torhan, and PMAC's Dr. Al Ani, where Dr. Torhan recommended, in order to prevent duplication of efforts, that Dr. Al Ani introduce IOG and GSP/Taqadum, and encourage each to share goals and objectives, and in GSP/Taqadum's case, results to date.

Mr. Berkuti presented a brief on project activities to date, the current status of the decentralization process regarding the local and central government devolution under Law 21 (as amended), and aspects of the project's cooperative relationship with the HCCP. Mr. Tierny gave a presentation on IOG's proposed objectives to Iraq's decentralization process and the 6.3 million dollar grant it

received from the Canadian Government to address fiscal decentralization and crisis management in Iraq and the Kurdistan Regional Government. According to Ms. Fluman, IOG would deliver a draft proposal to PMAC that includes *GSP/Taqadum*, and plans to return to Iraq in January to start their mission.

“I’ve worked on decentralization in Canada for twenty years and have never seen such comprehensive approach and excellent effort to compare with what *GSP/Taqadum* is doing,” said Ms. Fluman in response to Mr. Berkuti’s presentation.

GSP/TAQADUM’S PROVINCIAL COORDINATION MEETING SUPPORTS AND INSPIRES

Baghdad On December 13-14, *GSP/Taqadum* held its monthly Provincial Coordination meeting for *project* team leads, provincial coordinators, and lead operational staff. Discussion included expectations of the meeting, which led to a discussion of the challenges staff facing in the field dealing with the project counterparts and beneficiaries.



GSP/Taqadum COP, Mr. Berkuti and Team Leads giving a presentation at the project’s most recent Provincial Coordination meeting

Overall, the meeting aimed to build team effectiveness and cohesion by reviewing *GSP/Taqadum* outcomes and achievements to date; and at the same time offered a variety of brainstorming and training sessions to support and inspire staff’s daily work.

USAID AND GSP/TAQADUM MEET WITH HCCPSEC CHAIR AND DISCUSS COOPERATIVE APPROACH TO DECENTRALIZATION

On December 15, USAID/Iraq Mission Director, Dr. Brooke Isham; USAID/Iraq Governance and Economic Opportunities Office Deputy Director, Mr. James Whitaker; *GSP/Taqadum* Chief of Party (COP), Mr. Cameron Berkuti; and *project* Senior Specialist, Mrs. Khadija Al- Jaburi (Policy) met with High Commission for Coordination between Provinces’ Secretariat (HCCPSC) Chair, Dr. Torhan Al-Mufti and discussed decentralization issues.

Dr. Isham: “In your opinion, what is the biggest barrier to the implementation of decentralization?”

Dr. Al-Mufti: “Some ministers are concerned they will lose their positions should the ministries be devolved.”

Dr. Isham: “How does the HCCP plan to address the reluctance on the part of the Minister of Finance (MOF) regarding decentralization,”

Dr. Al-Mufti: “The HCCP will not devolve the MOF at this time, but instead will begin the decentralization process by supporting its establishment of Financial Affairs Departments (FADs) in the provinces.” According to Dr. Al-Mufti, the HCCP: 1) requested that the MOF provide training to FAD employees, in cooperation with the HCCPSEC, to which the MOF responded positively and asked what type of training was needed and to which specific employees should it be provided; 2) requested the MOF assist and support the provinces in the opening Accounting and Budgeting bank accounts; and 3) sent a letter to the Council of Representatives (COR) asking that decentralization be included as an item in the federal budget law.

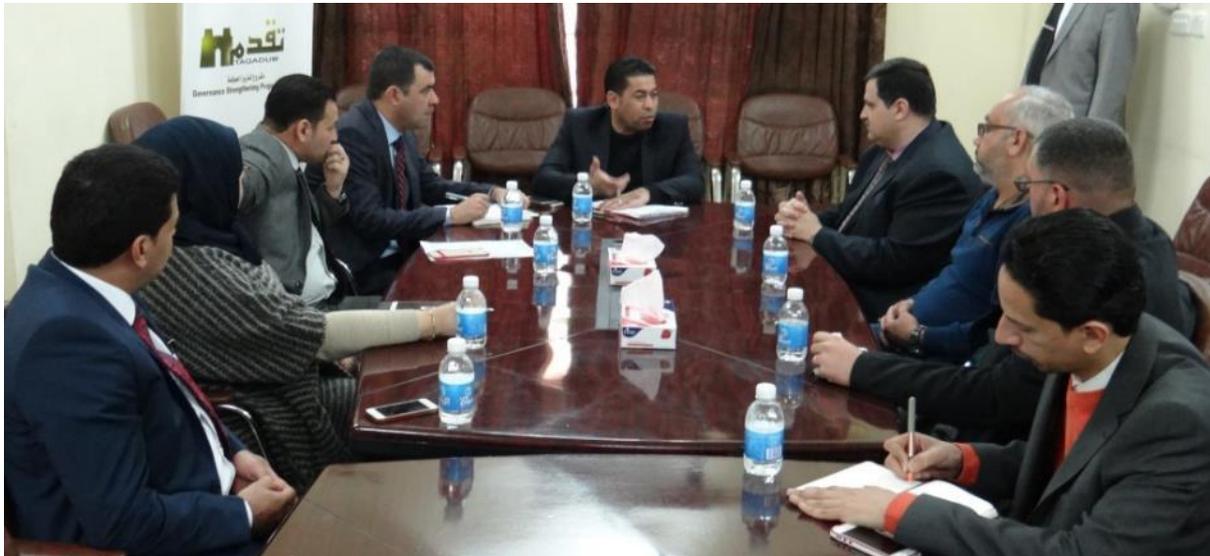
Mr. Berkuti inquired about the HCCP's next steps in implementing Law 21, to which Dr. Al-Mufti responded: "The HCCPSEC sent letters to the resistant ministers (Ministries of Health and Education) requesting they respond to HCCP decisions made under the Federal Court's decision No. 83 of 2009. The letters stated that HCCP decisions should be followed, but most ministers have stated that the local governments are not qualified at this time to take on such responsibilities."

Mr. Berkuti explained *GSP/Taqadum* solved this problem by proposing the restructuring of the Governors Offices (GO), and then establishing technical coordination offices in each GO to support the governor's acquisition of qualified managers for all of the directorates within the eight devolved ministries.

Supporting of this solution, Dr. Al-Mufti confirmed that *GSP/Taqadum's* proposed structure would be adopted by the HCCP, which will generate a directive stating that all provinces adopt it as well.

Mr. Berkuti's brief on the *project's* support of e-Communication and e-Tracking systems was well received by Dr. Al-Mufti, who said he had asked Prime Minister, Dr. Haider Al-Abadi to allow him to proceed with fostering an e-Governance system.

GOVERNOR VISITS GSP/TAQADUM BABIL HUB OFFICES AND OFFERS SUPPORT



Governor Sadik Al-Sultani (center) meeting with GSP/Taqadum Hub staff

On December 16, *GSP/Taqadum* had the pleasure of welcoming Babil Governor, Mr. Sadik Al-Sultani to our Babil Hub office where he briefed Provincial Manager, Mr. Mustafa Thahab and Babil team members on the November 16 meeting of the HCCP held in Babil. Highly optimistic regarding the future of decentralization, the governor said he strongly believes that "the decentralization portfolio will be completed no later than February," and that, in his opinion, "decentralization is currently on the right track" with even some previously skeptical ministers starting to see there is no value in retaining authorities in their ministries.

After *GSP/Taqadum* staff members each presented a brief on their activities to date, Governor Al-Sultani stated his support and said, "Since *GSP/Taqadum* is providing unique support across the board, I am sure it can produce concrete results in support of local government, given its neutral

approach.” Emphasizing the importance of local revenue generation, the Governor offered to provide office space for the Financial Affairs Department (FAD) and for future *GSP/Taqadum* workshops, and requested the *project* support provincial employee and institutional performance evaluations with the aim to improve capacity and performance.

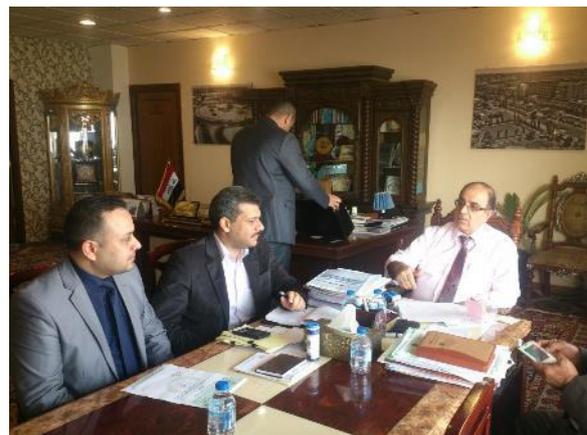
IRAQ’S 2016 FEDERAL BUDGET APPROVED BY PARLIAMENT

With total expenditures of approximately USD94.888.640 billion, the Council of Representatives (COR) approved Iraq’s 2016 federal budget. While total federal revenues were USD73.208.604 billion, the current deficit was reported at approximately USD21.680.036 billion. Although Iraq is facing a huge deficit in its financial resources, it is important to point out that total expenditures are still high. Recurrent expenditures represent 77.1 percent of total expenditures, which is still a high percentage of total expenditures.

PM, Dr. Al-Abadi, and most of the COR members described the 2016 budget as a tight one, with most government agencies suffering deep cuts in their allocations. These cuts, in turn, will affect the level of services provided to citizens. With Law 21 now in effect awaiting the HCCP’s decision to begin the transfer of directorates and their financial allocations to the provinces, this might prove to be a huge challenge for provinces rather than ministries; and might even reduce provincial enthusiasm for the transfer of functions and authorities. New solutions need to be presented to provinces in order to help them in planning and resources management to overcome the current financial situation.

PC CHAIR SUPPORTS NATIONAL DECENTRALIZATION MEETING

On December 17, *GSP/Taqadum* met with Provincial Council (PC) Chair, Dr. Riyadh Al-Adhadh, and discussed the possibility of cooperatively hosting a national meeting of representatives from the Governor’s Offices (GOs), PCs, the High Commission for Coordination between Provinces’ Secretariat (HCCPSC), the Council of Representatives Education Committee, and provincial Education Directorates to discuss and review the final results of the *GSP/Taqadum*-developed Decentralization Mapping and Analysis Tool (DMAT) for Education. In agreement, Dr. Al-Adhadh said, “It is time to finalize and close our work regarding the Ministry of Education transfer of functions because we, as provinces, have completed all transference issues and plans in cooperation with and thanks to *GSP/Taqadum*.”



Provincial Council (PC) Chair, Dr. Riyadh Al-Adhadh discussing with GSP/Taqadum staff the possibility of hosting a national meeting to review the DMAT results

GSP/TAQADUM ATTENDS PMAC WORKSHOP ON BUDGET MANAGEMENT DURING TIMES OF FINANCIAL CRISIS

On December 17, *GSP/Taqadum* COP, Mr. Berkuti; *project* Senior Specialist, Mrs. Khadija Al-Jaburi (Policy); and Iraq Public Financial Management Pilot Activity (Iraq PFM, AMEG) Public Financial Management Advisor, Mr. Ricardo Silva-Morales, attended, at the invitation of the Prime Minister’s Advisory Council (PMAC), a “Budget Management During Times of Financial Crisis” workshop, hosted by PMAC, with the cooperation of the Prime Minister’s Office and Management Partners (M-

Partners). Participants included the Prime Minister’s Economic Advisor, Dr. Abdul Hussein Al-Anbaki; representatives from the Ministries of Finance, Oil and Communications; Taxes, Customs and State Properties directors; and Central Bank of Iraq Deputy Governor, Mr. Zuhair Ali Akbar.

A videoconference conducted by McKinsey & Company consultants highlighted their experiences establishing delivery units in Malaysia and other countries that manage budgets and monitor ministerial performance. PM Economic Advisor, Dr. Al-Anbaki gave a presentation on feasibility studies for stakeholder projects and explained the difference between line item and program budgets. Dr. Al-Anbaki connected the failure of Iraq’s financial system to a reliance on line-item budgets, and emphasized the need to implement decentralization as one of the solutions to overcome the financial crisis.

GSP/TAQADUM HOLDS WORKSHOP TO SUPPORT DEVELOPMENT OF A UNIFIED MANAGEMENT SYSTEM

On December 21-22, GSP/Taqadum hosted its second of two “Developing a Provincial Management System” workshops (the first was held November 29-30) for officials from Anbar, Baghdad, Diyala, Kirkuk, Ninawa, Salah ad Din, and Wasit, including Kirkuk’s Provincial Council (PC) Chair, Mr. Reboar Faiq; Wasit’s Deputy Governor (DG), Mr. Adel Hamza Gharib; and representatives from the Ministry of Municipalities and Public Works, various directorates, Governor’s Offices (GO); PC Legal, Health, Education, and Services committee members; and legal, financial, administrative, and planning staff.



Kirkuk PC Chair, Mr. Reboar Faiq responding to GSP/Taqadum Acting COP Mr. Al Hakkak’s presentation

The workshop focused on building a general consensus among all provinces, including PCs, GOs, and targeted directorates, to adopt a local management system that will ensure proper distribution of responsibilities and authorities, and efficient and effective management of governorate decision-making processes.

After presentations, participants gathered into working groups that resulted in the following: 1) the formulation of a proposal for monitoring, reporting, and follow-up mechanism to manage the provincial decentralization process; and 2) development of a framework to manage and control the technical relationship between ministries, targeted directorates, and GOs.

Overall results: 1) development of a unified list illustrating the distribution of roles, responsibilities, and authorities for the targeted sectors of health, education, water, sewer, municipality, planning and follow-up, and urban planning, regarding all technical and shared functions; 2) development of a framework depicting the technical relationships between ministries and provinces; 3) identification of the relationship between the PC and GO; 4) a recommendation that the Coordination Office follow up and assist Governors in streamlining transference of daily directorate activities from the ministries to the provinces.

Next step: discussion of the outcome of this workshop between the Governors, Provincial Council Chairs, and the High Committee for Coordination between Provinces (HCCP) for adoption.

COR SPEAKER'S LEGAL ADVISOR VISITS GSP/TAQADUM BAGHDAD OFFICES



COR Speaker legal advisor, Dr. Sabah Lateef Al-Karboli discussing next steps with GSP/Taqadum staff

On December 27, legal advisor for the Council of Representatives' (COR) Speaker, Dr. Sabah Lateef Al-Karboli, visited *GSP/Taqadum* offices to follow up on the COR's November 23 meeting where members reviewed existing service ministry legislation (ministries of Agriculture; Education; Health; and Municipalities, Housing and Construction) for the purpose of reformation. According to Dr. Al-Karboli, the COR adopted related and matching ministry laws of other countries to the abovementioned ministries.

Overall result: Mr. Al-Karboli asked *GSP/Taqadum* to address: 1) service delivery sector legislation; and 2) conduct a comparison study between similar international best practices and the Iraqi system. Such a comparison will highlight gaps in the Iraqi laws and thus assist modification and amending efforts, which will ultimately improve the delivery level of citizen-centered services.

C. FUNCTIONS AND SERVICES / ELEMENTS

ORGANIZATIONAL DEVELOPMENT (C3)

PROCESS MAPPING AND STREAMLINING

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 for the citizen to reap the best possible benefits of decentralization. Two effective tools to this end are 1) 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, and 2) streamlining of devolved functions by simplifying or eliminating processes through building the capacity of human resource (HR) departments in Governor's Offices and targeted directorates.

The *project's* focus has been on functions that involve services that citizens move toward, or citizen-centered services in the 12 targeted provinces of Baghdad, Babil, Basrah, Dhi Qar, Diwaniyah, Diyala, Karbala, Kirkuk, Maysan, Muthanna, Najaf, and Wasit. The goal is to systemize and streamline these functions and provide clear instruction of key steps and timelines to citizens about procedures. Process mapping and streamlining includes collectively re-examining key steps and sub-processes with stakeholders – all of those individuals who are involved with inputs and outputs of a specific process and 1) recording and preparing a written diagram which illustrates the complete process, resources, timeline, and externalities that impact the process; 2) simplifying, reducing or eliminating, combining, changing sequence steps and processes; and 3) adopting Standard Operating Procedures (SOPs) based on written descriptions of each step in the process.

To avoid duplication and leverage resources, *GSP/Taqadum's* focus has been on assigning specific functions to each directorate, process mapping and streamlining each individual function, and then sharing the results of these efforts with other provinces. Citizen-centered functions have been given priority, with the goal of posting the process map on provincial government websites thus giving citizens access to information.

To sustain new processes, SOPs are documented and institutionalized through management decision-making. Automation at this stage is limited to day-to-day use of technology such as Microsoft utilities. Last quarter, *GSP/Taqadum* process-mapped (using clear SOPs and instructions supplied by citizens) a minimum of 105 functions directly related to citizen services. During this quarter, the targeted provinces adopted process mapping techniques to visualize “as-is” processes for citizen services and are now able to map out service processes. To date, 184 services requested directly by citizens from Health, Education, Water, Municipality, Municipalities, Provincial Council (PC) and Governor's Offices (GOs), and directorates/departments have been identified. *GSP/Taqadum* has provided 3-day training courses to three to four selected officials from each province. Participants gained skills and techniques to streamline processes and many officials are now able and actually delivering trainings to the rest of their staff in their provincial directorates/departments.

Adopting this approach well, Baghdad, Dhi Qar, Diwaniyah, Najaf, and Wasit exceeded the target of process mapping for each province by suggesting additional services and then mapping them out.

Results

- Provided an opportunity for the twelve provinces to achieve this activity: we distributed functions/services equally between similar directorates and enabled them to implement the process in their own province, i.e., map out the steps of these functions/services by using process map techniques and tools.

- Each directorate is reviewing the process maps of similar directorates in other provinces to help them to come up with a unified process map for each service in order to streamline each service.
- This process of exchanging process maps among the provinces has given an opportunity to each province to see different ways of providing services and potential opportunities to improve and streamline process.
- The methodology is laying the groundwork for the adoption and implementation of the process mapping and streamlining tools and processes by similar or matching directorates in all 12 targeted provinces, i.e., identifying the steps of the services/functions and then streamlining the process will make the functions/service more easily accessible to citizens and improve service delivery. *(Note: the main issue regarding the function/service “methodology” (the processes or steps to achieve the function/service) in the provinces has historically been one of “personal opinion” that varies from province to province and not a scientific one based on a set of unified regulations and investigative research.)*

Next Steps

- GSP/Taqadum is planning to hold workshops (TBA and organized by sector) to adopt uniform process map for all provinces in order to improve and streamline processes
- GSP/Taqadum will review each service to find opportunities to improve/streamline the process of delivering citizen-based services by following process maps

Main Goals of this Approach

- Document and standardize the procedures for service delivery among provinces
- Improve/update/streamline processes periodically and when there is a need for change
- Increase citizen satisfaction and reduce corruption and delays through transparent and published procedures
- Strengthen the capacity of the GOs and provincial directors to delegate responsibility and hold delegates accountable for performance. A high-level guide of responsibilities and authorities will be developed to institutionalize the management of the directorates by the provincial GOs.

Phase III Streamlining Process Trainings Germinate Sustainability

It is no secret that providing people with technical training is akin to spreading seeds. Each person trained experientially receives valuable information and empowering support, which not only grows their skill set, but also their confidence. This, in turn, tends to increase motivation and ultimately, a desire to share this newly learned skill with others – thus spreading seeds of their own. The core of sustainability, as well as the foundation and inspiration that supports *GSP/Taqadum's* work – no one gets more excited than project staff when they see the fruit of their labor replicated throughout the provinces.



Mr. Abbas using skills learned in a previous GSP/Taqadum Phase III Streamlining Process-es training workshop in Erbil

On November 15-16, Babil's Education Directorate launched an initiative to adopt *GSP/Taqadum's* Process Mapping Tool by hosting a two-day Process Mapping workshop for 15 members (1 female, 14 male) of the province's Health, Education, Sewage, Municipalities, and Municipality process mapping committees. The person leading the training was Babil's Health Human Resources manager, Mr. Emad Abbas.

Mr. Abbas had attended one of two back-to-back *GSP/Taqadum* Phase III Process Streamlining training workshops in Erbil (October 31-November 1, and November 2-4; WR D363). This set of workshops was complementary to the first set of workshops on process mapping of citizen-related functions (Phase I). Led by the project's international organizational development (OD) expert, Mr. Osama Mahmood, participants were presented with the following: 1) a review of the process mapping principles and steps from Phase I; 2) a review and critique samples of process maps developed by participants based on earlier process mapping workshops held in August 2015; 3) explanation of the concept and principles of streamlining to improve delivery of services; and 4) practical steps essential to streamlining processes for citizen-centered functions related to services.

As a result of the workshops, Mr. Abbas joined the other participants in gaining the skills and knowledge to streamline the processes involved with providing citizen-centered services. Inspired by what he had learned, and confident, thanks to the pre- and post-workshop support given to him by project staff, Mr. Abbas successfully conducted Babil's Process Mapping training – both sharing the information with others, as well as training them to conduct such trainings themselves. On day one, Mr. Abbas provided participants with an overview of *GSP/Taqadum's* sub-process; improvement and streamlining concept; and process and updating controls. On day two, participants were divided into groups according to their directorate, with each choosing a specific service and its related activities, and proceeded to map its process. Using *GSP/Taqadum's* methodology, which had been outlined during the project's Phase III Process Streamlining trainings Mr. Abbas had attended, participants now

have the capacity to not only review and correct the processes related to the implementation of services, but also to improve and streamline the procedures or steps citizens need to take in order to access services.

For example, a current process to obtain the required permits to build a new home might include 10 steps and require the citizen to produce several documents. This process might not be understood or even known by the citizen. In the process mapping and streamlining process, the steps might be reduced or reorganized to reduce time, depending on the results of their analysis. Once the steps are streamlined (time-saving and reducing effort), they are shared by all provinces for adoption and are made public (or transparent) via a government outreach campaign, and in some cases, placed online for easy access. The ability to apply for such permits online eliminates human interaction and thus works to reduce corruption. Equally important, such ease and transparency help to increase citizen confidence in local government.



Baghdad Health and Education officials drawing process maps for their respective sectors

On November 17-18, a similar scenario took place involving two other recipients of *GSP/Taqadum's* Phase III Streamlining Processes trainings held in Erbil. Baghdad's Water directorate's Human Resource Manager, Mr. Luay Najem, and Governor Adviser, Mr. Hatem Khalaf, co-conducted the very first process mapping training offered to Baghdad's Governor's Office (legal, financial, administrative, and technical), Water, Sewage, and Municipalities directorates – using *GSP/Taqadum's* approach. On day one, Mr. Najem, gave a presentation to the 23 participants (5 female, 18 male) where he defined: 1) the organizational work system and its stages, services, and processes; 2) the stages of continuous improvement (Dimming cycle); 3) the importance of process mapping; and 4) how to actually draw the processes. On day two, Mr. Khalaf provided a detailed presentation on how to complete the *GSP/Taqadum*-developed organizational system form and use it to map out processes of services directly requested by citizens from directorates, the Provincial Council, and the Governor's Office. As in Babil, participants were divided into groups reflecting their directorates with each drawing a process map of a specific service.

FINANCIAL FRAMEWORK (C4)

In accordance with *GSP/Taqadum's* Local Financial Management Module, which was presented and approved at the February 2015 national workshop held for 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), project financial staff have been working with the 15 provinces to implement the Module in stages. (Note: Due to resistance of the Ministry of Finance (MOF) to accept the financial model, the contents of the Module did not receive MOF's approval until August 2015.)

GSP/Taqadum's budgeting team has been focused on three major areas, with progress differing in each area according to each provincial government's capacities and resources:

1. Establishing a Local Revenue Generation System
2. Developing a Capital Budgeting Process to Meet Community Needs
3. Establishing a Provincial Management System (Local Financial Management Model)

These three areas are interrelated and combined together will truly represent a practical and functional Decentralized Financial Management System phase. Creating a local revenue system is critical to the financing local services, creating accountability for local governments, and improving service delivery, and there needs to be a clear and reliable budgeting process to combine these revenues with provincial resources transferred from or allocated by the federal government. Together, these two functions should be managed by a provincial financial authority that can control resources, conduct financial planning, and oversee spending of budget allocation in accordance with financial policies and financial regulations.

I. Establishing a Local Revenue Generation System

- Establishing local revenue generation systems ensures provinces are able to finance devolved service delivery functions without complete reliance on central government funding streams. The revenue generation activities include: a) development of fiscal policy; b) forming revenue generation committees or unit; c) conducting economic based line studies; and e) developing laws and processes for collecting, utilizing, managing, evaluating and auditing the system. *GSP/Taqadum* has been training provincial governments on the guiding principles, structures and collection mechanisms for user fees and other revenue collection; including taking steps to create an enabling legal environment to facilitate direct payments, and conducting public surveys to determine constituents' willingness to pay for clearly identified services. *Project* staff has been supporting provincial governments in analyzing the national and provincial legal frameworks governing revenue generation by providing a "road map", and assisting them in drafting local and national legislation to establish local user-fee collection and management systems, including those related to enforcement.
- The revenue generation system will provide provincial governments a transparent means to collect and spend local revenue to meet community needs for services. The system will also make local government more accountable to citizens. Having a local revenue generation system in place – even a surcharge system – and access to local revenue will enhance the accountability of provincial governments to local citizens. The service delivery incentives facing provincial governments may improve if they have to raise their own revenues through tax or user fee increases, rather than relying on central transfers. In the long run, in addition to increasing accountability, local revenue generation systems will reduce the blame attributed to national government for poor service delivery.
- Understanding the importance of local revenue generation to support, *GSP/Taqadum's* Local Financial Management Module calls for the establishment of Local Revenue Units (LRUs), responsible for reporting and financial management of local revenues, and

collecting it, at a later stage of development, within each provincial Governor's Office (GO).

2. Developing a Capital Budgeting Process to Meet Community Needs

- Building on our earlier *GSP/Taqadum*'s experience in establishing Provincial Planning and Development Councils (PPDCs) to assist governors in formulating capital budgeting plans, the role of Essential Service Delivery Oversight (ESDO) units in determining service improvement needs, and Citizen Service Desks (CSDs) in determining trends of citizen needs, *GSP/Taqadum* has moved forward working with the provinces to develop and integrate the capital budgeting processes into local budget development.
- This capital budgeting process will be institutionalized through Provincial Council (PC) mandate allowing for citizen input into the decision-making process and hold the provincial government accountable for operating and capital budgets.
- Each provincial Financial Affairs Department (FAD) contains two sections: 1) Budgeting – responsible for provincial 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 Ministry of Finance.

3. Establishing a Provincial Financial Management System

- The initial process to establishing a Provincial Financial Management System is the restructuring of roles and responsibilities and the establishment of the provincial FADs responsible for the financing of all spending units in the province; tracking investment and operations budgets execution; performing auditing and financial control; reporting to the Finance Ministry; and the provision of other services.

Overall Results and Achievements:

- By the end of this quarter, six provinces – Babil, Baghdad, Dhi Qar, Diyala, Maysan and Wasit, had established Local Revenues Units (LRUs) within their respective Governor's Offices.
- Local provinces have started to conduct economic survey to define opportunities for local revenues.
- Technical assistance on identifying LRU staff roles and responsibilities, as well as the formulation of staff job descriptions are performed.
- Provinces are working to identify new opportunities to generate new revenues.
- All targeted departments were trained on the *GSP/Taqadum*-proposed and -developed Integrated Capital Budget Process.
- *GSP/Taqadum* will continue to assist provinces to organize their work and develop standard operating procedures (SOPs), taking into consideration citizen feedback to aid in the preparing of annual investment budgets.
- The 15 provinces issued orders to establish FAD. However, only four provinces established FAD and assigned staff to it due to MOF's resistance to permit provincial governments to open bank accounts for FAD.
- Job descriptions, roles and responsibilities for FAD are defined

Next Steps:

- *GSP/Taqadum* will continue its work with provinces to identify new opportunities to generate new revenues.
- Will continue to assist working groups to organize their work and develop standard operating procedures (SOPs), taking into consideration citizen feedback to aid in the preparing of 2017 annual investment and operating budgets.

- Will assist local governments to establish basic local revenue system.
- Assist provinces to implement integrated capital budget process to enhance recourse management, developing local policy to meet community needs.
- Provide technical assistance, capacity development and processes to FAD employees to enhance their capacity to manage FAD functions.

LEGAL FRAMEWORK (C5)

Implementation of decentralization requires a sound legal environment that addresses transfer from centralization into a decentralization system of government.

(C5.1) As reported last quarter, Law of Fining, No. 31, 2015, was passed on September 14, 2015, and replaced an older law, Law of Fining, No. 12, 2006. In doing so, it became the first law to be enacted that harmonizes one of the conflicts with Law 21, as amended. Its passing not only marked a huge step forward in Iraq's decentralization process, but also represented 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 currently blocking aspects of the decentralization implementation process.

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 review a list of laws identified by *GSP/Taqadum* in conflict with decentralization that were blocking its implementation. 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. Also, Suggestions were provided as far as amendments.

(C5.2) *GSP/Taqadum* entered the quarter providing workshops for and meeting with legal, technical, and administrative specialists and human resource (HR) managers in the municipal departments on the targeted directorates: municipalities, water and sewage, urban planning, planning and follow-up; Provincial Council (PC) Legal Committees and their Chairs; Governor's Assistants for Technical Affairs; Governor's Offices (GO) Legal Section legal staff; PC Legal Working Groups; and representatives of competent PC committees (Education, Health, Legal, Services, Economy, and Finance). These meetings focused on the following: 1) developing lists of authorities and responsibilities to be distributed among the Governor, Deputy Governors and assistants, and heads of provincial directorate; 2) review of the *project's* proposed draft model regarding the distribution of authorities to be transferred between the Governor and targeted directorates; 3) establish legally acceptable procedures for transfer of assets to the provinces, providing legal advice and representation, drafting contracts, guarantees and pledges, and performing land acquisition); 4) identification of directorate needs after decentralization; and 5) identification of legal functions to be transferred from ministries to provinces, the relationship between the GO and legal sections of targeted directorates after the transfer of functions.

This work culminated in two national workshops (November 29-30, 2015 and December 21-22, 2015) that brought together representatives from all 15 provinces (November 29-10: Babil, Basrah, Dhi Qar, Diwaniyah, Karbala, Muthanna, Maysan, and Najaf; and December 21-22: Anbar, Baghdad, Diyala, Kirkuk, Ninawa, Salah Ad Din, and Wasit). All agreed to one draft document covering the

distribution of roles, responsibilities, and authorities between governor and directorates and between provincial council and governor that will be submitted to High Commission for Cooperation between the Provinces (HCCP). The model will help the governor, as the highest executive official in the province, properly administer the transferred directorates in accordance with Article 45 of Law 21, as amended. Ultimately, this will lead to the improvement in the delivery of services to Iraq's citizens.

GSP/Taqadum also discussed with GOs how to manage legal functions that will be transferred to provinces, such as the governor's issuing of local instructions to decentralized directorates. In provinces of Wasit and Diwaniyah, the governors have issued powers of attorney to legal departments of sectoral directorates to represent their directorates before the courts.

(C5.3) Focusing on creating a supervisory, planning, financial and legislative relationship between Governor's Office and Provincial Council, *GSP/Taqadum* began by convening provincial level meetings between GO and PC to develop an integrated relationship between the two. The above-mentioned national workshops resulted in the development of a relationship model. Complementing the service delivery improvement plans developed with the assistance of *GSP/Taqadum*, a local regulation was developed to institutionalize the methodology for the development of service delivery plans for each sector in the provincial government. The institutionalization will force each sector to continue to use key result indicators, measure gaps in services, and develop plans for improvements for council approval. The plans will be taken into consideration in each year's provincial operation and capital budgeting process.

By the end of the quarter, the following had occurred:

C5.1: 1) All of the required amendments to laws in conflict with decentralization were written and submitted by provinces in official letters to the Council of Representatives (COR), the Council of Ministers (COM), and the HCCP; 2) the Council of Representatives voted on the amendment to Law of Fines; and 3) the Civil Service Law was submitted for a second reading by the COR. If the law is enacted, six laws in conflict with decentralization will be harmonized.

C5.2: Draft distribution of roles, responsibilities, and authorities between the GO and decentralized directorates, according to Article 45 of Law 21, as amended, were prepared. The draft was a result of four regional and two national workshops and will be discussed at a proposed provincial decision-makers meeting in January in Baghdad to be finalized and submitted to HCCP.

C5.3: Draft local legislation was presented to the PCs and GOs concerning the Standard Performance Management System aimed at institutionalization of data-based service delivery to citizens and activating the monitoring and oversight roles of the PC and GO. Karbala and Maysan's PCs voted for to adopt this legislation.

Overall Results and Achievements:

- The draft civil service law was submitted for second reading at the COR. Next, the law will be voted on. The original Law of Fines, which was in conflict with decentralization, has been amended by the COR to remove this conflict.
- Provinces have agreed on *GSP/Taqadum*-developed models for the distribution of roles, responsibilities and authorities; a general framework for the relationship between PCs and GOs; and the relationship between ministries and provinces.
- Karbala and Maysan PCs voted for enactment of *GSP/Taqadum's* proposed Service Delivery

Standard Performance Management legislation.

Next Steps:

- *GSP/Taqadum* will coordinate with the 15 provinces and the HCCP to amend the laws in conflict with decentralization in order to facilitate implementation of decentralization through coordination with the COR and its committees.
- *GSP/Taqadum* will continue its collaborative work with the HCCP and provinces to facilitate the adoption of the distribution of roles, responsibilities and authorities as discussed above.
- *GSP/Taqadum* continues to encourage adoption of mechanisms governing the relationship between PCs, GOs, ministries and provinces.
- *GSP/Taqadum* will develop accountability framework between national and local government and among local entities.

HCCPSEC CHAIR AL-MUFTI BRINGS PROVINCIAL OFFICIALS TO AGREEMENT ON LAW 21, THIRD AMENDMENT RECOMMENDATIONS

On December 10, HCCPSEC Chair, Dr. Al-Mufti, met with Babil Governor, Mr. Sadiq Madlul al-Sultani; Salah ad Din Deputy Governor, Mr. Ismaeel Haloob; and provincials chairs of, and representatives from Baghdad, Anbar, and Basrah. After discussing various recommended amendment proposals to certain provisions of Law 21, participants agreed on final amendments that had been developed in cooperation with *GSP/Taqadum* and had taken into consideration the results of previous extensive provincial discussions and debates directly related to the implementation of Law 21.

Regarded as a watershed moment in the decentralization process, it is hoped these proposed changes to Law 21 will manifest into a Third Amendment to the Law. Such an amendment will remove few conflicts within the Law as it stands now and allow for full decentralization to take hold. The agreed upon proposed changes were reflective of those *GSP/Taqadum* had discussed with MOSGA during a two-day meeting held June 24-25, 2015.

Among the changes *GSP/Taqadum* proposed and were included in the agreed upon final amendments mentioned above, are the following:

1. The addition of a third Article to Item 7, Fifth: In order to engage citizen participation, the Provincial Council (PC) should announce the provincial budget publicly via the media; and hold forums, conferences, public hearings. The budget should be passed as an ordinance and read twice by the PC, which should first be approved by an absolute majority of PC members.
2. Article 7, Ninth to be canceled and replaced by: Approval of candidates for high provincial positions by the absolute majority of PC members including candidates chosen for Governor according the federal government standards, are subject to rejection by the Minister (it they are found to be unqualified) to hold office based on the standards within 15 days of the Minister's receiving the candidates names.
3. Article 25 to be cancelled and replaced by: The candidate for Governor should 1) meet the same requirements as PC members and should have, at a minimum, BScs Degree; 2) have experience in leadership, strategic skills, and the ability to manage Human Resources (HR); 3) have experience in setting and implementing public policy and the ability to build the economic, social, and environmental sectors; 4) have no less than 10 years of management experience.
4. Article 44 to be cancelled and replaced by: Provincial revenue, except that of oil and gas, will include the following: a) Fees charged for services fees the province provides and revenue from investment projects; b) Allowances related to the sale and lease of state property; c) Donations and grants provided to the province according to the Constitution and federal law; d) Twenty-five percent of border crossings fees (after recorded as federal revenue and

then reallocated to the provinces; e) Five percent per barrel of crude oil, refined oil, and each 150 cubic meter of gas produced in the province; f) The province has the right to levy local taxes as a source of local revenue; g) Taxes and fees will be based on existing local laws.

5. The addition of a fourth Article to Item 44: Establishment of a Financial Affairs Department (FAD) in each province under the jurisdiction of the Governor.

A Time for Celebration – First Law Enacted to Resolve Issue of Laws Conflicting 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-related laws and regulations, which involves the drafting of new, and the amending of existing legislation to better align with decentralization.

The Law of Fining, No. 31, 2015, passed and effective as of September 14, 2015, replaces an older law, Law of Fining, No. 12, 2006 and in doing so, is the first law to be enacted that removes one of the blockages. It's 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 in collaboration with central and provincial entities to remove the conflicts on 35 laws (34 as of September 14) currently in blocking aspects of the decentralization implementation process.

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 property; the new law allows governors to exercise their authorities over all employees working throughout their respective provinces.

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

“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, 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, continues to be greeted with relief at all levels 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 Iraq’s everyday reality. Yet successes such as this one, act to bolster *GSP/Taqadum*’s work. 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.

SERVICE DELIVERY IMPROVEMENT (SI, S2)

What is Service Delivery? What does it involve?

GSP/Taqadum service delivery work enables local governments to manage not only services they deliver to their constituents, but to also improve those services and their implementation. This involves using systemic scientific methodology, adoption of a Performance Management System that identifies the status of those services and compares that status with measurable standards. This is done by developing qualitative and quantitative result and performance indicators, and solutions to fill gaps that might be (and in many cases are) present in the performance of those services, including resource management, responses to the main service issues where it might be required to develop procedures and actions need to maintain services and/or upgrade the services using the indicators.

The Iraqi directorates, Provincial Councils (PC) and Governor's Offices (GO), with *GSP/Taqadum* assistance in the targeted provinces are now participating in a periodical review of the status of the targeted services they deliver. They are measuring to ensure progress as well as to remove barriers. Essential Service Delivery Oversight (ESDO) is one monitoring and oversight arm that is used to verify and reflect the field status of service performance through the use of standard operating procedures (SOPs), applied site visits and citizen scanning, and service-focused field tests.

In addition to the systematic approach *GSP/Taqadum* provides to local government, what makes the project's work significant are the long-term focus placed on tangible and measurable outcomes, and monitoring service provision performance changes in the field change by using appropriate and data-based tools, including citizen rapid scan, score-cards, field tests, close follow up on service indicator progress, and Service Delivery Improvement Plan (SDIP) implementation.

During this quarter, *GSP/Taqadum's* Service Delivery team has addressed the following:

1. Continued to provide mentoring and technical assistance to the targeted directorates, Provincial Council Service Committees, and Governor' Office staff in the seven provinces of Babil, Baghdad, Diwaniyah, Diyala, Kirkuk, Najaf, and Wasit in support of their development of both short- and long-term solution implementation.
2. Enabled targeted directorates to develop long-term solution action plans by prioritizing, classifying and defining the required actions needed in order to effect a quick impact on citizen-centered service provision.
3. Enhanced the Systemized Service Delivery Monitoring via the development and adoption of Standard Operating Procedures (SOPs) for service delivery monitoring for all targeted sectors; and ESDO roles have been activated to measure the impact of solution implementation and develop recommendations for the task force, based on field tests and citizen feedback on the provisions of service performance.
4. Continued to work on institutionalizing the Service Delivery Performance Management System, by developing the technical aspect to facilitate the adoption of local legislation by the Provincial Council aimed at organizing service planning and monitoring based on a scientific and realistic approach.
5. Strengthening local government collaboration through a periodical review of the performance of service provision based on reviewing the progress of SDIP implementation, defining challenges, and then agreeing on the next steps for upgrading service performance.

Overall Results and Achievements:

1. Short-term (ST) achievements: to date, directorates in seven provinces, via technical assistance provided by *GSP/Taqadum*, have achieved:
 - 269 short-term solutions – this equal 43.11 percent of the total short-term solutions

- identified in the SDIPs
 - 24 long-term solutions – this equals 4.17% from the total long-term 638 solutions identified in the SDIPs.
2. Four provinces (Diwaniyah, Diyala, Kirkuk, and Wasit) have completed and officially adopted SDIP long-term solution action plans. Babil, Baghdad, and Najaf are in process.
 3. Six provinces had adopted service monitoring Standard Operational Procedures, while Diwaniyah’s directorates have reviewed the SOPs, submitted related review feedback, and are currently in process for final adoption.
 4. All provincial Task Forces have been meeting periodically to review the progress in their SDIP implementation.
 5. ESDO teams have started short-term field visit implementation measurements to verify and measure the impact of short-term solutions implemented, based on ESDO site visit actions that apply the SOP method and tools when visiting primary health care center, Water, Sewage, and municipality service sites in the seven provinces.
 6. Service Delivery Performance Management System (SDPMS) draft legislation has been completed (from the technical side) and the Service Delivery and Legal teams jointly submitted the draft legislation to Provincial Council Legal and Services committees in all provinces. Karbala has adopted it.

Next Steps:

1. *GSP/Taqadum* to target directorates, Provincial Council Committees, and Governor’s Offices to push SDIPs implementation forward. *GSP/Taqadum* will review short-term plans and see opportunities to assist provincial governments in targeting specific service and reorganize the delivery of the service to make an impact
2. Services monitoring to be systemized by applying SOPs for oversight services and engaging citizens in service performance provision evaluation. At the same time, the Service Delivery team will continue assisting with technical support to enable the Provincial Council Services Committee to adoption the SDPMS legislation in conjunction with the legal team in order to pave the way toward institutionalization of the system.

***GSP/Taqadum* SDIP Process Increases Potable Water Supply in Ghamas Sub-District**

Water shortages plague Iraq. Decades of war, sanctions, migration, and lack of maintenance have left the country’s water and sewer infrastructure in shambles and have caused millions of Iraqis to live without potable water and /or working sewer systems. The Tigris and Euphrates rivers, which account for 98 percent of Iraq’s surface water and are responsible for supplying industry and agricultural irrigation, are not acceptable sources of drinking water. Yet the lack of clean drinking water has forced a reported 60 percent of the population to use river water for domestic purposes, causing an increase in cases of diarrhea – 95% of which have been sourced back to contaminated water from rivers.

Thanks to *GSP/Taqadum*’s Service Delivery Improvement Plan (SDIP) process work, done in ongoing cooperation with Iraq’s provinces, communities have begun to address and solve some of their dire water issues.

Ghamas, a rural Nahiya (Arabic for the word “sub-district”) of Diwaniyah, has been suffering from a long-term – up to 60 percent in recent years – shortage of potable water. Two water projects established in the 70s and 80s were only able to meet 30 percent of the community’s water needs. More than a decade ago, in 2003, local water directorate officials identified increasing the water supply as a pressing need. Relevant data was collected, an environmental impact study was conducted, a population census was completed, project location and water sources were identified, and approvals from concerned agencies were received, all of which were provided in a detailed plan to construct a new water project with a capacity of 2000 QM/H. Unfortunately, no funding was available to support the project.

In 2009, the World Bank stepped in with funding, but cut the project’s capacity in half, to 1000 QM/H. From the beginning, the project, run by an outside general contracting company, faced numerous setbacks and obstacles. After many site visits and project reports, it was eventually officially labeled as a delayed project. Finally, the project was completed on March 31, 2015 (its “start-up” operation phase had begun on November 1, 2014), no one in the Governor’s Office or employees of the Water Directorate would take responsibility for its turnover, fearing an investigation of the integrity commission sometime in the future.

Working closely with GO officials and water directorate employees, *GSP/Taqadum*’s staff introduced its SDIP process, through which the receivership of the project was identified as a short-term solution. Part of this short-term solution called for a committee to be established that would officially receive the project. A long-term solution – to begin operation of the project – was also identified. Given the original delays in the project, it took a large effort to create the receivership committee. But with project staff’s assistance and assurance, the project “was officially received and began “official operation on August 16. Since then, water shortage percentages have dropped to 30%, and the quality of water has improved significantly.

A completion report published by the Water Directorate states, “Thanks to the Service Delivery Improvement Plan, developed by our directorate with the assistance of *GSP/Taqadum*... committee was set up for preliminary handover, and the project was received and is currently functioning. The quality of drinkable water has increased to 75% in comparison with the previous rate of 35%.”

Encouraged by this progress, Water Directorate officials went on to add network pipes to the Nahiya’s system in order to meet the additional capacity provided by the successful completion and turnover of this project. The Water Directorate completion report states, “To execute and operate this project, our directorate exerted a large effort... which is strongly considered a remarkable success to our directorate in that it supplies drinkable water to all in our Nahiya.”

Babil and Diwaniyah Officials Thank *GSP/Taqadum's* Assistance in Averting Major Flooding



Gaps left by collapsed segments or gaps in the sewage and storm drain systems throughout Iraq have left many cities flooded and paralyzed in times of heavy rain. Identified as part of GSP/Taqadum's Service Delivery Improvement Plan (SDIP) process developed in cooperation with the seven initially targeted provinces, short- and long-term solutions were established to remedy these flooding issues. In Babil and Diwaniyah, advance rapid response planning was responsible for averting the normal flooding and paralyzation that plaques these provinces following heavy rains.

The problems plaguing Iraq's sewer and storm drains are many and widespread. Unstable delivery of electricity causes pumping stations to stop dead in their tracks. Many pumping stations are outdated and in disrepair. A growing urban population and misuse by citizens who lack understanding of how drainage systems work taxes these dilapidated systems beyond their capabilities. Insufficient maintenance and delays in sewer projects are caused by poor central planning – in Baghdad, for example, concrete sewage networks installed in the sixties are crumbling under the soil above, and a contract signed in 2011 with an international company to construct a large plant had not moved forward as of 2013 because the government did not provide a blueprint or specifications for the facility. Corruption is yet another challenge. Construction contracts awarded to Iraqi contractors are riddled with problems such as going over budget, problems with right-of-way, exceeding deadline, and/or abandonment of projects before completion.

Gaps left by collapsed segments or gaps in the sewage and storm drain systems throughout Iraq have left many cities flooded and paralyzed in times of heavy rain. These gaps and other issues were identified as part of *GSP/Taqadum's* Service Delivery Improvement Plan (SDIP) process

developed in cooperation with the seven initially targeted provinces, short- and long-term solutions were established to remedy these flooding issues.

Based on weather reports that predicted heavy rains during this reporting period, and understanding the potential for major flooding if emergency preparatory steps were not taken, *GSP/Taqadum* service delivery (SD) advisor, Mr. Yousif AlQadhi, quickly contacted SD project staff in the seven initially targeted provinces. Providing them with technical information such as city maps showing gaps in the network as well as areas not covered by the network at all, he instructed *GSP/Taqadum* staff to contact and assist provincial officials in establishing a rapid response, precautionary plan for the expected storm water and flooding. Responding immediately to this request, Babil and Diwaniyah's Provincial Council Services Committee, Governor's Office and appropriate directorates, in cooperation with *GSP/Taqadum*, held emergency meetings and forged rapid response plans to deal with potential storm water flooding.

In both provinces, following *GSP/Taqadum*-supplied materials and information, government officials and workers prepared manpower and machinery from the Municipality, Municipalities, Police, Sewer, and Civil Defense directorates; contacted the Oil Product Department and Electricity Directorate and directed them secure fuel and electrical power to the machinery and suction pumps; Water Directorate workers were sent to clean and open canals in unserved areas; the Governor's Office release funds to support the sewage directorate renting rain disposal tanks from the private sector; and reserve funds were set aside for hiring and contracting workers and machinery should the need arise.

Two days later, torrential downpours arrived that would normally cause paralyzing flooding. However, these advance efforts – taken thanks to the efforts of *GSP/Taqadum* service delivery specialists and the project's SDIP process working in cooperation with provincial authorities – were pivotal in staving off major flooding and related issues. Highly impressed with the rapid action plans developed in cooperation with *GSP/Taqadum*, both Diwaniyah, Dr. Sami Jabbar AlHasnawi, and Babil Deputy Governor, Mr. Hassan Mendil thanked *project* staff for their efforts.

Diwaniyah's Rural Areas Receiving Medical Services Thanks to GSP/Taqadum's SDIP Initiative



With 943 villages spread all over the province and its heavily agricultural focus, Diwaniyah is one of Iraq's most rural provinces. Most of these villages, like Ghamas, Fadiliya and Sadr Al-Daghara, are highly populated and lack adequate health care centers. Existing health clinics are small, understaffed and lack specialized doctors and the necessary equipment and medicine to treat the population.

Diwaniyah's Directorate of Health, in cooperation with *GSP/Taqadum*, developed a Service Delivery Improvement Plan (SDIP) for primary health care that includes short- and long-term solutions to be implemented within a specific timeline.

One of these short-term solutions aimed to conduct health campaigns in remote rural villages using mobile health clinics. The Directorate General of Health identified criteria for selecting high risk areas, i.e., those that suffer from a lack of clean water, do not have a sewage system, are unserved as far as solid waste disposal system pick up, and areas that are five or more kilometers from the nearest health clinic. Starting the first in a series, on August 25, the campaign began visiting villages. By September, seven villages: Al Asfur, Al-ata'a, M'zareej, Hadhood, Al-Jawasim, Abu Nahidh, and Abu Khnaifis, had been visited by these health units, which provided primary healthcare services such as vaccinations, early diagnosis of chronic and serious diseases such as tuberculosis. They also conducted health campaigns to raise awareness

and educate residents on such issues as epidemic diseases and the importance of hand cleaning and safe disposal of human and animal waste.

“The SDIP, developed in cooperation with *GSP/Taqadum*, has offered us the opportunity to use our available resources to extend our health services to many remote areas which would not have been able to get these primary health services for a minimum of five years,” said Diwaniyah’s Health Directorate’s Follow-up section manager, Dr. Betool Ali Atiya, who was a very active participant in this campaign.

Diwaniyah’s Directorate of Health is continuing this health campaign and plans to provide healthcare services to more remote villages.

POST-CONFLICT – SPECIAL UPDATE

GSP/Taqadum Hosts a Triad of Workshops to Support Post-Conflict Efforts in Anbar, Ninawa, and Salah ad Din Provinces

On April 2015, *GSP/Taqadum* began an initiative – as initially requested by the Ministry of Municipalities and Public Works (MMPW) – to support post conflict recovery in the provinces of Anbar, Salah ad Din, and Ninawa after their liberation from terrorist forces with a focus on restoration of the delivery of services to the citizens. During different Intergovernmental Coordination Implementation Plan (ICIP) development workshops with the three provinces in April, *project* staff introduced the subject of post-conflict planning and gathered related information from participants.

Using information gathered at these workshops, *GSP/Taqadum* researched what mechanisms, if any, were already in place to conduct post conflict restoration of services. It was discovered that although the central government had an established control center in the form of a Crisis Cell unit, headed by Prime Minister Haider Al-Abadi assisted by the Ministry of the Environment, and consisting of representatives from the eight service delivery ministries, the Ministry of Defense and Civil Defense units, to deal with disasters, the unit had not yet made any preparatory post conflict plans for the provinces. It was also discovered a similar situation existed at the local level of government.

On September 9, *GSP/Taqadum* hosted a stakeholder meeting, which brought together in one place, all levels of government – federal, local, and directorate, and international agencies – non-government organizations (NGOs), UNDP, etc. Participants discussed the following: 1) how to approach post conflict service delivery restoration; 2) development of post conflict strategy; 3) how to coordinate efforts between the federal, local, and directorate levels of government and international agencies; and 4) how to prepare action plans.

At that time, *GSP/Taqadum* decided to look to the directorate level of government to support field-level (teachers, engineers, doctors, etc.) Field Technical Teams development and in September hosted a series of Post-conflict Reconstruction and Service Delivery workshops for the leaders and directors of the provinces of Anbar (Sept. 12), Salah ad Din (Sept. 16), and Ninawa (Sept. 18). Each was led by the *project's* international post-conflict management and recovery expert, Mr. Moustafa Osman, who discussed and formulated plans with participants on how to move forward in addressing post conflict in a unified way. At this workshop, each province developed the structure of provincial level crisis cell to include provincial directors and to be chaired by Governor or Deputy Governor. The provinces began developing action plans for various sectors and for the readiness, primary response, transition, and stabilization and sustainability phases. The draft action plans for the sectors of IDPs, food security, construction and housing, education, health, infrastructures, and municipalities were also prepared. With the assistance of *GSP/Taqadum*, each provincial leadership and directorates further developed action plans as preparation for the next capacity building phase. They were also provided criteria to form Field Technical Team to be trained at the next phase. The Crisis Cell is known by different name in each province and for example, in Anbar, it is known as Local Team for Restoring Stability.

Based on input and action plans prepared at September workshops and at provinces in November, *GSP/Taqadum* hosted separate preparedness training workshops for each of the three provinces: Salah ad Din (Nov. 17-19), Anbar (Nov. 21-13), and Ninawa (Nov. 25-27), aimed at: 1) raising the

capacity of local government to enable it to re-start the necessary humanitarian services to the citizens in the affected areas; 2) defining the basic elements of natural disasters and disasters caused by human hand; and 3) discussing the importance and the mechanism of coordination during the emergency, with the assessment and analysis of the strengths and weaknesses in the community.

At the workshops the capacity building was focused on the formation and organization of Field Technical Teams at the directorate level. After agreeing on criteria for the teams' structure, membership, responsibilities, actions, and the communication tools they will use to network and conduct outreach, participants refined the action plans, and developed a 67-step before-and-after liberation checklist; identified the needs of field technical teams; developed a means to assess damage and losses; identified immediate response actions; developed coordination mechanisms; and developed an agenda for their next series of post conflict trainings to increase the capacity of the post conflict technical field teams using the team-developed concept, checklist, action plan, and guidelines.

At each workshop, *GSP/Taqadum* Chief of Party (COP), Mr. Cameron Berkuti, presented 1) an explanation of what the reality of decentralization means in Iraq; 2) the *project's* role in assisting Iraqi governments in the decentralization process; 3) the *project's* administrative contribution to the rehabilitation of local governments allowing them to advance the application of Law No. 21, as amended; and 4) the role of decentralization in developing countries and improving the level of services.

On day one, *GSP/Taqadum* provided a brief on its activities and role in formulation of the post conflict technical teams in concerned provinces. This was followed by a brainstorming session led by Mr. Osman, on how to best address the reconstruction and restoration of services in preparation of liberation.

On day two, participants discussed the work plans developed by each provincial Crisis Cell (consisting of provincial officials and heads of service directorates) during the September Post-conflict Reconstruction and Service Delivery workshops. After review and revision by the technical teams, the final draft will be submitted to the provincial Crisis Cell for approval. Mr. Osman asked participants to submit their recommendations for future technical team capacity building training workshops they would like *GSP/Taqadum* to host.

Citing the workshop as a success, participants accomplished the following: 1) development of a 67-step before-and-after liberation checklist; 2) identification of the needs of field technical teams; 2) assessment of damage and losses; 3) identification of immediate response actions; 4) development of mechanisms of coordination; and 5) development of an agenda for next capacity building after performing field assessment work.

Once again, *GSP/Taqadum's* international post-conflict management and recovery expert, Mr. Moustafa Osman, was on hand. Beginning each workshop by giving a presentation that allowed and encouraged participants to discuss various scenarios after the liberation of the areas occupied by the Islamic State terrorists, Mr. Osman followed with a brainstorming session where he asked, "What is next after ISIS?" "What is the current situation?" and "What is the impact of the conflict on the provision of services?" Working both one-on-one and in groups with participants, Mr. Osman then took them through a series of exercises aimed at answering these very questions. He also reviewed

with participants the 67-step before-and-after liberation checklist that had been developed during earlier workshops.

First among the many challenges participants cited as facing post conflict measures is economic: how to obtain funding to support reconstruction efforts and restoration of citizen-centered services. “We need support from the central government and even more from the international community,” said Ninawa’s Assistant Governor, Mr. Amen Ibrahim. “We are still formulating our vision of how to address the issues after liberation, and compiling a list of priorities. This includes providing security for the people and restoring basic services such as water and sewage. We know we have to rebuild the city, provide electricity, water, and health services. In addition, as Iraq’s former breadbasket, in Ninawa we must restore our agricultural sector to better provide food to the people. Also, our private sector has always been proud of its construction projects. We simply want to return back to these sustainable resources.”

Moving forward, the field technical team in each Crisis Cell in each province will: 1) follow-up on the mechanisms and assessments of the activities that will be conducted by the teams, as well as the impact of these activities on the ground; 2) seek donors for funding and compile a supporting list of potential projects that the team will develop in collaboration with those authorities and under the direct supervision of the local government and donors; and 3) nominate a Crisis Cell team leader who will be responsible for directing Crisis Cell activities.

Another workshop triad for the three provinces is tentatively scheduled for mid-to-late February 2016. By that time, with *GSP/Taqadum* assistance, the teams will have conducted practical field assessments to determine the damages in the different sectors within each province and be ready to review the assessments with Mr. Osman, resolve issues encountered, and learn from each other.

D. LETTERS

A good litmus of the positive effect of GSP/Taqadum's decentralization work can be seen through the spectrum of letters Government of Iraq (GOI) officials regularly publish that request actions take place that can be traced back to a specific and/or direct cooperative intervention on the part of project staff. The following is a recap of the most recent letters distributed by high-level GOI officials.



BAGHDAD

- On September 30, Prime Minister Dr. Haider Al-Abaidi issued Executive Order 434, appointing Dr. Torhan Mudher Hasan Al-Mufti as Head of High Commission for Coordination between Provinces (HCCP) Secretariat and annex the Secretariat to the Prime Minister in accordance with the authorities granted to the Prime Minister as per provisions of Article 78 of the Constitution. Dr. Al-Mufti was previously Advisor to the Iraqi President and Minister of State for Governorate Affairs (MOSGA)

HIGH COMMISSION FOR COORDINATION BETWEEN PROVINCES' SECRETARIAT

- On October 8, 2015, the newly appointed Head of High Commission for Coordination between Provinces Secretariat (HCCPSEC), Dr. Torhan Mudher Al-Mufti, sent one of the first official letters in his new capacity to offices of all ministers, Governor Offices and Provincial Chairs informing them of the HCCP's replacing the Ministry of State for Governorates' Affairs (MOSGA) with HCCPSEC, with respect to duties related to provinces. This letter also informed recipients of Dr. Mufti's appointment as Head of the HCCPSEC as per the Prime Minister's Executive Order 434 issued September 30, 2015; and requested the presence of provincial officials at HCCPSEC's first meeting held at Council of Ministers' Secretariat (COMSEC) headquarters on October 12, 2015 to discuss related issues and updates.

HIGH COMMISSION FOR COORDINATION BETWEEN PROVINCES' SECRETARIAT

- October 13, High Commission for Coordination between Provinces Secretariat (HCCPSEC) Chair, Dr. Torhan Al-Mufti, sent an official letter requesting that Provincial Councils and Governor's Offices follow up with the, ministries of Youth and Sports; Construction, Housing, and Public Municipalities; and Labor and Social Affairs on the agreed-upon functions to be transferred according to the functional analysis (functions immediately transferable from the ministerial to provincial level; to be transferred within six months; to be transferred within a year or longer; and 4) functions to remain at the ministerial level given they are related to national (policy and standards). (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))

HIGH COMMISSION FOR COORDINATION BETWEEN PROVINCES' SECRETARIAT

- On October 22, High Commission for Coordination between Provinces Secretariat (HCCPSEC) Chair, Dr. Torhan Al-Mufti, sent an official letter requesting that ministries involved in Article 45 of Law 21, as amended, provide the HCCPSEC with administrative orders related to directors and directors-general removed or appointed after August 5, 2015, in order to take the necessary action.

MINISTRY OF FINANCE

- On October 27, in response to an official letter sent by Baghdad's Provincial Council (PC) Chair, Dr. Riyadh Al-Adhadh, dated September 30, the Ministry of Finance (MOF) sent a letter requesting the delay of the opening the of two bank accounts required by the organizational structure of Financial Affairs Departments (FADs). The reason stated was the lack of a legal mechanism to fully implement Article 45, the second amendment to Law 21 of 2013. The September 30 letter had requested that the MOF open two provincial bank accounts – one for the operational budget and the other for the investment budget to enable provincial governorates to manage financial affairs of their respective provinces, prepare integrated provincial budget, and facilitate financial and accounting procedures for devolved directorates.

MOLSA REQUESTS PRIME MINISTER APPROVAL TO TRANSFER ITS FUNCTIONS

- Minister of Labor and Social Affairs, Mr. Mohammed as-Sudani, in a letter dated November 30, 2015, and sent to Prime Minister (PM), Dr. Haider Al Abadi, requested that the PM approve the recommendations, related to the Ministry's transfer of functions to the local government that were made at an October 2015 meeting between a Ministry committee and provincial representatives. The letter stated that on receipt of the PM's approval, the Ministry would begin disengagement of previously agreed-upon directorates.

PC OFFICIALLY ADOPTS E-COMMUNICATION AND E-TRACKING SYSTEMS

- BASRAH On November 30, the Provincial Council issued Decision No. 349 of 2015 authorizing the adoption of the e-Communication and e-Tracking Systems developed by Wasit, in cooperation with *GSP/Taqadum*. As a result, an administrative order was issued to set up a committee to follow up on the implementation of the two e-Systems.

HCCP REQUESTS TARGETED MINISTRIES TO TRANSFER FUNCTIONS

- High Commission for Coordination between Provinces' (HCCP) Secretariat Chair, Dr. Torhan Al-Mufti, in a letter dated December 10, 2015, requested the Ministries of Agriculture (MOAG), Construction and Housing and Public Municipalities (MOCHPW), and Labor and Social Affairs (MOLSA) issue a ministerial order to transfer respective functions as agreed upon between a respective ministry committee and provincial representatives. The letter stated that the request is based on Prime Minister Dr. Haider Al-Abadi's approval of recommendations made at the ninth HCCP's meeting - item three in particular.

HCCPSEC SENDS OFFICIAL LETTERS REQUESTING ENACTMENT OF SPECIFIC DECENTRALIZATION TRANSFERS

- Based on Prime Minister's ratification of the recommendations discussed during the ninth meeting of the High Commission for Coordination between Provinces (HCCP), and specifically the third recommendation; on December 10, 2015, High Commission for Coordination between Provinces' Secretariat (HCCPSEC) Chair, Dr. Torhan Al Mufti, sent two separate official requests to the following: 1) Minister of Labor and Social Affairs, Mr. Mohammed as-Sudani, stating (in part): "Kindly issue a ministerial order to transfer the following directorates to the provinces: a) Labor and Loans; b) Vocational Training; c) Special Needs; and d) the National Center for Health and Vocational Safety."; and 2) Minister of Agriculture, Mr. Falah Zaidan, stating (in part): "Kindly issue a ministerial order to transfer the directorates, which have been agreed upon by experts of both sides, to the provinces."

PRIME MINISTER APPROVES UNIFIED GO STRUCTURE CHART

- High Commission for Coordination between Provinces' Chair, Dr. Torhan Al-Mufti, in a letter dated December 13, 2015 and sent to all Governor's Offices (GOs) and Provincial Councils (PCs), announced Prime Minister (PM), Dr. Haider Al Abadi's approval of the Unified Governor's Offices Structure chart. The chart was adopted in cooperative agreement between the Ministry of Planning's Organizational Review Committee, provincial representatives and *GSP/Taqadum*.

The development of the chart by *GSP/Taqadum* with the provincial governments was challenging because each governorate wanted a different chart. However, HCCPSEC made minor changes to it and had it adopted by the PM.

PC CHAIR COMMITTED TO IMPLEMENT E-COMMUNICATION AND E-TRACKING SYSTEMS

- DIWANIYAH Provincial Council (PC) Chair, Mr. Jubair Salman, in a letter dated December 13, 2015, and sent to *GSP/Taqadum*, announced his commitment to adopt the e-Communication and e-Tracking Systems developed by Wasit, in cooperation with *GSP/Taqadum*. Mr. Salman stated the PC will establish a joint committee consisting of PC and Governor's Office representatives to implement, follow, and require all targeted directorates to use the e-Systems once they are in place.

DEPUTY GOVERNOR SENDS SERVICE DELIVERY MANAGEMENT SYSTEM TO THE GOVERNOR FOR ADOPTION

- BAGHDAD Deputy Governor for Technical Affairs, Mr. Jasim Mohan Al-Bukhati, in a letter dated December 13, 2015, provided a Memorandum of Understanding (MOU) requesting Baghdad Governor, Mr. Ali at-Timimi, approach the Provincial Council (PC) and instruct it to take the legal required actions to consider, review, and adopt the Service Delivery-based Performance Management System draft legislation developed in cooperation with *GSP/Taqadum*.

HCCP REQUESTS MOYS TO PROVIDE ORDERS RELATED TO THE ALLOTMENT OF LAND TO PROVINCES

- High Commission for Coordination between Provinces' Secretariat (HCCPSEC) Chair, Dr. Torhan Al-Mufti, in a letter dated December 13, 2015, requested the Ministry of Youth and Sports (MOYS) provide the High Commission for Coordination between Provinces (HCCP) orders issued in connection with agreed-upon ministerial lands allotted to provinces after August 5, 2015. The request is based on recommendations made at the ninth HCCP meeting held on December 16, 2015, and the HCCP meeting with a MOYS representative on August 10, 2015.

GOVERNOR CALLS FOR THE RESTORATION OF STABILITY AND PROVISION OF BASIC SERVICES

- Anbar Governor, Mr. Suheib Mahmood, in letters dated December 10-25, issued four administrative orders designed to restore stability and provide basic services to returnees after liberation of the province and calling for the following: 1) nomination of a technical field team to restore stability; 2) opening of three offices to receive returnees; 3) formation of a high committee to restore stabilization; and 5) establishment of an operation center in Anbar's capital of Ramadi.

D. 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/Taqadum's* overall goal has been and remains, to facilitate the implementation of Article 45 of Law 21, as amended. To this end, this quarter showed remarkable movement forward. Laws conflicting with full implementation of decentralization were identified, and a Third Amendment draft was completed.

With the November 4th decentralization deadline behind us, Iraq's provinces now have the legal right and obligation 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, including local revenue generation. However, the practical implementation was held back and waiting for the passage of 2016 Iraqi Budget Law in order to transfer operations budget and staff from ministries budget to provincial governments.

GSP/Taqadum's efforts will continue to provide guidance to the Governor's Offices (GOs), Provincial Councils (PCs), and directorates. One of our ongoing roles is to facilitate the defining and development of management roles, responsibilities, authorities, and relationship between the GOs and their respective 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. Indeed, many officials in both the federal and local government levels do not yet fully understand this looming and formidable process called decentralization, or its ramifications. The *GSP/Taqadum's* role has been to provide legal, administrative, financial, and service delivery frameworks and environment to build capacity, confidence, and skills for local government to take on the new responsibilities and to improve services. *GSP/Taqadum* has been able to assist local government to respond to "What local government entity will carry them out? How and with what budget? Is staff in these government entities sufficiently trained to implement these functions and authorities? Are the professional and technocratic classes in the provinces ready for this enormous responsibility?" questions.

These charged questions are heavy on the minds of Iraq's leaders, the media, citizens, and provincial officials themselves, who, with *GSP/Taqadum'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 federal 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.

To assist in answering these questions, cultivate such confidence in the ministries, and alleviate concerns as Iraq enters this brave new world of decentralization, *GSP/Taqadum* will continue hosting of a wide array of activities: workshops, meetings, and active participation technical assistance exercises with directors and staff of numerous directorates, sectoral subcommittees, Service Delivery Improvement Plan Implementation Committees (SDIPICs), SDIP Technical Committees, legal teams, human resources (HR) managers, Governor's financial and legal advisors, and PCs and GOs. *[Note: Please see the list included below of activities scheduled to date.]*

Prime among these activities, is our planned National Conference on Developing Legal, Administrative and Financial Environment in Support of the Successful Implementation of

Decentralization, sponsored by Prime Minister, Dr. Haider Al-Abadi's Office and HCCP and attended by *GSP/Taqadum's* main stakeholders: provincial officials, ministerial staff, and appointees; high-ranking Iraqi government officials; and selected ambassadors and international organizations.

Scheduled to be held in Baghdad on January 30, 2016, the conference will serve as the capstone for *GSP/Taqadum's* technical assistance efforts toward the devolution of power as stated in the Iraqi Constitution and showcase the progress made, to date, toward improving the delivery of citizen-centered services; and provide a financial, legal, and organizational environment to enable the transfer of functions from the ministries to provincial governments in Iraq's 15 provinces not incorporated into a region. It will also demonstrate the way forward for provincial governments regarding the following 1) streamlining processes; 2) using best methodological practices and training; 3) database-driven management; and 4) e-Communication, on-line service, and project e-Tracking systems to improve service delivery to citizens; and perhaps, most importantly, discuss the new role of Iraq's ministries focusing on policymaking and strategic decisions, and developing the capacity of local governments.

Major Upcoming Events

Date	Type	Attendees
January 4-5, 2016	Workshop	e-Governance Committees, Deputy Governor and/or assistants and advisors (Anbar, Baghdad, Diyala, Kirkuk, Ninawa, and Salah ad Din)
January 7-8, 2016	Workshop	e-Governance committees, Deputy Governor and/or assistants and advisors (Babil, Basrah, Dhi Qar, Diwaniyah, Karbala, Maysan, Muthanna, Najaf, and Wasit)
January 10-12, 2016	Service Delivery Workshop	Staff from Education and Health Directorates of Salah ad Din
January 20, 2016	Meeting	Stakeholder and <i>GSP/Taqadum</i> Team Lead
January 24, 2016	Workshop	HCCPSEC and legal committees for all 15 targeted PCs and Governors assistants for legal and administrative affairs of all 15 provinces
January 30, 2016	National Conference	Prime Minister, COMSEC, Diplomatic Mission, USAID, PMAC, and international community members

E. GSP/TAQADUM IN THE MEDIA

GSP/Taqadum Helps South Provincial Municipalities Develop SDIPs, Al-khabaria News Agency, November 9: USAID-Iraq GSP/Taqadum hosted a three-day “Towards Better Services” workshop, during which participants developed Service Delivery Improvement Plans (SDIPs) for the directorates of Municipality and Municipalities of Basrah, Dhi Qar, Karbala, Maysan, and Muthanna. According to Karbala Municipality Media Manager, Mr. Majid Naji, 63 officials and staff participants took part in this workshop, which tackled topics such as GSP/Taqadum’s gap analysis technique; how to identify of short- and long-term solutions; and the role of citizen participation and private sector in the delivery of services. <http://tinyurl.com/o4mvd6l>



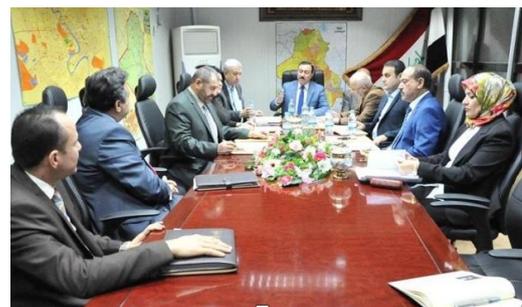
GSP/Taqadum workshop participants discussing SDIP development



HCCPSEC Chair, Dr. Torhan Al-Mufti Meets with GSP/Taqadum Delegation

HCCPSEC Chair, Dr. Torhan Al- Mufti Meets with GSP/Taqadum Delegation, HCCP Secretariat Official Website, November 11: The High Commission for Coordination between Provinces’ Secretariat (HCCPSEC) Chair, Dr. Torhan Al-Mufti, met with a USAID-Iraq GSP/Taqadum delegation to discuss insights and explore ideas that will streamline transfer of authorities. <http://tinyurl.com/qdg6nlg>

COR Regions and Provinces’ Committee Welcomes GSP/Taqadum Cooperation, Council of Representatives (COR) Official Website, November 12: The Council of Representative’s (COR’s) Regions and Provinces Committee members, including its Chair, Mr. Khalid Al-Mifraji, met with GSP/ Taqadum Chief of Party (COP), Cameron Berkuti and discussed the project’s action plan, which will enable local governments to effectively respond to community needs and provide better services. Mr. Berkuti also presented



GSP/Taqadum meeting with COR Regions and Provinces Committee

GSP/Taqadum’s highly successful work with the 15 provinces and three ministries (Education; Health; and Municipalities and Public Works that was merged with the Ministry of Construction, Housing , and Public Municipalities (MCHPM)) and in the development and implementation of their plans to transfer functions based on Law 21, as amended. <http://tinyurl.com/qdg6nlg>



GSP/Taqadum briefing participants on post-conflict service delivery

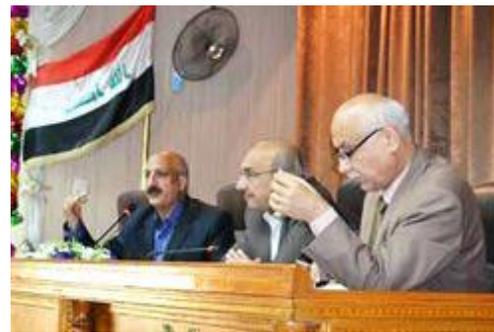
COR Regions and Provinces Committee Members Attend GSP/Taqadum’s Post-conflict Service Delivery Workshop, Council of Representatives Official Website, November 18:

Several Council of Representatives’ Regions and Provinces Committee members participated in a three-day “Enabling Local Governments to Provide Post-conflict Services” workshop hosted by USAID-Iraq GSP/Taqadum, November 17-19, 2015. The workshop focused on building the capacity of members of a high level technical team formed by Salah ad Din’s local government specifically to evaluate, restore, and enhance services provided to citizens after the

province’s liberation from terrorist forces. <http://tinyurl.com/q7yhzjy>

Baghdad Forum Uses GSP/Taqadum SDIP as a Guide to Implement Educational Improvements, Baghdad-Karkh 3rd Education Directorate Facebook, November 15:

The Baghdad Karkh 3rd Education Directorate held a meeting designed to implement its primary school Service Delivery Improvement Plan (SDIP), developed by the Education Directorate’s Essential Service Delivery Oversight (ESDO) Unit in cooperation with GSP/Taqadum. “This symposium is to find ways to improve and develop the directorate’s services,” said Technical Affairs Department Manager, Mr. Amer Salman, highlighting that impediments



Karkh Education Directorate discussing its SDIP developed in cooperation with GSP/Taqadum

to the educational process would be discussed in order to develop treatments and appropriate solutions to meet urgent needs and to increase primary schooling educational standards.

GSP/Taqadum assisted the directorate in its development of short-term solutions to problems currently facing schools that will be implemented during academic year 2015-16, in addition to long-term plans that are also slated for implementation. <http://tinyurl.com/nmdzfo6>



Karbala PC member, Mr. Al-Khanjar (r front row) attending GSP/Taqadum’s SDIP Development workshop

GSP/Taqadum Workshops Provide Information and Tools to Help Improve Services, Karbala PC Services Committee Chair Facebook, November 16:

Karbala’s Provincial Council (PC) Services Committee Chair, Mr. Haider Al Khanjar, and PC Education Committee Chair, Mrs. Jinan Al-wazan, participated in one of a series of Service Delivery Improvement Plan Development (SDIP) workshops hosted by USAID-Iraq GSP/Taqadum that spanned late October through early November. “This workshop provided a significant amount of information and tools to help these departments improve the delivery of citizen-centered services,” said Mr. Al Khanjar, adding that existing technical and administrative systems of governmental departments should be upgraded to keep abreast with the huge changes

occurring around the world. Main topics focused on were GSP/Taqadum-developed service GAP and Strengths-Weaknesses- Opportunities-Threats (SWOT) analyses; Specific-Measurable- Achievable-

Realistic-Timebound (SMART) techniques; and how to develop short- and long-term strategies to improve the delivery of citizen-centered services. <http://tinyurl.com/p7pe98y>

Karbala Today: “GSP/Taqadum Holds a Workshop on the Distribution of Authorities”, Karbala Today Newspaper, November 23: In cooperation with Karbala’s Provincial Council (PC) Legal Committee Chair, Mr. Mahfooz at-Timimi, USAID-Iraq’s GSP/Taqadum project, held a workshop to support the development of a list of gubernatorial authorities to be distributed between the Governor, his deputies, and heads of targeted directorates. PC Water and Sewer Committee Chair, Mr. Haider Al Khanjar, stated that many authorities have been tackled, including unpaid sick leaves, delegation of employees, appointment and removal of employees, and human resources management, among others.

Note: No link available, but this news item was also reported on Karbala Governor, Mr. Aqeel at-Turai’s Facebook page on Nov. 18 and can be found here: <http://tinyurl.com/os8a4u>



GSP/Taqadum workshop covered by local Karbala Today newspaper



USAID and GSP/Taqadum meeting with key Basrah provincial government officials

USAID and GSP/Taqadum Visit Basrah Provincial Government, Al-Mirbad Radio, December 8:

In two separate meetings, Basrah’s Provincial Council (PC) discussed using the USAID-funded GSP/Taqadum approach to preparing Basrah’s service directorates for the transfer of functions. PC Planning Committee Chair, Mr. Nashaat Al-Mansouri, stressed the importance of USAID’s role in putting pressure on Iraq’s federal government to complete the transfer of authorities to local governments. For her part, USAID Mission Director, Dr. Brooke Isham,

indicated that USAID is “exploring with the Basrah local government means to implement decentralization in order to improve service delivery and boost provincial economy.” PC Chair, Mr. Sabah Al-Bazooni, said that Basrah province lags behind in transferring functions to the local level, and “cooperation with representatives of the American Embassy and GSP/Taqadum will contribute to addressing inconsistencies regarding the transfer of functions.”

<http://www.almirbad.com/news/view.aspx?cdate=08122015&id=24550523-db4e-40fe-9d9e-81f2987c4f4d>

HCCPSEC Chair, Dr. Al-Mufti Meets with USAID Delegation, HCCP Facebook Page, December 15:

High Commission for Coordination between Provinces’ Secretariat (HCCPSEC) Chair, Dr. Torhan Al-Mufti, met with a USAID delegation including GSP/Taqadum representatives and discussed and exchanged ideas and ways that can reinforce and help the decentralization system in Iraq. The USAID delegation expressed support for the exceptional efforts of the HCCP through its joint work, sharing of experiences, and conducting of workshops



HCCPSEC Chair, Dr. Al-Mufti, meeting with a USAID delegation and GSP/Taqadum representatives

and training courses in support of decentralization. <https://www.facebook.com/mohafadat/>



Dhi Qar Governor Advisor, Mr. Al-Sh'misawi (c) meeting with GSP/Taqadum to discuss process mapping

Dhi Qar Governor Advisor Meets with GSP/Taqadum to Discuss Process Mapping, Al-Jamaheer Al-Yawum Newspaper, December 10:

Dhi Qar Governor Advisor, Mr. Aqeel Al-Sh'misawi, attended a GSP/Taqadum meeting to discuss provincial organizational development and process mapping. This technique aims at streamlining processes and reducing time, effort, and steps on the part of citizens who are attempting to access services. <http://www.aljmaher.com/news-329.html>

GSP/Taqadum to Attend Joint PC/GO Meetings on Transfer of Functions, Dhi Qar Deputy PC Chair Facebook Page, December 22:

A meeting brought together Deputy Provincial Council (PC) Chair, Mr. Tu'ma Al-Asady; PC Chairs of Financial, Economic, Service, Follow-up, and Social Care committees; Assistant Governors, Mr. Ali ash-Shirshap and Mr. Khalil Al-Ghalibi; targeted directorate managers; and GSP/Taqadum staff. The following was discussed: 1) obstacles blocking the transfer of ministerial functions, and 2) establishment of a provincial Financial Affairs Department (FAD) to streamline Ministry of Finance's financial procedures. It was agreed that bi-weekly joint meetings be held between Provincial Council and Governor's Office committees, in cooperation with GSP/Taqadum, to coordinate and streamline efforts and procedures regarding the transfer of functions.



Dhi Qar Deputy PC Chair, Mr. Tu'ma Al-Asady

<https://www.facebook.com/alhaj.ghfranalasdy>



Karbala PC Legal Committee Chair, Mr. Mahfooh At-Timimi

PC Adopts System that Increases Its Monitoring Role, Karbala PC Legal Committee Chair Facebook Page, December 20:

The Provincial Council (PC) voted in favor of using the GSP/Taqadum-developed Service-based Performance Management System, which enhances the monitoring role of the PC by adopting local standards and indicators to measure service directorate performance. These standards will be utilized in planning, monitoring, and assessing services delivered to citizens. The system was adopted after a series of workshops conducted by GSP/Taqadum – Karbala is one of the first provinces to pass

legislation to institutionalize this system.

https://m.facebook.com/story.php?story_fbid=460837194108751&id=10000547423518

F. SECURITY REVIEW SEPTEMBER 1 – DECEMBER 31, 2015

From a security perspective, the final quarter of the year 2015 has seen Iraq pass through a series of challenges, which have tested both the country and its security forces to their very limit. On one hand, the Islamic State of Iraq and the Levant (ISIL), known as al-Dawla al-Islamiya (Daesh) in Arabic, still occupies much of the western and northern territories, which continues to be contested by the Iraq Security Forces (ISF). In addition, there was an outbreak of cholera that affected most of the central and southern provincial areas. Finally, the country has seen the escalation of criminal gangs reach new depths, as they continue their crimes with apparent impunity in the face of the country's ever growing economic problems.

On the surface, ISF, aided by Popular Mobilization Units (PMUs), Tribal Clans (TCs), and the International Coalition Air Forces (ICAF), appear to be making some progress in its fight against ISIL, albeit at a painfully slow pace.

THE FIGHT AGAINST ISIL

In November, the northern province of Ninawa saw Kurdish forces score a major military gain when they recaptured the town of Sinjar, situated close to the Syrian border. This recapture was significant given it is one of the many disputed territories between the Iraqi and Kurdish governments. However and more importantly, it was the first town that ISIL took in the beginning of its 2014 invasion, the site of the first mass genocide of the Yazidi people, both of which were seen as threats to Iraq's sovereignty.

The ISF made further gains in December, when supported by the PMUs, TCs, and ICAF, was able to regain a majority of Ramadi, the capital city of Anbar province. After several attempts to break inside the city, ISF eventually punched a hole in the Islamic States defenses in Ramadi's northwest, allowing the ISF to pour in. Although considered a major turning point in the battle against ISIL in Anbar, especially for the ISF that had twice previously lost Ramadi to the terrorist group, the liberation of both Sinjar and Ramadi has come at a heavy price in terms of casualties on all sides, including that of civilians trapped in the middle of fighting.

The loss of Sinjar and Ramadi has been a significant blow to ISIL, which has lost 25% of its previously captured ground to the Iraq Security Forces. In retaliation for these losses, ISIL leadership charged a large number of their own fighters with cowardice and summarily and publically executed them. This sort of public trial and execution has been repeated across the other provinces, including Salah ad Din and Kirkuk, apparently in hopes to stem the flow of clearly demoralized fighters who are attempting to leave Iraq and the fight. Caught up in those executions were many ordinary civilians living within the ISIL occupied regions. Many of these civilians were executed for supposed infractions of ISIL's particular and narrow form of Sharia Law, with such executions expected to increase well into 2016.

Much of the success of the both Kurdish and Iraqi security forces owes a great deal to the coalition of the international community that has tirelessly supported both the Iraqi military and government. Coalition aircraft stepped up missions that targeted and destroyed much of the terrorist infrastructure via with surgically precise airstrikes across the country. This effort was further

enhanced when the French Air Force, joined the fight immediately after the November 13, 2015 ISIL-influenced terrorist attacks in Paris.

Additional coalition trainers were brought in from many foreign countries to help instruct the Iraqi and Kurdish militaries. This addition of military hardware and equipment has not only given the ISF a boost in terms of firepower, but has also in the fortification of fighter spirit, both of which have worked to broaden their spectrum in taking on ISIL and release its grip on Iraqi territory.

CHOLERA UPDATE

The first cases of cholera were reported in Iraq in September 2015 and by the end of the month the number of cases had reached 75. By December, those numbers had exceeded 2,000, and included among them the deaths of dozens of civilians.

Anbar recorded the first casualties, but within days cholera-caused deaths quickly spread to southern Baghdad and then further south, basically following the path of the Euphrates River, from which many of those affected had been drawing their water. It was determined that the slow deterioration of sanitation services further upstream in the troubled regions had been the root cause of the epidemic.

By mid-late December, thanks to the intervention of the international community and other aid agencies, the Iraqi Health Service manage to contain the outbreak. Additionally, the issuance of thousands of chlorine tablets as well as educating river-based citizens on basic hygiene helped stem the outbreak and resulted in no newly recorded cases by the beginning of December.

CRIME UPDATE

This last quarter also saw an uptick of crime-related incidents. Factors such as Iraq's poor economic situation and low oil prices that have left many unemployed and others relying on little or no income have been reported as the cause for the rise. Additionally, the lack of security force personnel has seen a steady increase of organized crime, especially in bigger cities such as Basrah and Baghdad where reports of crime incidents are highest and include a doubling (and sometime tripling) of the numbers of murders and robberies compared to those recorded in previous months. It must be noted that these numbers are expected to continue to rise in early 2016. Although ISF recorded a number of successful arrest operations, it has done little to stem the rising tide of crime that has grown so large it has now forced the government to act.

GSP/Taqadum recorded low numbers of incidents, but remains affected by the overall countrywide security situation. The result sees *GSP/Taqadum* Expats still required to maintain a security presence with providers, in order to fulfill its project objectives, especially where movement is required or accommodation is needed. However, *GSP/Taqadum* staff has not been inhibited by this and have met all items and obligations without hindrance.

In November, reports emerged regarding the deterioration of the Mosul Dam in Ninawa province, claiming that the base of the dam was degraded to a point of instability and at risk of "breaching." Further reports suggested that such breaching would cause the dam's water to release and flood all areas between Mosul and Baghdad via Tikrit and Samarra before dissipating south of Baghdad. An estimate of 500,000 casualties and one million homeless was highlighted in the reports.

After meeting in December with USAID in Baghdad for a series of contingency meetings and discussions, all concerned projects reviewed their own contingency dam breaching and subsequent flooding plans.

REPORT ANNEXES

ANNEX A: STATUS OF GSP ACTIVITIES

Table 1: Task Force (TF) and Sectoral Subcommittees (SCs) Formation and Capacity Building (Phase III Provinces)

	Anbar			Ninawa			Salah ad Din			Kabala			Maysan			Muthanna			Dhi Qar			Basrah		
TF Orientation	C			C			C			C			C			C			C			C		
TF Capacity Building	C			C			C			C			C			C			C			C		
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
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 (Phase III 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	C	C	C	IP	

C: Completed IP: In Progress

Table 3: SDIP Implementation Status in Phase I and II Provinces

	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	48	41	47	35	41	32	25
Long-term solutions tracked	IP	C	C	IP	C	C	C
Action plan developed	IP	C	IP	C	C	C	IP
Number of long-term solution implemented	2		12	6			4
Improvement in services measured	IP	IP	IP	IP	IP	IP	IP
TF and PPDC updated:	IP	IP	IP	IP	IP	IP	IP

C: Activity has been completed

IP: Activity is in progress

Table 4: Service Delivery Activities in the Five Phase III Provinces Conducting Such Activities

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	C
Service delivery committee (SDC) established	C	C	C	C	C
Municipality Directorate issued Service Delivery Improvement Plan					
Water	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 adopted	C	C	C	C	C
SDSP indicators submitted	C	C	C	C	C
SDC analyzed service gaps	C	C	C	C	C
Water Directorate issued Service Delivery Improvement Plan					
Sewage	Basrah	Karbala	Maysan	Muthan na	Dhi Qar
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	C
Sewage Directorate issued Service Delivery Improvement Plan					
Education	Basrah	Karbala	Maysan	Muthan na	Dhi Qar
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	C
Education Directorate issued Service Delivery Improvement Plan					
Health	Basrah	Karbala	Maysan	Muthan na	Dhi Qar
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
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

Indicator	Description	Reporting Frequency	Y5 Target	Y5 QI Actual	Year-to-Date	Year – to – Date Variance	Variance / Notes
1	Life of Project Change in Provincial Sectoral Services Indicators due to <i>GSP/Taqadum</i> Intervention	Annually	-	N/A	-	-	<ul style="list-style-type: none"> 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	24	18	24	0	<ul style="list-style-type: none"> There is no variance because Muthanna and Ninawa have completed, earlier than expected in FY2015, the ICI plans including the three targeted ministries of Health, Education, and Municipalities; then, submitted to HCCP During this quarter, the rest six provinces have completed the ICI plans of each of the three targeted ministries. This indicator has been accomplished this quarter.
3	Number of provincial staff trained to implement decentralization activities	Total	520	442	442	- 78	<ul style="list-style-type: none"> The target is for the whole program year. <i>GSP/Taqadum</i> has already exceeded the Life of Project (LOP) target last quarter. Cumulative achieved so far is 2,486 against the LOP target of 1,630
		Male	416	352	352	- 64	

Indicator	Description	Reporting Frequency	Y5 Target	Y5 Q1 Actual	Year-to-Date	Year - to - Date Variance	Variance / Notes
	Female		104	90	90	- 14	<ul style="list-style-type: none"> Participants is counted only once (unique) since the start of decentralization April 2014.
4	Percentage of total functions transferred to directorates as determined by the adopted ICI plan	Semi- Annually	70%	56%	56%	-14%	<ul style="list-style-type: none"> Ministry of Construction, Housing, Municipalities and Public Works issued an official letter for devolving 163 functions with their authorities related to the general directorates of Municipalities (39), Water (29), Sewage (31), Urban Planning (31), and Planning and Follow-up (33) to the governorates. Ministry of Health (MOH) and Ministry of Education (MOE) are still in the process of reaching an agreement with governorates to transfer the functions. GSP/Taqadum will meet the target in the coming quarters.

Indicator	Description	Reporting Frequency	Y5 Target	Y5 Q1 Actual	Year-to-Date	Year - to - Date Variance	Variance / Notes
5	Number of provincial local administration structures to manage decentralization defined	Semi- Annually	5	8	8	3	<ul style="list-style-type: none"> HCCP sent an official letter to all 15 provinces' governors, including non-targeted three ISIL-controlled (caused positive variance), to adopt the unified organizational chart developed by <i>GSP/Taqadam</i> and approved by the prime minister. This admin structure was already adopted by the seven originally targeted provinces in FY2015.
6	Number of local government staff trained on organizational development process mapping and procedures	Total	84	118	118	34	<p>High Positive variance is because:</p> <ul style="list-style-type: none"> During planning phase PC staff was excluded to be targeted but in the course of implementation, local governments, particularly PC Chairs, requested to be involved in this subject. Heads of directorates requested to enroll more staff than originally planned in our Process-mapping workshops
		Male	67	97	97	30	

Indicator	Description		Reporting Frequency	Y5 Target	Y5 Q1 Actual	Year-to-Date	Year - to - Date Variance	Variance / Notes
		Female		17	21	21	4	<ul style="list-style-type: none"> Target governorates are 12 excluding ISIL-controlled.
7	Number of functions related to service delivery that are mapped, streamlined, and posted		Semi- Annually	118	-	-	- 118	<ul style="list-style-type: none"> GSP/Taqadum has managed to make directorates of services, GOs, and PCs process map 189 functions. During this quarter, the officials of said organizations were trained on streamlining. Next quarters, these mapped functions/services will start to be streamlined then posted to meet the target as planned.

Indicator	Description	Reporting Frequency	Y5 Target	Y5 Q1 Actual	Year-to-Date	Year - to - Date Variance	Variance / Notes
8	Number of units implementing newly devolved functions and authorities	Semi- Annually	12	7	22	10	<ul style="list-style-type: none"> Positive variance is because the LOP target has been exceeded in previous quarter during which GSP/Taqadum had 11 GOs establish Financial Affairs Directorates (FADs) plus four GOs establish Local Revenue Units (LRUs). Also, this quarter, the rest four governorates established FADs and other three governorates established LRUs.
9	Number of local government staff trained on local revenue generation and collection	Total	195	107	107	- 88	<ul style="list-style-type: none"> The target is for the whole program year. Target will be met in the coming quarters.
		Male	156	83	83	- 73	
		Female	39	24	24	- 15	

Indicator	Description	Reporting Frequency	Y5 Target	Y5 Q1 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	9	-	-	- 9	<ul style="list-style-type: none"> To achieve this indicator, a province has to meet three thresholds of: <ul style="list-style-type: none"> Adopt an Standard Operating Procedures (SOP) for capital investment budget development Establish Financial Affairs Directorates (FAD) with staff nomination Develop a list of prioritized projects All provinces have established FADs but they are in the process of the remaining two thresholds. Target will be met in the coming quarters
11	Number of legal workgroups/units formed/expanded in PC to draft laws and regulations to solve conflictions with decentralization	Semi- Annually	4	-	12	1	<ul style="list-style-type: none"> Positive variance is due to that <i>GSP/Taqadum</i> has managed to establish legal workgroups in 12 provinces during last quarter while it was planned to achieve seven in FY2015. <i>GSP/Taqadum</i> has already achieved 12 against the LOP target of 11.

Indicator	Description	Reporting Frequency	Y5 Target	Y5 Q1 Actual	Year-to-Date	Year – to - Date Variance	Variance / Notes
12	Number of drafted amendments to deconflict decentralization laws and regulations	Semi- Annually	12	-	35	23	<ul style="list-style-type: none"> • Positive variance is because <i>GSP/Taqadum</i> has managed to build consensus among 10 governorates last quarter and the remaining two this quarter to draft amendments to 35 decentralization conflicting laws and have PCs and GOs send official letters to COM and COR. • 35 laws with 131 articles amended within this unified letter is broken-down as follow: <ul style="list-style-type: none"> ○ 15 laws governing ministries with 34 articles ○ 7 laws related to MOE with 40 articles ○ 6 laws related to MOH with 28 articles ○ 3 laws related to Municipality and Municipalities Directorates with 7 articles ○ 2 laws related to Water and Sewage Directorates with 20 articles ○ 2 laws related to Urban Planning Directorate with 2 articles • Table beneath shows which provinces sent letters by PC and/or GO to COR and/or COM this quarter.

Indicator	Description	Reporting Frequency	Y5 Target	Y5 Q1 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	270	162	162	- 108	<ul style="list-style-type: none"> • <i>GSP/Taqadum</i> has already exceeded the LOP target since last quarter. • Cumulative figure achieved for this indicator to date is 1,328 against LOP target of 920. • 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	25	25	25	0	<p>Sectors of Education, Health, Municipality, Sewer and Water have accomplished the following three thresholds:</p> <ul style="list-style-type: none"> ○ Form Service Delivery Committee ○ Adopt the Service Delivery performance Standards ○ Issue a letter of current performance indicators <p>In the five newly-target southern provinces</p>

Indicator	Description	Reporting Frequency	Y5 Target	Y5 Q1 Actual	Year-to-Date	Year – to - Date Variance	Variance / Notes
15	Number of Service Delivery Improvement Plans drafted	Quarterly	25	-	-	- 25	<ul style="list-style-type: none"> SDIP of the five sectors were drafted and sent by the five southern provinces to <i>GSP/Taqadum</i> for review before finalization. The target is for the whole FY 2016 and will be met in the coming quarters.
16	Percentage of implemented solutions of identified solutions in Service Delivery Improvement Plans	Quarterly	50%	9.56%	9.56%	-40.44%	<ul style="list-style-type: none"> 61 out of total 638 short-term solutions have been implemented during this quarter. Adding the achieved last quarter, a total of 42.63% so far against the 70% LOP target. Additional 13 long-term were implemented in Najaf, 2 in Baghdad, 4 in Kirkuk and 6 in Diwaniyah reaching 25 as a total so far. They are not counted though. <i>GSP/Taqadum</i> is striving to assist governments to implement as many as possible of the short-term solutions even though allocated budget was reduced to high extent.

Indicator	Description	Reporting Frequency	Y5 Target	Y5 Q1 Actual	Year-to-Date	Year – to - Date Variance	Variance / Notes
17	Number of provinces implementing a systematized process for monitoring service delivery	Quarterly	9	-	-	- 9	<ul style="list-style-type: none"> • Provinces are in the process to meet the three thresholds of this indicator: <ul style="list-style-type: none"> ○ Site visit report issued by related directorate including recommendations ○ SOP for monitoring service delivery is developed ○ Official order issued by GO addressed to target directorates to follow the approved SOP for monitoring the service delivery • Target will be met in the coming quarters

Performance Indicators by Province (Babil – Wasit)

No	Indicator	Annual Target	Actual All Provinces Year-to-Date	Variance All Provinces Year-to-Date	Year 5 Quarter I ONLY								
					Actual ALL Provinces – Y5Q1	Babil	Baghdad	Diwaniyah	Diyala	Kirkuk	Najaf	Wasit	
1	Life of Project Change in Provincial Sectoral Services Indicators due to GSP/Taqadum Intervention	-	-	-	-	-	-	-	-	-	-	-	-
2	Number of Decentralization Action Plans Developed and Submitted to HCCP	24	24	0	18	-	-	-	-	-	-	-	-
3	Number of provincial staff trained to implement decentralization activities	Total	520	442	- 78	442	15	63	15	49	34	8	33
		Male	416	352	- 64	352	15	51	10	37	14	7	30
		Female	104	90	- 14	90	-	12	5	12	20	1	3
4	Percentage of total functions transferred to directorates as determined by the adopted ICI plan	70%	56%	- 14%	56%	These functions with their authorities are devolved from three target ministries to all provinces							

No	Indicator	Annual Target	Actual All Provinces Year-to-Date	Variance All Provinces Year-to-Date	Year 5 Quarter I ONLY								
					Actual ALL Provinces – Y5Q1	Babil	Baghdad	Diwaniyah	Diyala	Kirkuk	Najaf	Wasit	
5	Number of provincial local administration structures to manage decentralization defined	5	8	3	8	-	-	-	-	-	-	-	
6	Number of local government staff trained on organizational development process mapping and procedures	Total	84	118	34	118	1	42	1	5	1	1	16
		Male	67	97	30	97	1	27	1	5	1	1	13
		Female	17	21	4	21	-	15	-	-	-	0	3
7	Number of functions related to service delivery that are mapped, streamlined and posted	118	-	- 118	-	-	-	-	-	-	-	-	

No	Indicator	Annual Target	Actual All Provinces Year-to-Date	Variance All Provinces Year-to-Date	Year 5 Quarter I ONLY								
					Actual ALL Provinces – Y5Q1	Babil	Baghdad	Diwaniyah	Diyala	Kirkuk	Najaf	Wasit	
8	Number of units implementing newly devolved functions and authorities	12	22	10	7	1	-	-	-	-	-	-	1
9	Number of local government staff trained on local revenue generation and collection	Total	195	107	- 88	107	1	49	3	3	-	11	2
		Male	156	83	- 73	83	1	38	3	2	-	9	1
		Female	39	24	- 15	24	-	11	-	1	-	2	1
10	Number of provinces that enhance budgeting, financial management, and internal control system	9	-	- 9	-	-	-	-	-	-	-	-	-
11	Number of legal workgroups/units formed/expanded in PC to draft laws and regulations to solve conflicts with decentralization	4	12	1	-	-	-	-	-	-	-	-	-

No	Indicator	Annual Target	Actual All Provinces Year-to-Date	Variance All Provinces Year-to-Date	Year 5 Quarter I ONLY							
					Actual ALL Provinces – Y5Q1	Babil	Baghdad	Diwaniyah	Diyala	Kirkuk	Najaf	Wasit
12	Number of drafted amendments to deconflict decentralization laws and regulations	12	35	23	-	-	-	GO Letter to COM	-	GO Letter to HCCP	-	-
13	Number of Sub-national entities receiving <i>GSP/Taqadum</i> assistance that improve their performance	270	162	- 108	162	2	9	3	8	9	4	12
14	Number of provincial Sectoral performance standards developed with line ministries to address service delivery issues	25	25	0	25	-	-	-	-	-	-	-
15	Number of Service Delivery Improvement Plans drafted	25	-	- 25	-	-	-	-	-	-	-	-

No	Indicator	Annual Target	Actual All Provinces Year-to-Date	Variance All Provinces Year-to-Date	Year 5 Quarter I ONLY							
					Actual ALL Provinces – Y5Q1	Babil	Baghdad	Diwaniyah	Diyala	Kirkuk	Najaf	Wasit
16	Percentage of implemented solutions of identified solutions in Service Delivery Improvement Plans	50%	9.56%	-40.44%	9.56%	1.72%	1.57%	2.98%	1.41%	1.10%	0.16%	0.63%
17	Number of provinces implementing a systematized process for monitoring service delivery	9	-	-9	-	-	-	-	-	-	-	-

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

No	Indicator	Annual Target	Actual All Provinces Year-to-Date	Variance All Provinces Year-to-Date	Year 5 Quarter I ONLY									
					Actual ALL Provinces – Y5Q I	Anbar	Basrah	Dhi Qar	Karbala	Maysan	Muthanna	Ninawa	Salah Ad Din	
1	Life of Project Change in Provincial Sectoral Services Indicators due to GSP/Taqadum Intervention	-	-	-	-	-	-	-	-	-	-	-	-	
2	Number of Decentralization Action Plans Developed and Submitted to HCCP	24	24	0	18	3	3	3	3	3	-	-	3	
3	Number of provincial staff trained to implement decentralization activities	Total	520	442	- 78	442	22	28	38	19	43	18	22	35
		Male	416	352	- 64	352	21	11	31	15	39	16	22	33
		Female	104	90	- 14	90	1	17	7	4	4	2	-	2
4	Percentage of total functions transferred to directorates as determined by the adopted ICI plan	70%	56%	- 14%	56%	These functions with their authorities are devolved from three target ministries to all provinces								

No	Indicator	Annual Target	Actual All Provinces Year-to-Date	Variance All Provinces Year-to-Date	Year 5 Quarter I ONLY									
					Actual ALL Provinces – Y5Q I	Anbar	Basrah	Dhi Qar	Karbala	Maysan	Muthanna	Ninawa	Salah Ad Din	
5	Number of provincial local administration structures to manage decentralization defined	5	8	3	8	1	1	1	1	1	1	1	1	
6	Number of local government staff trained on organizational development process mapping and procedures	Total	84	118	34	118	-	2	14	10	4	21	-	-
		Male	67	97	30	97	-	2	13	10	4	19	-	-
		Female	17	21	4	21	-	-	1	-	-	2	-	-
7	Number of functions related to service delivery that are mapped, streamlined, and posted	118	-	- 118	-	-	-	-	-	-	-	-	-	
8	Number of units implementing newly devolved functions and authorities	12	22	10	7	1	1	-	1	-	-	-	1	

No	Indicator	Annual Target	Actual All Provinces Year-to-Date	Variance All Provinces Year-to-Date	Year 5 Quarter I ONLY									
					Actual ALL Provinces – Y5Q I	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	195	107	- 88	107	-	1	-	33	4	-	-	-
		Male	156	83	- 73	83	-	1	-	26	2	-	-	-
		Female	39	24	- 15	24	-	-	-	7	2	-	-	-
10	Number of provinces that enhance budgeting, financial management, and internal control system	9	-	- 9	-	-	-	-	-	-	-	-	-	-
11	Number of legal workgroups/units formed/expanded in PC to draft laws and regulations to solve conflicts with decentralization	4	12	1	-	-	-	-	-	-	-	-	-	-
12	Number of drafted amendments to deconflict decentralization laws and regulations	12	35	23	-	-	-	-	PC Letter to COR	PC Letter to COR	-	-	-	-

No	Indicator	Annual Target	Actual All Provinces Year-to-Date	Variance All Provinces Year-to-Date	Year 5 Quarter I ONLY								
					Actual ALL Provinces – Y5Q I	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	270	162	- 108	162	9	9	18	12	20	8	12	27
14	Number of provincial Sectoral performance standards developed with line ministries to address service delivery issues	25	25	0	25	-	5	5	5	5	5	-	-
15	Number of Service Delivery Improvement Plans drafted	25	-	- 25	-	-	-	-	-	-	-	-	-
16	Percentage of implemented solutions of identified solutions in Service Delivery Improvement Plans	50%	9.56%	-40.44%	9.56%	-	-	-	-	-	-	-	-

No	Indicator	Annual Target	Actual All Provinces Year-to-Date	Variance All Provinces Year-to-Date	Year 5 Quarter I ONLY								
					Actual ALL Provinces – Y5Q I	Anbar	Basrah	Dhi Qar	Karbala	Maysan	Muthanna	Ninawa	Salah Ad Din
17	Number of provinces implementing a systematized process for monitoring service delivery	9	-	- 9	-	-	-	-	-	-	-	-	-

ANNEX C: STAFFING – LONG TERM SUPPORT AND PROFESSIONAL STAFF

Name	Job Title	Component	Firm	Employment Type	Start Date	End Date
Ali Majeed Hameed	Project Specialist-Legislative	Program	Chemonics (IDS)	Long-Term	10-Dec-15	
Ammar Duair Falih Al-Khazaali	Project Specialist-Organization Development	Program	Chemonics (IDS)	Long-Term	07-Dec-15	
Asseel Habeeb AbdulHussein Al AbdulRasul	Project Specialist-Organizational Development	Program	Chemonics (IDS)	Long-Term	12-Oct-15	
Hayder Hameed Hashim Al Jawad	Project Specialist-Organizational Development	Program	Chemonics (IDS)	Long-Term	10-Dec-15	
Jamal Ajeel AbdulRazzaq	Project Specialist-Legislative	Program	Chemonics (IDS)	Long-Term	18-Oct-15	
Muqdad Muwafaq Jasim AL-Taie	Knowledge Management Specialist	Cross-Cutting	Chemonics (IDS)	Log-Term	13-Dec-15	
Qusay A.Jabbar Sulaiman Al-Gayyali	Procurement Specialist	Admin	Chemonics (IDS)	Log-Term	01-Oct-15	
Ahmed AbdulRazzaq Jasim	Project Specialist - Budgeting	Program	Chemonics (IDS)	Long-Term	17-Aug-15	08-Oct-15
Fatin Matti Dohoka	Office and Operations Manager	Admin	Chemonics (IDS)	Log-Term	17-Jun-15	08-Dec15
Ali Mohammed Kadhim Jawad Al-Estrabadee	IT Web Designer	Cross-Cutting	Chemonics (IDS)	Log-Term	01-Aug-13	14-Dec-15

Short-term Technical Assistance

Name	Component	SOW Activity	Firm	Employment Type	Arrival Date	Departure Date
Arwa Deya Aldeen	Program	Organizational Development Advisor STTA	Chemonics (HO)	Short-Term	29-Oct-15	03-Dec-15
John Battaile	Program	Manager/ FCR	Chemonics (HO)	Short-Term	17-Oct-15	30-Oct-15
Mustafa Osman	Program	Post-Conflict STTA	Chemonics (HO)	Short-Term	12-Nov-15	29-Nov-15
Osama Mahmoud	Program	Organizational Development Advisor STTA	Chemonics (HO)	Short-Term	25-Oct-15	14-Nov-15
Maartin De Zeeuw	Program	Revenue Generation STTA	Chemonics (HO)	Short-Term	19-Dec-15	31-Dec-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.	
Purchase Order -AMEG-15-295	Akad Translation Center
Purchase Order -AMEG-15-305	Akad Translation Center
Purchase Order -AMEG-15-308	Akad Translation Center
Purchase Order -AMEG-15- 004	Canon copy machine 2220i
Services Agreement- Transportation Services GSP-SA-12-001 Emad Mohammad Ali	Signed on June 25, 2012 with Mr. Emad Mohammad Ali - Status: On going Extension time: (Five Months) From January 01, 2016 Till May 31, 2016

Procurement Activity	Achievements and Status
Services Agreement- Transportation Services GSP-SA-014 Haider Abdul Redia	Signed on November 14, 2012 with Mr. Haider Abdul Redia Extension time: (Five Months) From November 14, 2015 Till March 31, 2016. Status: On going
Services Agreement- Internet services GSP-SA-13-16 FastIraq Telecommunications	Signed on March 01, 2013 with FastIraq Telecommunications Co. Extension time: (Eighth Months) From December 31, 2015 Till August 31, 2016. Status: On going
Services Agreement- Legal and Translation Consultancy, LLC GSP-SA-013 Dar Salam Consultancy, LLC.	Signed on November 14, 2012 with Dar Salam Consultancy, LLC. Extension time: (Eighth Months) From December 13, 2015 Till August 12, 2016. Status: On going
Fixed Price Services Agreement- Backup Internet service GSP-FPSA-15-82 Saad Salah Mohsein	Signed on October 01, 2015 with Mr. Saad Salah Mohsein Extension time: (Sixth Months) From December 31, 2015 Till June 30, 2016. Status: On going
Fixed Price Services Agreement- Graphic Designer GSP-FPSA-15-85 Saeed Lateef AIObeidi	Signed on December 01, 2015 with Mr. Saeed Lateef AIObeidi the Contract period three months. Valid up to March 01, 2016. Status: On going
Fixed Price Services Agreement- M&E Archive Specialist GSP-FPSA-15-86 Qamar Ali Abdul Ridha	Signed on December 06, 2015 with Qamar Ali Abdul Ridha the Contract period 3 months, valid up to March 06, 2016. Status: On going
Fixed Price Services Agreement-Freelance translator. GSP-FPSA-15-87 Raghad Jabbar	Signed on December 01, 2015 with Miss RaghadJ abbar the Contract period 3 months, valid up to March 01, 2016. Status: On going
Fixed Price Services Agreement- Consultant GSP-FPSA-15-88 Ahmed Al-Juboori Co. Auditor. Advisors	Signed on December 16, 2015 with Ahmed Al-Juboori Co. Auditor. Advisors the contract period 11 days, valid up to December 27, 2015. Status: Complete
Blanket Purchase Agreement – Cash Delivery Services GSP-BPA-12-001 Pilot Foreign Exchange Company	Signed on 28 February, 2012 with Pilot Foreign Exchange Co. Extension time: (Eighth Months) From December 31, 2015 Till August 31, 2016. Status: On going

Procurement Activity	Achievements and Status
Blanket Purchase Agreement – Translation services. GSP-BPA-12-007 Akkad Translating Center	Signed on 30 October, 2012 with Akkad Translating Center Extension time: (Eighth Months) From December 31, 2015 Till August 31, 2016. Status: On going
Blanket Purchase Agreement- Hotel Services GSP-BPA-13-10 Baghdad Hotel	Signed on 01 May, 2013 with Baghdad Hotel Extension time: (Eighth Months) From December 31, 2015 Till August 31, 2016. Status: On going
Work shop & Meeting: Training on overall post conflict disaster Management for Anbar and Ninawa Provinces. Held in Erbil November 21, 22, 23, 2015	<i>GSP/Taqadum</i> procured the tickets for the staff and participants. Al Anbar Province. Status: Completed
Work shop to create a local System to manage 15 Provinces. Held in Erbil November 29, 30, 2015	<i>GSP/Taqadum</i> procured the tickets for the staff and participants. Status: Completed
Training for Water, Sewer, Municipalities directorates Held in Erbil December 07, 08, 09, 10, 2015	<i>GSP/Taqadum</i> procured the tickets for the staff and participants. Status: Completed
Provincial Coordination Meeting held in Baghdad- Baghdad Office December 11, 12, 2015	<i>GSP/Taqadum</i> procured accommodation in Babylon Hotel, stationary, meals, and tea breaks for attendees in Baghdad Office Status: Completed

Completed and Ongoing Procurement (Erbil)

Procurement Activity (Erbil)	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 January to 30 April 2015 Extension time: (Eight Months) From 01 May 2015 till December 31, 2015 Status: in Process

Procurement Activity (Erbil)	Achievements and Status
Blanket Purchase Agreement BPA-GSP-ERB-15-003	This agreement is as-needed to provide accommodation, break, lunch, dinner, and hall Services from Sky Erbil Hotel from 1 January to 30 April 2015 Extension time: (Eight Months) From 01 May, 2015 till December 31, 2015 Status: in Process
Blanket Purchase Agreement BPA-GSP-ERB-15-004	This agreement is as-needed to provide accommodation, break, lunch, dinner, and hall Services from Quartz Hotel from 1 January to 30 April 2015 Extension time: (Eight Months) From 01 May 2015 till December 31, 2015 Status: in Process
Blanket Purchase Agreement BPA-GSP-ERB-15-005	This agreement is as-needed to provide accommodation, break, lunch, dinner, and hall Services from Canyon Hotel from 1 January to 30 April 2015 Extension time: (Eight Months) From 01 May, 2015 till December 31, 2015 Status: in Process
Blanket Purchase Agreement BPA-GSP-ERB-15-006	This agreement is as-needed to provide accommodation, break, lunch, dinner, and hall Services from Nobel Hotel from 1 January to 30 April 2015 Extension time: (Eight Months) From 01 May, 2015 till December 31, 2015 Status: in Process
Lease Agreement BPA-GSP-ERB-15-007	This agreement is as-needed to provide Rent Office Erbil center and accommodation to EXPATs from Sky Erbil Hotel from 1 January to 30 April 2015 Extension time: (Four Months) From 01 May 2015 till August 31 2015 Status: in Process
Blanket Purchase Agreement BPA-GSP-ERB-15-008	This agreement is as-needed to provide accommodation, break, lunch, dinner, and hall Services from EIH from 20 August to 30 December 2015 Status: in Process
Blanket Purchase Agreement BPA-GSP-ERB-15-009	This agreement is as-needed to provide accommodation, break, lunch, dinner, and hall Services from Hilan De Ville Hotel from 20 August to 30 December 2015 Status: in Process

Procurement Activity (Erbil)	Achievements and Status
Blanket Purchase Agreement BPA-GSP-ERB-15-010	This agreement is as-needed to provide accommodation, break, lunch, dinner, and hall Services from Ankawa Royal Hotel from 27 October to 31 December 2015 Status: in Process
Blanket Purchase Agreement BPA-GSP-ERB-15-011	This agreement is as-needed to provide accommodation from Seever Hotel from 27 October to 31 December 2015 Status: in Process
Blanket Purchase Agreement BPA-GSP-ERB-15-012	This agreement is as-needed to provide IT Equipment from High Tech Company from 27 October to 31 December, 2015 Status: in Process
GSP-FPSA-ERB-14-006	Transportation Services- Signed on June 7, 2015 with Mr. Baher Azeez Asmaeel Status: in Process
GSP-FPSA-ERB-14-008	Rent Car - Signed on June 1, 2015 with Mr. Nazar Hayder Shaker Status: in Process
GSP-FPSA-ERB-14-0013	Internet Services – Signed on Status: in Process
GSP-FPSA-ERB-14-0014	Lawyer services – issue residency card ID Status: Closed
Work shop – SDIP Development Committee of Sewer Directorate and Representatives of PC and GO Held in Erbil October 27-29, 2015	<i>GSP/Taqadum</i> procured accommodation, training halls, stationary, meals, and coffee breaks for attendees in Canyon Hotel, Sky Hotel, and Helin Hotel Status: Completed
Work shop – SDIP Development Committee of Sewer Directorate and Representatives of PC and GO Held in Erbil October 30 –November 1, 2015	<i>GSP/Taqadum</i> procured accommodation, training halls, stationary, meals, and coffee breaks for attendees in Canyon Hotel, Sky Hotel, and Helin Hotel Status: Completed
Work shop – SDIP Development Committee of Municipality and Municipalities Directorates and Representatives of PC and GO Held in Erbil November 3-5, 2015	<i>GSP/Taqadum</i> procured accommodation, training halls, stationary, meals, and coffee breaks for attendees Ankawa Hotel Status: Completed
Workshop – <i>GSP/Taqadum's</i> OD, Provincial Advisors, and Selected Staff form PC, GO, and Targeted Departments Held in Erbil October 31 – November 2, 2015	<i>GSP/Taqadum</i> procured accommodation, training halls, stationary, meals, and coffee breaks for attendees Sky Hotel Status: Completed

Procurement Activity (Erbil)	Achievements and Status
<p>Workshop – GSP/Taqadam's OD, Provincial Advisors and Selected Staff form PC, GO and Targeted Departments Held in Erbil November 4-6, 2015</p>	<p>GSP/Taqadam procured accommodation, training halls, stationary, meals, and coffee breaks for attendees Sky Hotel Status: Completed</p>
<p>Workshop – Focus group meeting to develop basic elements of the workshops. Held in Erbil November 14-15, 2015</p>	<p>GSP/Taqadam procured accommodation, training halls, stationary, meals, and coffee breaks for attendees Helin De Ville Hotel Status: Completed</p>
<p>Workshop – Training emergency Field Team on overall post conflict serviced delivery planning and management. Held in Erbil November 17-19, 2015</p>	<p>GSP/Taqadam procured accommodation, training halls, stationary, meals, and coffee breaks for attendees Royal Ankawa Hotel Status: Completed</p>
<p>Workshop – Training emergency Field Team on overall post conflict serviced delivery planning and management. Held in Erbil November 21-23, 2015</p>	<p>GSP/Taqadam procured accommodation, training halls, stationary, meals, and coffee breaks for attendees Royal Ankawa Hotel Status: Completed</p>
<p>Workshop – Training emergency Field Team on overall post conflict serviced delivery planning and management. Held in Erbil November 25-27, 2015</p>	<p>GSP/Taqadam procured accommodation, training halls, stationary, meals, and coffee breaks for attendees Royal Ankawa Hotel Status: Completed</p>
<p>Workshop – First National Workshop-Define roles, responsibilities, and authorities between GO and Directorates, GO and PC, and between Federal Government and Provincial Governments. Also, define management roles of GO. Held in Erbil November 29-30, 2015</p>	<p>GSP/Taqadam procured accommodation, training halls, stationary, meals, and coffee breaks for attendees Canyon Hotel Status: Completed</p>
<p>Workshop – Service Delivery Improvements Plans training for Water, Sewer, and Municipality Directorates of Salah Ad Din Province Held in Erbil December 7-10, 2015</p>	<p>GSP/Taqadam procured accommodation, training halls, stationary, meals, and coffee breaks for attendees Royal Ankawa Hotel Status: Completed</p>
<p>Workshop – Define roles, responsibilities, and authorities between GO and Directorates, GO and PC, and between Federal Government and Provincial Governments. Also, define management roles of GO Held in Erbil December 21-22, 2015</p>	<p>GSP/Taqadam procured accommodation, training halls, stationary, meals, and coffee breaks for attendees Canyon Hotel Status: Completed</p>

Completed and Ongoing Procurements (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 Till 31 August 2016 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 Till 31 August 2016 Status: in Process
Extending Blanket Purchase Agreement GSP-BPA-H-012	The Extending Blanket purchase agreement GSP-BPA-H-0012 Active Till 31 August 2016 Hassan net Group to provide Internet to Hilla main office Status: in Process
Extending Blanket Purchase Agreement GSP-004	The Extending Blanket purchase agreement GSP-004 Active Till 31 August 2016 Al-Sakr Al-Araby office to provide Hilla main office with fuel Status: in Process
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 Till 31 August 2016 Status: in Process
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 Till 31 August 2016 Status: in Process
Extending Blanket Purchase Agreement GSP-0021	The Extending Blanket purchase agreement GSP-BPA-H-0021 Kalimat telecom to Provide Internet for Basra office with Internet Services Active Till 31 August 2016 Status: in Process

Procurement Activity	Achievements and Status
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 Till 31 August 2016 Status: in Process
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 Till 31 August 2016 Status: in Process

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.
- Preparing for conference to be held on January 30, 2016 –Baghdad – Al Rasheed Hotel

ANNEX E: COST SHARING

Project Activity Cost Share (PACS) records all resources mobilized by the GO/GOI to design, review, and engage the *GSP/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 *GSP/Taqadum* activity reports.
- Implement and execute the agreed activity in the work plan as evidenced in *GSP/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 Whole Y4	Activity Cost Sharing Only Y5Q1	Total
Anbar	-	\$27,769	\$17,108	\$44,877
Babil	\$15,286	\$91,448	\$16,881	\$123,615
Baghdad	\$62,912	\$189,466	\$46,600	\$298,978
Basrah	-	\$56,063	\$28,068	\$84,131
Dhi Qar	-	\$39,462	\$23,048	\$62,510
Diwaniyah	\$29,803	\$98,652	\$18,069	\$146,524
Diyala	\$1,556	\$88,436	\$26,639	\$116,631
Karbala	-	\$29,992	\$25,259	\$55,251
Kirkuk	-	\$95,582	\$23,587	\$119,169
Maysan	-	\$49,548	\$29,200	\$78,748
Muthanna	-	\$32,151	\$20,883	\$53,034
Najaf	\$32,226	\$146,198	\$22,703	\$201,127
Ninawa	-	\$43,706	\$13,792	\$57,498
Salah Ad Din	-	\$20,381	\$19,758	\$40,139
Wasit	\$35,278	\$98,700	\$24,811	\$158,789
Total	\$177,061	\$1,107,554	\$356,405	\$1,641,020