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GOVERNANCE STRENGTHENING PROJECT (*GSP/TAQADUM*)

QUARTERLY PERFORMANCE REPORT (Y5Q3)

APRIL 1, 2016 – JUNE 30, 2016

July 29, 2016

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SUBMITTED BY CHEMONICS INTERNATIONAL
July 29, 2016

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ACRONYMS

ARDP	Accelerated Reconstruction Development Plan
AO	Administrative Order
CFO	Coordination and Follow-up Office
COM	Council of Ministers
COMSEC	Council of Ministers' Secretariat
COP	Chief of Party
COR	Council of Representatives
CORRPC	Council of Representatives Regions and Provinces Committee
CSC	Civil Service Council
CSD	Citizen Services Desk
CSO	Civil Society Organization
CSS	Citizen Satisfaction Survey
DG	Director General
DMAP	Decentralization Mapping and Analysis Plan
ESDO	Essential Service Delivery Oversight
FAD	Financial Affairs Directorate
FMIS	Financial Management Information System
FTT	Field Technical Team
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
HR	Human Resources
IBMER	Investment Budget Monthly Execution Report
ICI	Intergovernmental Coordination Implementation
ICIP	Intergovernmental Coordination Implementation Plan
IDP	Internally Displaced Person
IEA	Iraq Economists Association
ILA	Implementer's Letter of Agreement
IOG	Institute on Governance (Canadian-funded)
IOM	International Organization of Migration
ISF	Iraqi Security Forces
IS	Islamic State
ISIL	The Islamic State of Iraq and the Levant
IT	Information Technology
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
LRU	Local Revenue Unit
M&E	Monitoring and Evaluation

MOA	Ministry of Agriculture
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
MOLSA	Ministry of Labor and Social Affairs
MOP	Ministry of Planning
MOSGA	Ministry of State for Governorates' Affairs
MOYS	Ministry of Youth and Sports
MMPW	Ministry of Municipalities and Public Works
NGO	Non-Governmental Organization
OD	Organizational Development
PC	Provincial Council
PHCC	Primary Health Care Center
PM	Prime Minister
PMAC	Prime Minister's Advisory Commission
PPDC	Provincial Planning and Development Councils
PPP	Public-Private Partnership
PMU	Provincial Mobilization Units
SAB	Supreme Audit Board
SD	Service Delivery
SDI	Service Delivery Improvement
SDIP	Service Delivery Improvement Plan
SDIPDC	Service Delivery Improvement Plan Development Committee
SDIPIC	Service Delivery Improvement Plan Implementation Committee
SDPS	Service Delivery Performance Standards
SDSR	Service Delivery Status Report
SLIT	Sub-legislation Implementation Tracking
SMART	Specific-Measurable-Achievable-Realistic-Timebound
SOPs	Scope of Work
SPMS	Standard Performance Management System
SS	Success Story
STTA	Short-term Technical Assistant
SWOT	Strengths-Weaknesses-Opportunities-Threats
TA	Technical Assistance
Taqadum	Arabic for "moving forward"
TD	Treasury Department
TCMS	Trash Collection Management System
TTF	Technical Task Force
USAID	United States Agency for International Development
USG	United States Government

MAIN PROJECT ACHIEVEMENTS

Y5Q3 (April 1 – June 30, 2016)

- Post Conflict workshops readied Anbar, Diyala, Ninawa, and Salah Ad Din to take action once Islamic State is defeated there
- Draft Trash Collection Management Systems were produced in Wasit and Najaf
- The *GSP/Taqadum*-Developed Standards and Indicators Manual was adopted by the Babil Provincial Council
- The Babil Provincial Council voted unanimously to adopt the *GSP/Taqadum*-proposed E-Communication System, and the Diwanayah Governor authorized funds for its *GSP/Taqadum*-proposed E-Communication and E-Monitoring Systems
- The High Commission for Coordination between Provinces' Secretariat called for the restructuring of the Provincial Planning and Development Councils
- Building working relationship with COMSEC-Governmental Coordination Department, Ministry of Planning, Federal Supreme Audit Board, and UNDP
- Financial Capacity Building: *GSP/Taqadum's* National Capacity Building Workshop enables Provincial Finance staff to perform financial processes and procedures
- Accountability Framework: Education workshop created an Accountability Framework and delineates the Ministry of Education – Babil Relationship
- Basrah adopted *GSP/Taqadum*-Developed Governor's Office Organizational Chart
- Service-Related Procedures Standardization workshops provided a unified set of processes to 12 provinces

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 third quarter of FY2016, from April 1 to June 30, 2016.

“... 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 prepare plans whereby Article 45 of Law 21, as amended, (also known as the Provincial Powers Act (2008) or “Transfer of Functions” Law), is implemented.

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

1. Forming and training of provincial task forces and sectoral committees.
2. Identifying and diagnosing the “as is” situations related to the functions, roles, relationships, laws, regulations, and instructions within the local directorates and their relationships with the targeted ministries, the Governors’ Offices (GOs), and provinces.
3. Defining, analyzing, categorizing, and assigning ministerial functions to the appropriate level of governments based on comprehensive criteria and elements.
4. Developing financial, administrative, and legal 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 GOs to receive and perform the functions transferred efficiently and effectively.

Law 21 was amended for the second time in June 2013. Passage of this second amendment mandates that governance will be decentralized by delineating certain powers to provincial levels of government, enabling them to enact provincial legislation, regulations, and procedures; and transferring suitable technical, legal, and administrative powers or ministerial “functions” of eight ministries to provincial governments of provinces not incorporated into a region.

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

GOALS AND OBJECTIVES

MAJOR ELEMENTS

GSP/Taqadum has worked 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, consisting of two major components:

1. Transfer of Functions – develop/implement an 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.

EXPANSION

The project successes and developments in Iraq’s political situation have offered an opportunity to expand and extend the efforts of *GSP/Taqadum* based on a Government of Iraq request in October 2015. In response to a request from USAID, next quarter will see Chemonics further expand its work plan to increase the number of supported ministries from three to seven over the course of an additional year, until September 2017. The *project* spent this quarter making preparations to enter

this new but highly familiar territory. This expansion will not only deepen *GSP/Taqadum's* interventions in Sectors where we currently work, but also widen its scope to accommodate a greater numbers of Sectors and services.

This expansion also translates into developing and implementing Decentralization Mapping and Analysis Plans (DMAPs) for the Sectors that are being considered for transfer under the additional four ministries (not including the Ministry of Finance) in 12 provinces, and the development of DMAPs in the three ISIL terrorist-controlled provinces. The *project* will also include the development and implementation of short-term, high impact Service Delivery Implementation Plans (SDIPs) in transferred provincial directorates of the seven ministries in 12 provinces. Implementation in the ISIS-controlled provinces will focus on post-disaster capacity building for service delivery.

PARADIGM SHIFT: IRAQ'S PROVINCES ONBOARD WITH DECENTRALIZATION

Decentralization is happening in Iraq, despite all the obstacles to implementing Law 21, as amended. Historically, the impact of decentralization has been demonstrated by improvements to the quantity and quality of citizen-centered services, as well as the ease by which citizens can access those services. Despite the country's current security, political, and economic upheaval, local governments are waking to and welcoming the reality of decentralization. Local governments, and even more so their constituents, see decentralization as a remedy to many of the ills they suffer from: corruption; economic instability; and inadequate, hard to access, and in some cases, the absolute lack of much needed, life-stabilizing services.

Decentralization is currently happening thanks to the cooperative work the provincial governments have been doing with *GSP/Taqadum*. Project specialists have worked closely in all the provinces, providing them with performance measurement tools and approaches from which they themselves developed, in cooperation with the project, performance standards, indicators, and SDIPs that contain short- and long-term solutions, that once implemented, work to improve services in their communities. These plans are supported by legal, financial, and administrative supports and structures that local governments have been actively developing, enhancing, and using to enhance the lives of citizens in their communities by increasing the quality, quantity, and accessibility to services.

This enormous paradigm shift toward decentralization and its focus on improving service delivery is highlighted by the following summary of an April 18 letter, sent by Kirkuk Governor Najim Al-Din Omar to the main Service Directorates in the province: "Kirkuk Governor Najim Al-Din Omar, in letter No. 3117, ordered the Health, Education, Municipality, Sewer, and Water Directorates to submit a report containing: 1) all unimplemented short- and long-term solutions as cited in the Service Delivery Improvement Plan (SDIP); 2) reasons for solutions not being implemented; 3) the importance of implementing of these solutions and the number of beneficiaries; and 4) suggestions for the successful implementation of the SDIPs."

Citizens and local governments are also beginning to realize that the local government alone is responsible for the delivery of services. The blaming finger can no longer be pointed at the centrally located, Baghdad-based Federal Ministries as the cause of the lack or gaps in services. The responsibility for identifying and appropriately delivering services that will improve citizen's lives is now in the hands of local government officials. As soon as the Ministry of Finance collects and transfers to the local governments the devolved directorates staff, competencies, properties, and allocated funds currently in the hands of the Ministries, the local governments will have much more discretion to improve services and increase provincial development.

B. SUMMARY OF KEY ACTIVITIES

The quarter began with great expectations thanks to Prime Minister Dr. Haider Al-Abadi's March 31 presentation to the Iraqi Parliament of a reform package calling for the replacement of senior Ministerial figures with a new (and supposedly uncorrupted) "technocrat-oriented" government. These reforms, aimed at stemming the corruption in Iraq's governance, were pushed to the forefront by the actions of Shiite cleric Muqtada Al-Sadr and his supporters in Parliament that included peaceful demonstrations, sit-ins, and calls to action. Of the original 22 names the Prime Minister submitted the Federal Court to fill the technocrat positions, only five were eventually approved. This rejection of the reform package was viewed as the catalyst for wider, more aggressive protests by the Sadrists that resulted in illegal entry into the International Zone, violence, and ransacking of the Parliament building. Throughout the tumult, GSP/Taqadam continued its decentralization work unabated, adapting accordingly as the situation unfolded.

POST CONFLICT

WORKSHOPS READIED ANBAR, DIYALA, NINAWA, AND SALAH AD DIN TO TAKE ACTION ONCE ISLAMIC STATE TERRORISTS ARE ROUTED



USAID-Iraq Contracting Officer Representative (COR), Mr. Abdul-Kareem Kasim stressing the need to use available resources to implement projects to participants of the Diyala workshop

As part of GSP/Taqadam's ongoing cooperative work with the targeted provinces, on March 29-30 (Anbar), March 31-April 1 (Salah ad Din), April 3-5 (Diyala), and April 6-7 (Ninawa), the project hosted four, back-to-back and highly successful Post-conflict Planning and Management workshops in Erbil. By the workshops' end, participants had: 1) evaluated and presented the field visit mechanisms and assessment templates; 2) learned how to conduct field surveys to assess damaged Sectors and assess infrastructure damage; 3) identified training needs and the need to create a database of basic needs and prioritize projects; 4) gained "lessons learned" experience; and 5) learned how to develop

project proposals for presentation to international donors to attract potential funding. In addition, all understood: 1) how to build local government capacity to provide necessary humanitarian services to the citizens in affected areas; 2) the basic elements of natural and manmade disasters; 3) how to identify criteria to facilitate the forming of provincial Field Technical Teams (FTTs); 4) how to develop a FTT checklist; 5) development of the FTT structure, roles, and responsibilities; and 6) the service sector assessment forms and how to use them during site visits to affected areas

GSP/Taqadum's International Post-conflict and Disaster Management Expert, Mr. Mustafa Osman kicked off the workshop by delivering a presentation on crisis and post-crisis measures to take to restore and classify basic service needs. Showing videos and photos depicting disasters that have occurred in different countries, Mr. Osman reviewed the Crisis Cell Instructions Guide, which contains information on how to handle a crisis and a checklist of all the requirements needed to support the FTT's work, including: a) FTT assessment and preparedness, b) how to assess the extent of damages and needs, c) immediate responses to be taken by the FTT, and d) methods of coordination and communication between FTT members.

In all four workshops, participants were divided into working groups based on Sector: Municipality, Health, Sewage, Roads and Bridges, and Electricity; and utilized Project Proposal templates (developed by international donors), and sample infrastructure and damage assessments (developed in cooperation with the three targeted provinces of Anbar, Ninawa, and Salah ad Din). Each working group developed a project proposal for their respective Sector (for possible funding by international donors) that included: 1) a proposed project list and matching estimated budget; 2) a bill of quantities; 3) potential beneficiaries; and 4) other necessary requirements. Once the templates were completed, each group presented its respective project proposal to the larger group, complete with a list of identified suggested donors for discussion among all workshop participants. Criteria to finance proposed projects was then agreed upon, including: 1) a feasibility study of the proposed project; 2) evaluation of the security situation and location of the project; 3) estimated project budget and detailed bill of quantities; 4) the numbers of direct and indirect beneficiaries; 5) job opportunities; 6) if the project's potential impact on the security, social, and economic situations; 7) an evaluation and monitoring mechanism; and 8) the level and amount of local contributions.

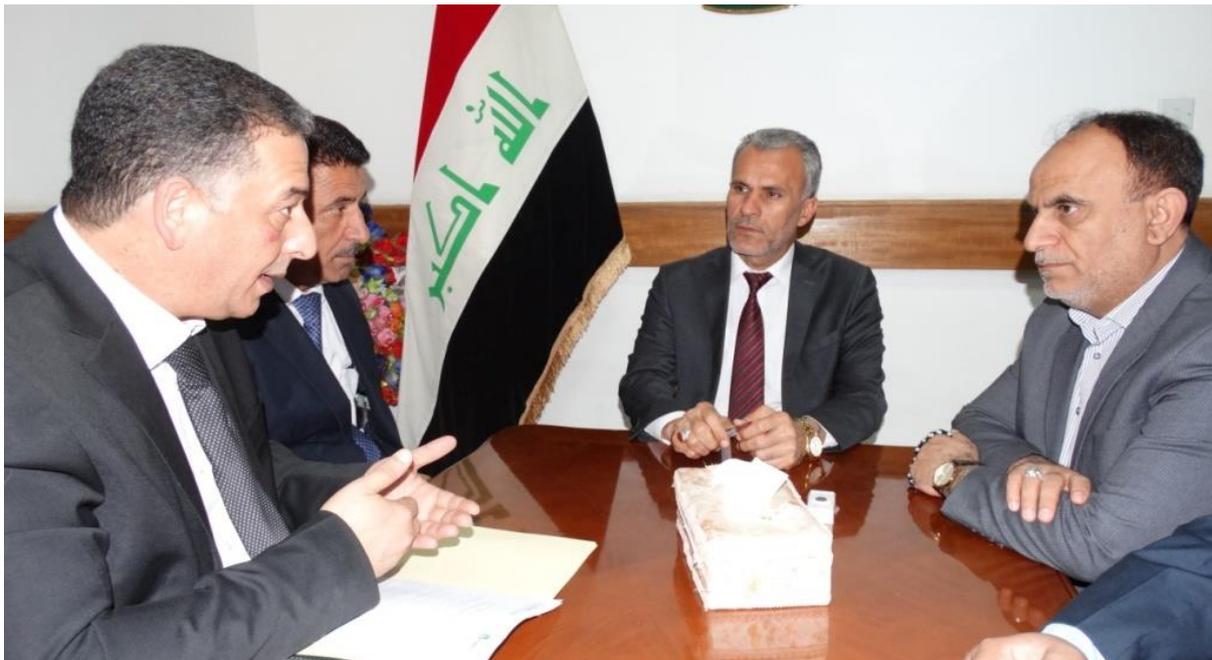
During the March 29-30 workshop for Anbar, the results of Anbar's Technical Team infrastructure and damage assessment in Ramadi's Municipality, Electricity Distribution, Water, and Sewer Sectors was reviewed. Technical team members of all Sectors were commended for not only their extraordinary efforts, but also their courage at entering Anbar's capital city after its liberation in the face of many challenges, among them: 1) landmines; 2) gaining security approvals; and 3) a lack of engineering and other specialized staff, financial allocations, and specialized equipment and vehicles.

Attendees at all four workshops included representatives and officials from respective provincial Governor's Offices (GOs), Provincial Councils (PCs), provincial Directorates; as well as from the Council of Ministers' Secretariat (COMSEC), National Security Advisory Council; United Nations Development Program (UNDP), and Council of Representatives' (COR) Speaker Representative, Mr. Riyadh Al-Falahi (April 6-7, Ninawa). Underscoring *GSP/Taqadum's* important role in providing technical assistance to provinces that have experienced damage at the hands of terrorists and are seeking the restoration of stability and services, **Mr. Al-Falahi advised provincial representatives to cooperate fully with GSP/Taqadum and said, "COR Chair, Dr. Salim Al-Jubouri, is very concerned about this issue and is expecting a detailed report on the results of this workshop."**

Chemonics Project Management Unit Director/Middle East, Mr. Todd Diamond (April 3-5, Diyala), and USAID-Iraq Contracting Officer Representative (COR), Mr. Abdul-Kareem Kasim, were also in attendance. **“There is a need to continue provide services to citizens and never put an excuse for not having financial resources,” said USAID COR Mr. Kasim. “It is important to align all resources that are available regionally or locally to meet the need of citizens and the damaged areas.”**

TRASH COLLECTION MANAGEMENT SYSTEM (TCMS)

STAKEHOLDERS BROUGHT TOGETHER BY GSP/TAQADUM TO SOLVE IRAQ’S TRASH COLLECTION WOES



GSP/Taqadum staff introducing the Trash Collection Management System (TCMS) to Najaf Governor Luay Al-Yasir

A growing population currently exceeding 32 million, rapid economic growth translating into increased personal incomes, ongoing sectarian conflicts, and terrorist activities have created enormous challenges for Iraq’s solid waste management and left the country desperately in need of an efficient and effective Trash Collection Management System (TCMS). An estimated 31,000 tons of solid waste are produced every day with daily generation per capita estimated at between .8 and 1.4 kg and Baghdad alone producing in excess of 1.5 million tons of solid waste yearly. This rapid growth in solid waste production, added to inadequate trash collection services, has placed an increasing strain on an outdated and mismanaged infrastructure heavily damaged by years of conflict. Waste deposited in unregulated landfills cause negative health and environment impacts due to groundwater contamination, surface water pollution, fires, and greenhouse gas emissions, not to mention scar the landscape and affect land use and population distribution. Despite the fact that municipalities have self-funded Directorates with adequate revenue, they resist making the necessary changes to create modern trash collection and handling practices due to the fact that they lack the authority to implement the changes needed.

To seek solutions to Iraq's growing trash management challenges, on May 3-5, when the *project* hosted a meeting with MMPW Environment and Trash Collection Section officials who, in cooperation with *GSP/Taqadum*, developed a new Trash Collection Management System (TCMS) framework that promised to greatly improve the existing trash collection system. Representatives from Basrah and Baghdad were invited as observers. During this meeting, **Najaf** and **Wasit** were selected as pilot provinces for the purposes of implementation. The TCMS framework consists of six phases: 1) the current status of solid waste management (technical documents and data); 2) best practices in solid waste management; 3) a present status to best practices comparative analysis; 4) analysis of deficiencies and improvements; 5) development of an executive plan to implement the improved system; and 6) monitoring and evaluation to ensure effectiveness and sustainability.

“Solid waste is one of the major health threats to society,” said GSP/Taqadum Acting Chief of Party, Mr. Alaa Al-Hakak. “Weak trash management performance outcomes in some provinces showed a need for effective and efficient trash collection procedures. Implementing a Trash Collection Management System will require installing clear steps and procedures to ensure that existing practices are improved and institutionalized and coupled with good planning, utilization of resources, and capacity development.”

Taking the initiative to roll out the new TCMS framework, *GSP/Taqadum* began meeting with **Najaf** and **Wasit** Governors. Expressing his full support to implement the TCMS, **Wasit** Governor Malik Wadi immediately instructed the Municipality Directorate to start its first phase by providing the required accurate data regarding the current status of Wasit's trash collection.

By May 10, *GSP/Taqadum* began rolling out the TCMS during a meeting with **Najaf** Governor Luay Al-Yasiri; Governor Advisor for Service Affairs, Mr. Ahmed Al-Hilu; and Municipality Director, Mr. Ahmed Karim who reviewed the system's objectives and expected outcomes. ***Stressing that GSP/Taqadum is an important partner to local government, Governor Al-Yasiri said, “We are willing to make use of the project's expertise and interventions to upgrade this service sector.”*** Echoing the Governor's sentiments, Mr. Karim said he was ready to work hand-in-hand with *GSP/Taqadum* to start the first phase of the system's implementation.

On May 12, in letter No. 1/9/1656, **Wasit** Governor Wadi officially committed to adopt the TCMS framework. Two weeks later, on May 31-June 3, *GSP/Taqadum* hosted a “Trash Collection Operational Development” workshop, which was attended by representatives from the MMPW; and officials from **Najaf's** and **Wasit's** Governor's Office (GO) and Municipality Directorates. The roll out meetings between *GSP/Taqadum* and **Wasit** began on June 5, just two days after the end of the workshop.

“It would be better if we start with a small pilot area within a city and apply the developed system,” suggested MMPW Environmental Section Manager, Mr. Osama Latif Mohammed. “If we succeed, then we expand horizontally to include other areas.”

WASIT AND NAJAF PRODUCE DRAFT TRASH COLLECTION OPERATION PLAN AT A WORKSHOP HOSTED BY GSP/TAQADUM



GSP/Taqadum Senior Service Delivery Specialist, Mr. Yousif Qadi reviewing trash collection management best practices with MMPW Environment and Trash Collection specialists and other participants on day one of the project's Trash Collection Operational Development workshop in Erbil

On May 31-June 3 GSP/Taqadum hosted a “Trash Collection Operational Development” workshop for 26 representatives from the Ministry of Municipality and Public Works’ (MMPW) Environment and Trash Collection Sections; and **Najaf** and **Wasit** Municipality Directorates, including Construction and Housing and Public Works Second Deputy Governor for Technical Affairs, Mr. Jabir Abd Khajy; and Wasit Deputy Governors, Mr. Adel Gharib and Mr. Rashid Aedan. Also in attendance (as observers) were Baghdad First Deputy Governor, Mr. Jasim Al-Bukhati; several Governor Advisors; and Basrah and Diwaniyah Provincial Council Service Committee Chairs.

The workshop resulted in the development of: 1) a well-defined plan of operation to facilitate an improved level of trash collection in each of the two pilot; and 2) a list of service solutions and an implementation action plan. Once implemented and outcomes analyzed, this plan will be shared with other Iraqi provinces and lead to improved levels of Municipality Directorate performance, which will, in turn, improve the level of services delivered to citizens and ultimately, create yet another link of trust between Iraqi citizens and their local government.

In their discussions, **Najaf** representatives highlighted their province’s shortage of trash collection staff, equipment, and resources compared to best management practices, and said a transfer station would be an important solution to decrease the time currently spent transferring trash, as well as work to enhance the environment. Their recommendations included: 1) securing financial support from GO and PC, including the adoption of trash collection fees to cover part of the service costs; 2) a Green Belt initiative to reduce the amount of sand storm dust from reaching the city; 3) a plan to better manage resources, including resource allocation, management, routing, frequencies, equipment, methods of collection and staging, transfer and dumping, crew size, and trash reduction, and also increase public engagement and awareness; and a transfer station to be built in a location chosen by the participants.

STANDARDS AND INDICATOR MANUAL

CEREMONY MARKS GSP/TAQADUM-DEVELOPED STANDARDS AND INDICATOR MANUAL ADOPTION BY PC



GSP/Taqadum representative (center), Mr. Ali Saif, being awarded a Certificate of Appreciation for his assistance in the development of the provincial Standards and Indicators Manual

Babil On April 11, key local government officials gathered to celebrate the Provincial Council's (PC's) adoption of the province's Standards and Indicators (SI) Manual, developed in cooperation with GSP/Taqadum. Participants included Governor Sadiq Madlol Al Sultani; Deputy Governor, Mr. Wisam Aslan; Ministry of Planning Director General, Mr. Mohammed Ali; PC members; Governor Assistants, Directorate representatives; and GSP/Taqadum. As part of the ceremony, Deputy Governor Aslan presented a Letter of Appreciation to GSP/Taqadum Provincial Coordinator for Babil, Mr. Ali Saif, "for working voluntarily to develop" the manual. In addition, the Local Government awarded him a Certificate of Appreciation for his assistance.

Commending GSP/Taqadum for its assistance in the manual's development, **Governor Al Sultani said, "I would like to thank first Deputy Governor, Mr. Wisam Aslan; Standards and Indicators Committee members; and GSP/Taqadum for their hard work bringing this document into existence."**

Echoing the Governor's appreciation, **Deputy Governor Aslan said, "Each Directorate should award a plaque of appreciation to GSP/Taqadum for its constant support in the completion of this important document and the transfer of ministerial functions."**

The manual contains performance indicators for all Service Sectors, and will be used by the Provincial Planning and Development Council (PPDC) and the PC to develop accurate, data-driven, integrated, and responsive policies and programs aimed at improving the delivery of services to citizens.

The adoption of this provincial Standards and Indicators manual goes hand-in-hand with **Babil's** Provincial Council (PC) passing (April 4) of a "Service-based Performance Management System" Law, which calls for the development of Service Delivery Improvement Plans (SDIPs) based on the use of standards and indicators.

e-COMMUNICATION AND e-MONITORING

PC VOTES UNANIMOUSLY TO ADOPT E-COMMUNICATION SYSTEM

Babil Following on the heels of the Governor's Office (GO) adoption of the *GSP/Taqadum*-developed e-Communication and e-Monitoring Systems, On April 19, Babil's Provincial Council (PC) invited project Provincial Coordinator, Mr. Ali Saif, to give a presentation on the two systems. After the presentation, the PC voted unanimously to adopt use of the e-Communication and e-Monitoring systems (in place of their current paper-based system) and to allocate funds for them via the Energy Committee's budget. Moving forward, the PC will start working jointly with the GO and *GSP/Taqadum* to obtain an .iq domain and related email accounts for the province.

GOVERNOR AUTHORIZES FUNDS FOR E-COMMUNICATION AND E-MONITORING SYSTEMS DURING MEETING WITH GSP/TAQADUM

Diwaniyah On April 18, *GSP/Taqadum* met with Diwaniyah Governor Sami Al Hasnawi; and Provincial Council Coordination Committee Chair and e-Communication Committee member, Mr. Ayad Talie, and briefed both on: 1) *GSP/Taqadum's* accomplishments to date, as well as upcoming activities; 2) issues regarding the next meeting of the High Commission for Coordination between the Provinces (HCCP); and 3) the project's role in developing provincial e-Communication and e-Monitoring systems, in cooperation with the provinces.

After stating his enthusiasm for e-Communication and e-Monitoring systems, Governor Al Hasnawi immediately approved the allocation of two million IQD to go toward installing the systems in Diwaniyah and instructed the Governor's Office (GO) Accounting Department to provide the funds the following day. Regarding the next HCCP meeting, *GSP/Taqadum* emphasized the need to: 1) analyze the functions of other Ministries mentioned in Law 21, as amended, to avoid overlapping, conflict, and duplication; 2) agree on the exact number of Directorates to be transferred to the provinces; and 3) transfer legal, administrative, financial, and technical functions at the same time. Noting these items, Governor Al Hasnawi said he would mention them at the next HCCP meeting, as well as discuss them with other Governors.

Expressing his praise for GSP/Taqadum's efforts and support of local government, Governor Al Hasnawi said, "GSP/Taqadum is considered the main support of local government and we plan to continue to cooperate with the project."

COORDINATION OF EFFORTS WITH COMSEC AND OTHER GOVERNMENT AND NON-GOVERNMENT ENTITIES

GSP/TAQADUM CHIEF OF PARTY, MR. CAMERON BERKUTI MEETS WITH REPRESENTATIVES OF OTHER PROJECTS TO COORDINATE EFFORTS



COP, Mr. Cameron Berkuti meeting with Planning Advisor to UNHABITAT, Mr. Ishaku Maitumbi

It is always exciting to learn of other projects working to improve the lives of Iraq's citizens. At every opportunity, *GSP/Taqadum* reaches out to these entities seeking to coordinate efforts in such a way that duplication is avoided, yet move forward the positive work of all involved in development work in Iraq. This week, the project was able to meet with the representatives of not one, but two of such entities.

On April 25, 2016, *GSP/Taqadum* Chief of Party (COP), Cameron Berkuti met (via Skype) with UNDP-LADP (Local Area Development Project) representatives, Jouhaida Hanano and Haitham Almashkoo, to coordinate the efforts of the two projects, ensure resources were adequately leveraged, avoid any duplication of efforts, and best achieve the objectives of both projects.

Exchanging point of contact (POC) information, participants agreed to further coordination efforts by: 1) holding follow-up meetings consisting of the teams of both projects, to discuss in greater detail each project's interventions in budgeting and service delivery; and 2) acting within its scope of work, *GSP/Taqadum* will assist the LADP experts regarding their visits to the provinces of **Basrah**, **Diwaniyah**, **Maysan**, and **Muthanna** (May 15 to June 10, 2016) to determine their provincial development strategy to ensure both projects complement rather than duplicate efforts. In addition, *GSP/Taqadum* agreed to provide LADP a translated copy of the project-developed Water Service Delivery Improvement Plan (SDIP) for Hilla in **Babil**, as a sample of its SDIP work.

On April 28, *GSP/Taqadum* COP, Mr. Berkuti met with Planning Advisor to UNHABITAT, Mr. Ishaku Maitumbi, and discussed the scope of work of each other's project. UNHABITAT is currently funded by the European Union and working with Iraq's Ministry of Planning on developing a National Urban Framework as a pilot project in several provinces. The Framework will include economic development and a government-focused urban strategy. Moving forward, COP Berkuti and Mr. Maitumbi agreed to continue to coordinate their efforts.

COMSEC DISCUSSES FUTURE COOPERATIVE EFFORT POSSIBILITIES WITH GSP/TAQADUM



GSP/Taqadum Senior Specialist, Mr. Besman Al-Jebouri (r) presenting the project's Operational Development work to COMSEC officials

On April 27, GSP/Taqadum Senior Specialists, Mrs. Khadija Al-Jabiry (Policy), and Mr. Besman Al-Jubouri (Organizational Development), and Capacity Building Specialist, Mr. Hussein Jassim, met with Council of Ministers Secretariat (COMSEC) representatives, including Director of COMSEC's Follow-up and Coordination Department, Mr. Riyadh Fadhil; Government Program Department Manager, Mr. Jinan Kadhum; and Advisor to COMSEC, Ms. Vivian Al Nasir. USAID Field Monitor, Mr. Alaa Mansour, was in attendance.

Mr. Fadhil kicked off the meeting by briefing participants on the main functions of his office, after which: 1) Mrs. Al-Jibiry presented a review of GSP/Taqadum's main goals and tasks to date; and 2) Mr. Al-Jubouri reviewed: a) the project's main achievements in its Organizational Development work in the 12 targeted provinces and the next steps planned to be taken, and b) provided all participants with documents approved by Karbala's provincial government, depicting a real life example of the results of the GSP/Taqadum-developed process mapping and streamlining activity; and 3) reviewed the Civil Service Council Law and the advantages and positive effect (on the implementation of Article 45 of Law 21, as amended) of forming provincial Civil Service Councils in coordination with the Federal government. ***"Although this law had been withdrawn from the Council of Representatives' (COR) agenda," said Mr. Fadhil, "we will continue work on preparing it so it will be ready to be presented again."***

GSP/Taqadum also presented its achievements with the Provincial Planning Development Councils (PPDCs) diagnosing their strengths and weaknesses, and possible opportunities for their reactivation if they were restructured. ***Mr. Fadhil agreed that it would be necessary to restructure the PPDCs in order for them to work effectively to set provincial policies and budgets, and stated that working on such restructuring would "provide a great opportunity for COMSEC and GSP/Taqadum to work together."***

GSP/Taqadum Capacity Building Specialist, Mr. Jassim, then presented a brief on the project’s work building the capacity of provincial government entities and Directorates to perform the transferred functions; the methodology the project used to identify the needs; and the most recent update on the project’s capacity building plan.

Thanking *GSP/Taqadum* for their efforts and presentations, Mr. Fadhil said that his office has found the project’s activities and Weekly Reports to be very important and will work to assist Prime Minister, Dr. Haider Abadi to implement Articles from his governmental program. **“Cooperation between *GSP/Taqadum* and COMSEC’s Follow-up and Coordination Department is very important,” said Mr. Fadhil.**

BACK-TO-BACK MEETINGS WITH SENIOR GOVERNMENT OFFICIALS PRODUCE HCCPSEC LETTER TO MOF AND JOINT HCCPSEC / *GSP/TAQADUM* COMMITTEE TO RESTRUCTURE THE PPDCS



HCCPSEC Legal Advisor, Khalil Ibrahim, and Chair, Dr. Torhan Al-Mufti; and GSP/Taqadum Capacity Building Specialist, Mr. Haithem Hameed, and Senior Specialist (Budgeting), Mr. Najed Hamoody (l-r)

On June 6, *GSP/Taqadum* Chief of Party, Mr. Cameron Berkuti, along with Regional Manager, Mr. Wisam Al-Dujaily, and Senior Specialists, Mr. Besman Al-Jubouri (Organizational Development), Mr. Najed Hamoody (Budgeting), Mrs. Khadija Al-Jibory (Policy), and Capacity Building Specialist, Mr. Haithem Hameed, met with High Commission for Coordination between Provinces (HCCPSEC) Chair, Dr. Torhan Al-Mufti, and his Legal Advisor, Mr. Khalil Ibrahim.

After updating Dr. Torhan on recent *GSP/Taqadum* activities, Mr. Berkuti inquired if the Ministry of Finance (MOF) had kept its word (as of June 1) and responded to requests by local governments and facilitated their opening the required provincial bank accounts as promised.

Acknowledging the MOF’s inaction, Dr. Torhan said he would send the Ministry a letter urging it to take action.

Thanking *GSP/Taqadum* for its efforts working with the provinces to support the implementation of Law 21, as amended, Dr. Torhan asked that a joint HCCPSEC/*GSP/Taqadum* committee be established to develop, for future approval by the High Commission for Coordination between Provinces (HCCP): 1) a mechanism to clarify the technical role of the devolved ministries in relation to the provincial governments; and 2) an accountability framework between Federal and provincial governments.

Later in the day, in response to the Council of Ministers' Secretariat's (COMSEC's) Follow Up and Governmental Coordination Office's invitation, this same *GSP/Taqadum* team attended a meeting with Director General, Mr. Riyadh Fadhil and Dr. Torhan where the discussion turned to restructuring the Provincial Planning and Development Councils (PPDCs). Agreeing the PPDC should be reorganized to be more active and fulfill its intended mission, participants recommended *GSP/Taqadum* provide a draft of a new PPDC structure and responsibilities within two weeks for discussion and HCCP approval.

Following this meeting, the *GSP/Taqadum* cadre met with Prime Minister, Dr. Haider Al-Abadi's Economic Advisor, Dr. Abdulhusain Al-Anbaki and updated him on project activities. While discussing issues regarding the needs of the Iraqi government and how to make local government more responsive to the needs of citizens, Dr. Al-Anbaki emphasized the importance of revenue generation and administrative reform critical as a prerequisite to economic reform and to increase the performance of all entities in Iraq.

BASRAH ASKS UNDP TO COOPERATE WITH GSP/TAQADUM ON NEW PROJECT INVOLVING STRATEGIC PLANNING WITH SECTORS

On May 31, at the invitation of **Basrah** provincial government officials, *GSP/Taqadum* Provincial Coordinator, Dr. Sarmad Ghazi, and Service Delivery Specialist, Mr. Ihsan Khadim, participated in a meeting between UNDP-Local Area Development Program (LADP) representatives International Caption Consultant, Mr. Ivan Davidov, and Project

Manager, Ms. Jouhaida Hanano; and Governor's Office, Provincial Council, local government staff and members, including, Planning Committee Chair, Engineer Nashaat Al-Mansori; and Development and Reconstruction Committee Chair, Mr. Zahra Al-Bajari. The meeting was chaired by First Deputy Governor, Eng. Mohammed Tahir Al-Timimi, who led participants in a discussion regarding the UNDP's new project that plans to work with five Sectors in each of the local governments in the four provinces of **Basrah**, **Diwaniyah**, **Maysan**, and **Muthanna** to: 1) identify major obstacles selected sectors are facing in their work; 2) compose strategic plans for each sector to remedy the situation; and 3) attract European donors to fund the strategic plans.

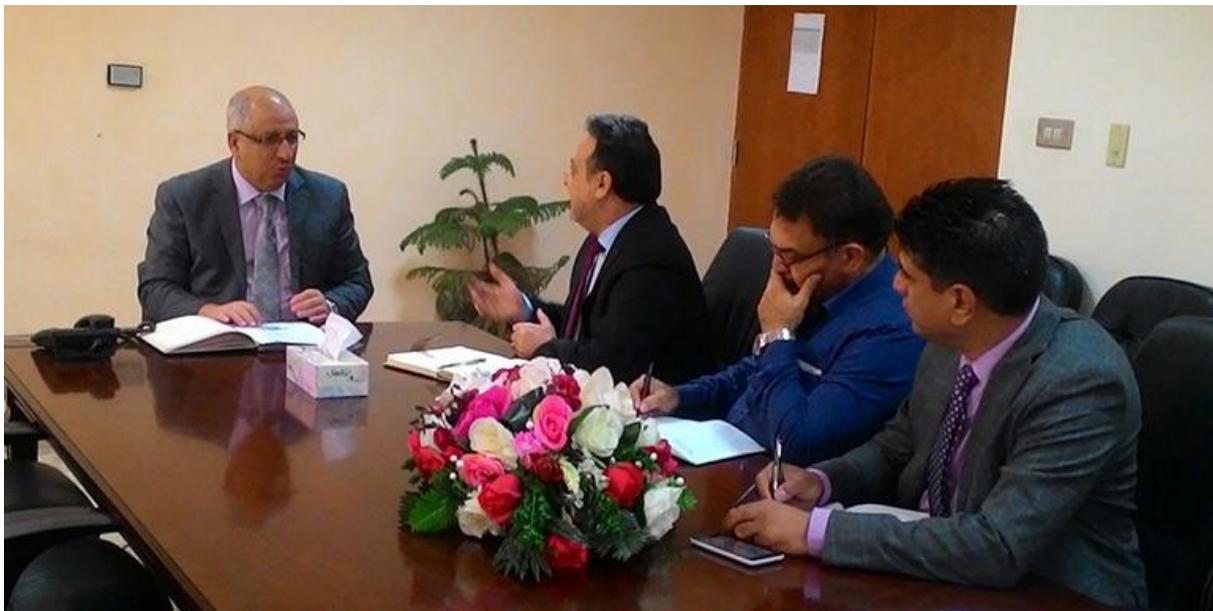
Basrah officials asked the UNDP to cooperate with *GSP/Taqadum* due to its long-term efforts working with local Directorate staff on strategic planning through the development of Service Delivery Improvement Plans (SDIPs) for Municipality, Water, Sewer, Primary Health, and Primary School and other methodologies.

After Mr. Davidov briefed participants on the scope of the UNDP project, *GSP/Taqadum* gave a presentation summarizing its efforts and achievements over the past year working with the targeted Directorates' sectors. Ms. Hanano then asked participants which five sectors they recommended the

UNDP plan to work with in order to develop their strategic plans. Unable to identify five sectors, officials explained the difficulty of choosing just five because of the connectivity between all of the Directorates and their respective sectors. **“For example, if we want to solve the housing problem,” said Eng. Al-Timimi, “we need to consult with many sectors, such as electricity, water, infrastructure, and loans.”** Unable to reach an agreement on what sectors should be chosen, officials said they would consult with Directorate managers to get their opinions on the major challenges they face and in which sectors.

The following day, on June 1, GSP/Taqadum’s Dr. Sarmad met with UNDP Southern Coordinator, Mr. Ali Khalil, who explained in more detail, what the UNDP project would involve. This includes: 1) choosing five to six main sectors, such as Housing, Agriculture, Industry, Tourism, or Health; 2) identifying the main obstacles facing these sectors; and 3) writing a strategic plan for each sector in such a way to attract European donors; and 4) identifying European donor(s) to fund implementation of the strategic plans.

MEETING WITH MINISTRY OF PLANNING AND COUNCIL OF REPRESENTATIVES DEPUTY SPEAKER PAVE WAY TO DECENTRALIZATION



MOP Deputy Minister, Dr. Maher Johan meeting with GSP/Taqadum Chief of Party, Mr. Cameron Berkuti; Regional Coordinator, Mr. Wisam Al Dujaili; and Capacity Building Specialist, Mr. Haitham al-Hassan (l-r)

Baghdad On June 8, a GSP/Taqadum delegation, including Chief of Party, Mr. Cameron Berkuti; Regional Coordinator, Mr. Wisam Al-Dujaili; Capacity Building Specialist, Mr. Haithem Al Hassan; and Senior Specialist (Organizational Development), Mr. Besman Al-Jubouri, met with Deputy Minister of Planning (MOP), Dr. Maher Johan; and MOP Local Development Unit Manager, Ms. Aidah. After a brief presentation by Mr. Berkuti on the project’s main accomplishments regarding implementing Article 45 of Law 21, as amended, and empowering local governments and targeted Directorates to assume the responsibilities associated with the transfer of functions, the discussion turned to re-structuring of the Provincial Planning and Development Councils (PPDCs) in such a way to enable them to lead development in the provinces by focusing on the main players and developing a model to manage their respective roles and responsibilities.

Expressing a clear interest in *GSP/Taqadum*'s planning and budgeting procedures and reactivating the role of the PPDCs, Dr. Johan said he supported the project's decentralization efforts to date and was impressed with its accomplishments.

Dr. Johan agreed to partner with *GSP/Taqadum* on the following items:

3. Develop a model to lead various aspects of development in the provinces.
4. Assist *GSP/Taqadum* specialists presentation of the project's approach to improve PPDC performance to make it more efficient and effective
5. Improve the ability and skills of the PPDCs to enable them to lead development in the provinces
6. Meet regularly to share ideas, experiences, and knowledge

The group agreed to meet again next quarter after Ramadan for a long meeting to review details of planning, budgeting, and performance measurement approach the project is using for developing Service Delivery Improvement Plans (SDIPs).

On June 7th, Mr. Berkuti met with Council of Representatives (COR) Deputy Speaker, Dr. Humam Hamoodi, who guaranteed he would push forward the Civil Service Law slated to resolve six laws that currently conflict with decentralization. Dr. Hamoodi also suggested Mr. Berkuti meet with legal, finance, and regional committees after Ramadan.

CHIEF OF PARTY MEETS WITH SUPREME AUDIT BOARD MEMBERS



Members of Iraq's Supreme Audit Board (left) meeting with GSP/Taqadum Chief of Party, Mr. Cameron Berkuti (right)

Seizing the rare opportunity of having Supreme Audit Board (SAB) officials attend a *GSP/Taqadum* event – in this case the project's June 19-20 National Local Financial Management Forum – Chief of Party, Mr. Cameron Berkuti sat with SAB Audit Director General (Middle Euphrates), Mr. Rafid

Yaseen; Audit Director General (Northern Region), Mr. Zuhair Sarkees; and Administrative and Legal (Directorate) Director General and Provincial Committee Chair, Mr. Ahmad Saleem to get their thoughts on decentralization.

After briefing them on *GSP/Taqadum's* decentralization work plan with the Ministries and the local governments; and its main Legal, Finance, Administrative, and Service Delivery pillars, Mr. Berkuti spoke about the project's next phase that will focus on vertical and horizontal accountability – vertically through the Ministries and Federal government and horizontally through citizen involvement – once the functions and authorities are transferred to the local governments. The role of the SAB is essential in this accountability assessment process, thanks to the accurate data the SAB is responsible for collecting on Ministry and local government performance – both before and after decentralization.

According to Mr. Sarkees, he would have liked to be involved from the beginning of the *project's* work. Surprised to hear about the various decentralization steps that had been adopted to date, he asked for a review of all the adopted steps. “I would like for all key SAB decision makers to be given a review of *GSP/Taqadum's* entire work plan in order to reach an agreement on how to cooperate together on decentralization. We are concerned to shift from the Federal to the local level since we believe that the transition process is not subject to financial and administrative controls. We need to implement high level meetings between *GSP/Taqadum* and SAB leaders, and coordinate with the High Commission for Coordination between Provinces to develop a plan on how to move decentralization forward.” All agreed to arrange and schedule such a meeting next quarter once Ramadan ends.

GSP/TAQADUM UPDATES TARGETED DIRECTORATES ON ITS DECENTRALIZATION PROGRESS AND CHALLENGES FACING THOSE DIRECTORATES



Representatives from Najaf's targeted Directorates and GSP/Taqadum reviewing the functions transfer process and challenges facing decentralization efforts

Najaf On April 28, *GSP/Taqadum* attending the Provincial Council's Economic and Finance Committee meeting with 25 (2 female, 23 male) representatives from the Governor's Office (GO), and eight Service Delivery Directorates under the joined MOMPW and MOCH Ministries, included in Article 45 of Law 21, as amended (Municipalities, Municipality, Sewer, Health, Urban Planning, Roads and Bridges, Planning and Follow Up, Urban Planning, and Buildings). In response to the request of PC Economic and Financial Committee Chair, Mr. Muhsin Timimi, *GSP/Taqadum* staff presented a detailed update on: 1) the progress of decentralization efforts; 2) the number of Directorates and functions that have been transferred to date; and 3) an overall recap of all *GSP/Taqadum* accomplishments to date. These include the following successes: 1) the development of legislative statutes and amendments that removed obstacles to decentralization that were presented to the provinces by the project, and passed by the respective PCs; 2) implemented short- and long-term solutions that were developed in cooperation with the province and aimed at improving the delivery of services to citizens; 3) process mapped and streamlined the steps of provincial functions and services; and 4) working closely with counterparts in the Governor's Offices, supported the establishment of Financial Affairs Directorates (FADs) in 15 provinces, and the defining of roles and responsibilities of FAD staff, and also the FAD's relationship with the Ministry of Finance (MOF) and targeted Directorates.

Meeting Highlights:

- Governor Advisor for Service Affairs, Mr. Ahmed Al-Hill, presented the steps taken by the GO, correspondence between the High Commission for Coordination between Provinces' Secretariat (HCCPSEC) and the GO, and the chief objections the GO has with the Ministries that are overdue in transferring their functions.
- FAD staff presented a review of the Directorates (particularly Education and Youth and Sports), that have not yet prepared their property inventory lists that are to be sent to the MOF once they are completed; and discussed the MOF's delay in opening the two required FAD bank accounts for operational and investment expenses.
- The Health Directorate asked the PC to approach the Ministry of Health (MOH) to complete the transfer all the necessary functions to the provinces in order to ensure the provision of services.
- The Youth and Sports Directorate stated that he objected to the Ministry of Youth and Sport's decision to offer all youth institutions to private investment, citing that such a decision is the responsibility of the local government and not the Ministry's, and thus he requested the PC to review the decision.
- The Agriculture Directorate informed the PC that it had had more authorities under former system and most of these authorities were taken from Directorate after the transfer of some functions, as per the Ministry of Agriculture's transfer letter.
- Of all the challenges facing decentralization, participants identified the MOF as the main obstacle to decentralization. One example given cited employee promotions: before the transfer, employee promotions were processed rapidly. Since the transfer, the MOF and related Ministries are not processing the promotions. Also, FAD employees designated from other directorates are losing some benefits since their reassignment to the FAD.

While discussing these issues, PC members informed Directorate representatives that they were unaware of these problems, and requested *GSP/Taqadum*, the GO, and the Directorates: 1) submit appropriate legislation to ensure smooth the transfer of functions; and 2) submit a list of needs to the PC so it can provide support for the transfer process. Participants agreed to conduct bi-weekly Sectoral Committee meetings consisting of *GSP/Taqadum*, GO, and relevant Directorate

representatives and provide the PC with updates of these meetings, including recommendations of possible action steps the PC could take to provide the required support.

“We could not have reached this advanced level of transfer of functions and authorities without the assistance of GSP/Taqadum,” said PC Economic and Financial Committee Chair, Mr. Muhsin Timimi.

FINANCIAL CAPACITY BUILDING

GSP/TAQADUM’S NATIONAL CAPACITY BUILDING NATIONAL WORKSHOP ENABLES PROVINCIAL FINANCE STAFF



GSP/Taqadum Senior Budgeting Specialist, Mr. Najed Hamody, reviews the principles of financial management performance standards

Erbil On April 27-29, GSP/Taqadum conducted a three-day “National Finance Capacity Building Workshop” for 69 Governor Offices (GOs) and Financial Affairs Directorates (FADs) financial staff from the 15 targeted provinces that resulted in participants gaining the knowledge of and practicing how to perform financial functions in accordance with Ministry of Finance requirements and general accounting procedures; and the newly hired staff assigned to the

FAD understood how to perform the financial functions assigned to them, in accordance with their FAD roles and responsibilities. GSP/Taqadum Senior Budgeting Specialist, Mr. Najed Hamood, kicked off the workshop by reviewing the principles of financial management performance standards; and then engaged in a series of practical exercises and theoretical presentations on how to: 1) consolidate financial reports; 2) conduct budget transfers; 3) manage the monthly cash flow budget; 4) code investment and operation budgets; and 5) formulate investment and operation budgets.

In accordance with decentralization mandates, *GSP/Taqadum* is assisting Iraq's provincial governments and Ministries in developing processes that will allow and create space - legally, organizationally, and financially – for the transfer

of functions from the federal level to the local. This transfer is creating new functions to be executed by provincial Directorates, the staff of which (in most cases) does not yet know how to perform these transferred functions. In addition to the need for legislative development (in the form of the creation of new laws and amendments to old ones) that will allow for this transfer, and organizational development (to create a structure for these functions to operate within), there also is a need to develop financial structures and build staff capacities and skills. This building of capacity will ensure the smooth implementation of the local financial management system developed by *GSP/Taqadum* in cooperation with the targeted provinces. Applying a solid and reliable financial management system is critical to facilitate the provision of services to citizens, ensure smooth flow of cash to directorates providing services, preserve public money and properties, and ensure that public money is used in the best way to serve public needs.

NATIONAL LOCAL FINANCIAL MANAGEMENT FORUM



GSP/Taqadum COP, Mr. Cameron Berkuti giving a presentation on the principles of decentralization

Erbil On June 19-20, *GSP/Taqadum* hosted a National Local Financial Management Forum for 40 officials from 13 provincial Financial Affairs Directorates (Diyala and Maysan were not present), including three Director Generals from the Supreme Auditing Board (SAB), and two Ministry of Finance (MOF) representatives. On day one, attendees were exposed to presentations from each province, and participated in deep discussions on their various, individual provincial Financial Affairs Directorate (FAD) practices and experiences (both technical and administrative), as well as the different challenges and obstacles faced by the FADs in each province.

One result of these discussions was the realization by all participants of the different methods practiced from province to province. Other results saw: 1) the exchange of ideas and knowledge

regarding different financial procedures by FAD Managers; 2) the development of and agreement on a set of Local Financial Management technical procedures, processes, and mechanisms that are in compliance with MOF and SAB regulations; 3) attendees engage with MOF and SAB representatives on FAD activities; 4) the compilation of a list of needs to ensure effective local financial management system; and 5) attendees receive basic feedback on the best practices that should be applied to the FADs.

MOF representative Property Evaluation Section Manager, Mr. Qudiar Yassin, said he would report on the outcomes of the Financial Forum to Deputy Minister, Mr. Fadhil Nabi, and: 1) share provinces points of view regarding the role of the MOF in facilitating the FAD's functions; and 2) coordinate a meeting between the provinces, Mr. Nabi, and GSP/Taqadum. SAB Legal Department Director General. Mr. Saleem Dari, said he would submit a report to SAB decision makers, and work to support and grow the cooperative efforts between the SAB and GSP/Taqadum.

ACCOUNTABILITY FRAMEWORK

EDUCATION WORKSHOP CREATES ACCOUNTABILITY FRAMEWORK AND DELINEATES MOE – BABIL RELATIONSHIP



On May 15-16, GSP/Taqadum hosted a two-day “Accountability Framework and Technical Relationships between Ministries and Provinces” workshop in Erbil, with Babil as the pilot province. Leading the workshop is GSP/Taqadum Babil Legislative Specialist Abass Burhan.

GSP/Taqadum began focusing on development of an Accountability Framework this quarter, in cooperation with all 15 provinces and three targeted Ministries that will regulate the technical relationships regarding the transferred functions, roles and responsibilities of the provincial directorates. This Framework will be a helpful guide for the Ministries to ensure the functions are being implemented appropriately and national public policies are adhered to, in accordance with Law 21, as amended, and the Constitution. During the decentralization process and related devolvement of functions and powers, gaps and overlap may appear as a result of alterations within and to the authority system. To bridge these gaps and achieve smooth implementation of the national policies and standards, the technical relations between the ministries and provinces (Governor Offices and

transferred Directorates) need to be defined, and an accountability and oversight mechanism established.

To that end, *GSP/Taqadum* held a series preparatory meetings with pilot Governor’s Offices (GOs) officials and Directorate representatives from **Babil** (Education, April 27), **Diwaniyah** (Planning and Follow-up, May 9), **Najaf** (Municipality and Municipalities, May 12), and **Wasit** (Sewer and Water, May 10) and discussed: 1) the relationships between these respective Directorates and the Ministry of Education (for Babil), and the Ministry of Municipalities and Public Works (MMPW) for the rest; and 2) mechanisms for carrying out their functions. Another preparatory meeting between the Directorate of Urban Planning and the MMPW occurred on May 24.

“We are happy to be the pilot for this issue,” said Mr. Khalaf. “This is a good experiment and workshop takeaways, including policies, standards, reporting methods, information, tools, and practices, will lay a good foundation and working model for other provinces to build on and replicate.”

Culminating the efforts of the above-mentioned previous preparatory meetings that involved Babil GO and Education Directorate officials, on May 15-16, *GSP/Taqadum* hosted a two-day “Accountability Framework and Technical Relationships between Ministries and Provinces” workshop in Erbil, with **Babil** as the chosen pilot province. And on May 29-30, 2016 *GSP/Taqadum* hosted the first of two back-to-back sectoral “Defining The Technical Relationships and Accountability Mechanisms between Ministries and Provinces” workshops in Erbil for the Ministry of Municipalities and Public Works (MMPW) Municipality, Municipalities (**Najaf** as pilot) and Urban Planning (**Karbala**) Directorates. Participants reviewed the legal, administrative, and financial functions; Ministry-Province roles and relationships; and means to provide accountability and oversight, including reports, information, tools, and practices to secure the implementation of the National Ministerial Policies and Standards.

SERVICE DIRECTORATES DRAFT ACCOUNTABILITY AND TECHNICAL RELATIONSHIPS BETWEEN MINISTRY AND PROVINCES



*Officials from Diwaniyah and Wasit’s GO and PC participating in *GSP/Taqadum*’s second of two back-to-back “Technical Relationships and Accountability Mechanisms between the Ministry of Municipalities and Public Works (MMPW) and Provinces” workshops in Erbil that resulted in the drafting of an Accountability Framework*

On May 29-30 and May 31-June 1, *GSP/Taqadum* Legal Specialists hosted two back-to-back sectoral “Technical Relationships and Accountability Mechanisms between the Ministry of Municipalities and Public Works (MMPW) and Provinces” workshops in Erbil that resulted in the drafting of an Accountability Framework by the four provinces of **Karbala** and **Najaf** (May 29-30), and **Diwaniyah** and **Wasit** (May 31 - June 1) chosen as pilots to develop to a mechanism delineating Ministry / Province accountability (ministry vis-à-vis provinces) and slated to be shared with all other provinces. In addition to defining the technical relationships required to perform the devolved functions, the draft contains recommendations for monitoring and oversight and accountability tools, including reports, statistics, plans, and practices. It also clearly delineates the Ministry-Province roles and relationships, and assesses the execution of ministerial public policies.

Participants at the workshops included representatives from the MMPW, and respective provincial Governor’s Offices, Provincial Councils, and Municipality and Municipalities Directorates.

Kicking off the first workshop with a presentation highlighting the many aspects of decentralization, *GSP/Taqadum* Chief of Party (COP), Mr. Cameron Berkuti, discussed: 1) its connection to service delivery and what is required for it to be applied successfully; 2) the difference between centralization and various forms of decentralization such as de-concentration, delegation, and devolution; and 3) project progress.

After Mr. Berkuti’s presentation, *GSP/Taqadum* Senior Legal Specialist, Mr. Ahmed Sinjari, reviewed: 1) the concept of accountability; 2) technical relationships required after the functions transfer; and 3) the need to distribute roles and responsibilities between the Ministry and Directorate. Also discussed was the role of the Ministry and the Minister’s authority prior to the implementation of Article 45 of Law 21, as amended, as well as the new role of the provinces in shaping the public policy and enabling the provinces. Given the transferred directorates are legally and financially associated to the provinces, and at the same time technically connected to the MMPW, participants were led through an exercise where they defined the technical relationships. Once this was done, the Accountability Mechanisms and Technical Relationships were drafted and made ready for sharing with all 12 targeted provinces.

EXTENSION-RELATED

REVISED EXTENSION WORKPLAN PRODUCED AFTER MARATHON MEETINGS INTEGRATE IDEAS AND UNITE TEAM VISION



During a marathon series of meetings, GSP/Taqadum Lead Team members and relevant staff, led by Chief of Party, Mr. Cameron Berkuti, worked around the clock on the USAID-requested revisions to the project's workplan

To address USAID's request for a revised extension work plan for the newly added four ministries (Agriculture, Youth and Sports, Labor and Social Affairs, and Reconstruction and Housing) and continued work with the initially targeted ministries, Chief of Party, Mr. Cameron Berkuti summoned all *GSP/Taqadum* Lead team members to Erbil to work together to collaboratively and precisely meet this request. From May 15-22, *GSP/Taqadum* Lead Team members and relevant staff held an 8-day marathon of meetings restarting the work plan development process. Highlighting USAID requirements for the revised work plan, Mr. Berkuti provided all with detailed summary and activity templates. Working at times as a unit and at other times in small working groups, Lead Team members reviewed every line item aspect of the project's work, including its successes and progress to date, what it plans to accomplish and by what means, its end goals, and how to measure and evaluate progress made to that end.

The 10 to 12 hours meetings were buoyed by Mr. Berkuti's directions and highly engaging group discussions, which facilitated for all involved, a much deeper understanding of the interrelatedness of each individual's work area and specialties. The result saw a revised work plan produced containing clearly defined and linked activity inputs, outputs, and outcomes, complete with activity descriptions and a timeline for completing them. This revision also includes a summary of all current achievements and future goals, and a list of relevant and critical deliverables.

Always difficult to see one's work in the day-to-day, a tangible by-product of this enormous effort saw *GSP/Taqadum* Lead Team members unite into an integrated whole, with each individual coming away inspired by seeing the importance of their work reflected in the greater whole.

HERALDING PROVINCIAL BUY-IN OF GSP/TAQADUM-DEVELOPED GOVERNOR'S OFFICE ORGANIZATIONAL CHART, BASRAH BECOMES FIRST PROVINCE TO ADOPT IT

Heralding provincial buy-in of a new Governor's Office organizational structure, approved by Prime Minister, Dr. Haider Al-Abadi (in letter No. 271 dated December 13, 2015) and developed in cooperation with GSP/Taqadum, Basrah Governor, Dr. Majid Al-Nasrawi, in Administrative Order No. 3432 dated May 9, ordered its adoption and application to Basrah's Governor's Office (GO). This letter also canceled, without any exceptions, all previous Administrative Orders related to administrative authorities.

Due to the overlap in the roles and responsibilities of the Governor Assistants and Deputies and in an attempt to alleviate related confusion, GSP/Taqadum worked closely with the 12 targeted provinces to resolve structural role identification and assignment issues. In January 2015 and again in March 2016, GSP/Taqadum hosted workshops for 120 representatives from the eight provincial (Babil, Baghdad, Diwaniyah, Diyala, Kirkuk, Najaf, and Wasit) Directorate Human Resource and Legal Sections, and Governor Assistants and Deputies, which resulted in the successful development of final unified Governor's Office (GO) Organizational Chart. On November 27, 2015 project staff met with High Commission for Coordination between Provinces Secretariat (HCCPSEC) Chair, Dr. Torhan Al-Mufti and reviewed the Organizational Chart and how to obtain its initial approval for its eventual adoption (which occurred in December) by Prime Minister Al-Abadi.

For the most part, the organizational structure adopted by Basrah follows the GSP/Taqadum-developed organizational chart, with one with one alteration regarding a finance authority delegated to a Deputy Governor instead of the Governor that better fits its organizational needs. ***"We were worried that the Governors would assume all the authorities and not distribute them among staff in the Directorates," said Dr. Al-Mufti in a discussion with Chief of Party, Mr. Cameron Berkuti regarding the progress in the provinces of the decentralization process. "So we are very pleased the provinces are taking the GSP/Taqadum-developed organizational relationship between the GO and Directorates seriously and distributing the roles, responsibilities, and authorities accordingly among the Directorates, allowing them to do the job, and not centralizing the functions."***

An Organizational Chart is an institution's skeleton that helps clarify who answers to who, where each person fits in the chain of command, and define her/his responsibilities to prevent overlaps and unnecessary replication of efforts. It is a good tool that effectively helps employees to know their roles and responsibilities, appropriately divides staff functions, shows the relationships among staff, and increases the work's visibility and transparency.

BUILDING ON THE ADOPTED FINANCIAL AFFAIRS DIRECTORATE STRUCTURE

BABIL GOVERNOR MADLOOL ORDERS THE INCORPORATION OF THREE NEW DEPARTMENTS INTO AN EXPANDED LOCAL AFFAIRS DEPARTMENT

Last September 1 (2015), in response to a recommendation made at an earlier date by *GSP/Taqadum*, **Babil** Governor Sadiq Madlool authorized the establishment of a Financial Affairs Directorate (FAD) responsible for assuming all financial management functions at the provincial level. In accordance with *GSP/Taqadum*'s proposed model, the proposed FAD originally consisted of two Sections: 1) Budgeting; and 2) Accounting. On December 12, 2015, the Governor issued AO 1066 that ordered the establishment of a Revenue Section, bringing the number to three. On April, 20, 2016, soon after **Babil's** GO assigned ten staff to its FAD, *GSP/Taqadum* provided all with the required trainings on the FAD's systems, processes, and procedures.

A little over a month later, seeing the need to establish additional supports for provincial efforts, Governor Madlool issued Administrative Order (AO) No. 394 dated May 25, 2016, authorizing the establishment of three new Sections: 1) Administrative, 2) Legal, and 3) Technical Affairs. These three new Sections will join the FAD's three Sections under a yet-to-be named, all inclusive umbrella structure. (Although no official order or letter has been issued naming this structure, currently, provincial officials are calling it LAD or Local Affairs Directorate.) Governor Madlool also assigned a manager to each of these Sections and tasked them with writing job descriptions and selecting and assigning staff from the targeted Directorates to the new Sections.

On May 30, in response to Governor Madlool's AO No. 394, *GSP/Taqadum* met with FAD Accounting and Budgeting managers and reviewed: 1) the FAD organizational chart; 2) *GSP/Taqadum*-developed job descriptions; and 3) the number of staff required for each FAD Department. Participants agreed to: 1) assign additional staff to the FAD, bringing the number from 10 overall to 10 per Section; and 2) conduct a field visit to the transferred Directorates to identify aspects of accounting work and introduce themselves to staff.

Acting quickly, the six Section Managers visited the Sewage and Water Directorates on May 31, and, on June 1 the Municipalities Directorate. Accompanied by *GSP/Taqadum* on both days, the Section Managers observed and reviewed the many facets of work performed by staff in these Directorates, including in the areas of administration, legal, and technical affairs; and budgeting, accounting, and revenue. These site visits provided the Section

Managers with a clear view of: 1) the type of accounting system used by each Directorate; 2) the different records each keeps regarding expenses, revenues, advances, and deposits; 3) the financial reports each sends to the MOF, including trial balance and bank statements; 4) the correspondence between the Directorates and the related Ministries regarding the funding process; and most importantly, 5) the level of the Directorate staff's various capacities. The last item supports their Section staff selection and assignment efforts.

STANDARDIZATION OF STREAMLINED SERVICE PROCEDURES

SERVICE-RELATED PROCEDURES STANDARDIZATION WORKSHOPS BRINGS HOME A UNIFIED SET OF PROCESS



GSP/Taqadum Senior OD Specialist, Mr. Besman Al-Jubori, presenting the final results per each sector using tables and figures to review the services process mapped and streamlined by the provinces

Erbil On May 31-June 3, GSP/Taqadum hosted two back-to-back Standardization of the Streamlined Services workshops, where participants from the 12 targeted provinces reviewed the various streamlined procedures gathered from their respective Directorates, Provincial Councils (PCs), and Governor's Offices (GOs) and then, after choosing from among the procedures, adopted a final unified set of streamlined processes to be used in all provinces. This national standardization of procedures will ensure that almost identical procedures, allowing for minor variation, will be offered in all provinces to citizens seeking to access services, and also act to make local government accountable to their constituents, thus build trust between the two.

In total, the workshops were attended by 111 representatives from the Council of Ministers Secretariat (COMSEC); Ministries of Education and Municipalities and Public Works; and the Provincial Council (PC), Governor Office (GO), Health, Education, Water, Sewer, Municipality and Municipalities Directorates of the 12 targeted provinces (**Babil, Baghdad, Basrah, Dhi Qar, Diwaniyah, Diyala, Karbala, Kirkuk, Maysan, Muthanna, Najaf, and Wasit**).

During each workshop, GSP/Taqadum Senior Organizational Development (OD) Senior Specialist, Mr. Besman Al-Jubori reviewed with participants the final results of streamlined service procedures per Sector using tables, charts and figures that clearly showed, by province, the results of the process mapped and streamlined service procedures. Working with smaller groups, project OD specialists provided training on how to streamline future processes, and after a review, had participants complete the Standard Streamlining Form for each of the 143 streamlined services. All agreed to adopt and publish (online and widely in the media) the unified set of procedures in all 12 provinces to both inform citizens of their existence and facilitate their easy access of them.

“Standardization of the service procedures is a superb achievement and it is an integrated process that will enable us to better serve citizens,” said Diyala PC member, Mr. Ahmed

Madhloum. *“This successful experience needs to be constant. We hope that the standardized formula will be documented and posted on the provincial websites.”*

“This is the first time I have participated in GSP/Taqadum activities,” said COMSEC Decisions Section Manager, Mr. Ali Ghali. “The staff is well-trained, skillful and experienced. Such trainings will help alleviate the burden from the citizens and facilitate their accessing services more easily.”

“Applying streamlined procedures might be challenging to some employees actually implementing the steps,” said MOE Director of Administrative Affairs Directorate, Mr. Shalal Noori. “It is essential to delegate authorities to the Governors and also to the lower levels, such as school principals.”

PROFILE IN DEDICATION:

AN INTERVIEW WITH MINISTRY OF MUNICIPALITIES AND PUBLIC WORKS DEPUTY MINISTER OF TECHNICAL AFFAIRS, MR. JABIR AL-HASSANI

In an extraordinary show of dedication, Ministry of Municipalities and Public Works (MMPW) Deputy Minister of Technical Affairs, Mr. Jabir Al-Hassani, attended not one, but all three of the GSP/Taqadum-hosted workshops held in Erbil May 31 to June 2. Starting off the week, he spent Tuesday, May 31 at the “Technical Relationships and Accountability Mechanisms between the MMPW and Provinces” workshop (Municipality and Municipalities - **Najaf**; and Urban Planning - **Karbala**). On Wednesday June 1, he attended our “Trash Collection Operational Development” workshop. And on Thursday, June 2, he finished off the week by visiting our “Standardization of the Streamlined Services” workshop.



MMPW Deputy Minister of Technical Affairs, Mr. Jabir Al-Hassani discussing ways to expedite the decentralization process with GSP/Taqadum Chief of Party, Mr. Cameron Berkuti

As a civil engineer, former Deputy Governor in Baghdad (2008-09), and Advisor to the MMPW since 2009, Mr. Al-Hassani is no stranger to the needs of citizens, the workings of government, or answering questions. Below are some of his answers to questions put to him by GSP/Taqadum.

Q: What experience did you gain from being a Deputy Governor before carving out your ministerial career?

Deputy Minister Al-Hassani: “Based on the experience I gained when I was a Deputy Governor, I feel the provincial office structures should be sustainable and constant, and not affected by politics.”

Q: What is the role of the Ministry in enabling the provinces?

DM Al-Hassani: The Ministry empowers the provinces. MMPW pioneered in devolving authorities even before Law 21; we proactively transferred 14 functions.”

Q: Do you think citizens can “partner” in accountability and oversight?

DM Al-Hassani: “The citizens can be made partners and have a role in oversight through a variety of channels, including the media, the courts, Governor’s Offices, Provincial Councils, and Ministries.”

Q: “What do you see as the benefit of a Trash Collection Management System?

DM Al-Hassani: “The main benefits of a trash collection system for citizens are: 1) efficient sanitary operation; 2) reduced expenses; and 3) increase efficiency and effectiveness; 4) positive aesthetic aspect and environment preservation; 5) increased estate values in cleaned areas; 6) less disease; and 7) better service delivery.”

Q: What advice would you give a Governor or a local government regarding trash collection?

DM Al-Hassani: “In terms of trash collection, my advice to local governments is this: 1) create new fund management and income generation resources, including fees; 2) educate and involve the community in clean-up campaigns; and 3) mobilize machinery in targeted areas on a regular basis to make a positive and visible impact.”

Q: At this stage, how can the MMPW support the provinces?

DM Al-Hassani: “At this stage, we can support the provinces by expediting the transfer of authorities and dissociation from the ministry, and offering “parental” advice and guidance to the transferred directorates that were once attached to us.”

Q: What are the horizontal and vertical accountability and oversight follow-up roles?

DM Al-Hassani: “Besides legislation, Provincial Councils have oversight and monitoring roles over the Governors who have executive powers. Horizontally, Provincial Council can notify, summon, or question a Governor if s/he fails to perform a function or implement a public policy; and a Governor can hold a Directorate accountable and responsible in the event of any failure to act. Vertically, a Ministry holds a Governor accountable and responsible. The implementation of Federal policy is monitored by the Council of Ministers and Ministerial public policy is monitored by the Ministry via committees and site visits.”

Q: What are your observations on the workshops?

DM Al-Hassani: “GSP/Taqadum relies on Directorate Managers’ input and feedback in streamlining. However, the aim of streamlining is to eliminate routine, and so I believe we also need administrative reform in addition to the slimming of procedure steps.”

Q: What would you like to see from GSP/Taqadum in the future?

DM Al-Hassani: “I hope GSP/Taqadum will organize specialized workshops on Modern Policy Making, Service-based Strategic Planning, and Crisis Management for high-level officials, such as Director Generals and Deputy Ministers.”

HIGH COMMISSION FOR COORDINATION BETWEEN PROVINCES

DECENTRALIZATION IS MOVING FORWARD – HCCP HOLDS ITS ELEVENTH MEETING IN NAJAF

On June 22, the High Commission for Coordination between Provinces (HCCP), chaired by Prime Minister, Dr. Haider Al-Abadi, held its much-awaited Eleventh meeting in **Najaf**. Participants included representatives from all Ministries included in Article 45 of Law 21, as amended, as well as Governors and Provincial Council Chairs, or their representatives.

Opening the meeting, Najaf Governor Luay Al-Yasiri focused his remarks on the Ministries of Finance, Education, Agriculture, Youth and Sport, and Construction and Housing as he outlined the obstacles facing the transfer of authorities. He also addressed objections made as to the number of Directorates transferred from Ministries of Agriculture, and Labor and Social Affairs (MOLSA).

The following is a summary of Prime Minister Dr. Haider Al-Abadi's remarks:

- The Prime Minister emphasized that although the Government of Iraq (GOI) is moving forward with decentralization, the country will remain united and is totally committed to the transfer of authorities.
- Ministries should focus on policies and strategies. Other functions should be transferred since provinces are well aware of their citizens' needs considering the Iraq's Federal system.
- The Prime Minister criticized the tendency of some provinces to employ only local people who only live within that province because the fate of Iraq is as one and so there is one common goal to fight DAESH (also known as Islamic State terrorists).
- Highlighting that fact that some citizens are not paying fees for services, which is inappropriate, Dr. Al-Abadi urged the provinces to carefully consider ways to improve services by effectively managing resources in face to the current economic crisis and related budget constraints.
- The Prime Minister: 1) recommended that the provinces utilize all their resources to deliver services to their constituents; and 2) stressed the importance of partnering with the private sector in a transparent, integral, and equitable way in order to create jobs.
- The GOI has embarked with a new scheme of financing Small and Micro (S&M) enterprises via "Facilitated Loans."
- The Prime Minister asked Governors not to compete with each other, and instead asked them to partner together and not to breach water quotas, etc.
- Praising Najaf's Governor Al-Yasiri for cleaning up the city by utilizing status quo resources, the Prime Minister reminded Governors of the 2016 Budget's line item that commits Iraqi entities to charge citizens fees for services.
- Elaborating on the use of pay-as-you-go services, Dr. Al-Abadi gave the example of how in three Baghdad districts, the GOI contracted with a private sector company that sells electricity to citizens based on need and thus provides electrical services 24/7. He also pointed out that the provision of electricity has improved significantly across the country especially in Basrah, which is currently providing electricity 24/7.
- The level of services provided by provinces should be gauged according to specific criteria and measurements in order to determine which provinces are providing the best services.

According to Prime Minister Dr. Al-Abadi, it remains undecided what will be transferred from the Ministry of Finance (MOF) and what will remain within it; and although the MOF is included in decentralization, a line must be drawn between what is a Federal function, what is local, and what is shared. (Note: The Prime Minister's full address can be viewed here: <https://www.youtube.com/watch?v=oJB81J7B2m0&spfreload=10>)

Highlights and outcomes of the HCCP meeting are as follows:

1. Several of the Governors mentioned that a few of the Ministries are not up to speed regarding transference of their portfolios, and the MOF has not yet opened bank accounts for, or transferred staff and properties to the provinces.
2. In response, the Prime Minister assured participants that these issues with the MOF would be solved once it was determined which Directorates are included in the transfer, in accordance with Law 21, as amended. He then ordered a committee be established consisting of representatives from the Council of Ministers and HCCP to oversee the opening of bank accounts, and the transfer of properties, staffing, and allocations.
3. The HCCP voted in favor of revenues generated from private wards at public hospitals becoming part of local revenue, while revenues from Public Health Care Centers (PHCCs) are to be reviewed by a committee composed of two Provincial Council members, two Governors, and the Deputy Minister of Health. This committee will develop a proposal for amending PHCC-related laws and determine the ratio of revenue that will remain at the local level and that to be sent to the Federal government.
4. Activation of Council of Ministers' (COM's) Decision # 96 for Year 2016 regarding the recommendations made by the COMs' Economic Committee to Article 15 of the 2016 Budget Law, which calls for an increase in private sector investment opportunities and public-private partnership.
5. The Governors and Provincial Council Chairs emphasized the need to hold elections on the proposed mechanism for changing District and Sub-district Managers, included in the Third amendment of Law 21.
6. It was agreed that functions will be delegated to Kirkuk and not transferred.

The transfer of functions to Anbar will begin once the Provincial Council and other provincial government entities resume their daily operations within the province. In Salah ad Din, the transfer of functions will continue.

C. FUNCTIONS AND SERVICES / ELEMENTS

ORGANIZATIONAL DEVELOPMENT (C3)

Organizational development (OD) is an ongoing, systematic process of implementing effective structural change by using organizational resources to improve efficiency. It can be used to solve problems within the organization, or as a way to analyze processes and find more efficient ways of meeting goals. All organizations have work processes. Mapping work processes provide a common framework for all involved that enhances not only lines of communication within an organization, but also an understanding of the roles and responsibilities of staff within the organization. Process Mapping techniques focus on identifying, planning, and implementing improvements to each process aimed at improving the organization's efficiency levels.

Once the steps of a given process are identified and mapped, they are analyzed and then streamlined. This involves collectively re-examining key steps and sub-processes with stakeholders – all of the individuals who are involved with inputs and outputs of a specific process. The act of process mapping involves recording and preparing written “as-is” steps that illustrate the entire process, as well as the resources, timeline, and externalities that impact that process. Streamlining includes questioning each step in the process on relevancy, necessity, compliance with rules and regulations, sequence, and resource allocation; and then simplifying, reducing, eliminating, combining, or changing the sequence of the identified steps and processes. Once this is done, Standard Operating Procedures (SOPs) based on written descriptions of each step in the process can be adopted.

Overall, the goal of process mapping and streamlining is to reduce the number of steps in a given process. For example, the process to obtain required permits to build a new home might not be understood or even known by applicants. The streamlining analysis provides results that reduce and/or reorganize or reduce the steps in the process and thus decrease the time it takes to complete it. For *GSP/Taqadum's* purposes in its decentralization work, once the steps of a given process are streamlined, they are shared with all the provinces for adoption and are made public via government outreach efforts and campaigns to ensure transparency. In some cases, the process is placed online to allow citizens greater and easier access and thus works to reduce corruption. Equally important, this ease of access and transparency helps to increase citizen confidence in local government. This is especially important since most Iraqi service Directorates currently offer an array of tedious and red-tape-filled procedures that citizens have to suffer through in order to obtain certain services. In some cases, these procedures are so difficult to maneuver, citizens are either unable to complete certain service-related transactions or give up before actually obtaining the service. In other cases, steps can take months and are, in reality, a waste of time, human resources, effort, and cost. Also, documenting processes will allow for a continuous organizational learning system and get the work done in the absence of certain employees who are part of the process.

ACHIEVEMENTS

- I. Building on the foundational work of last quarter's activities that centered on working with Governor's Office, Provincial Council, and Directorate (Water, Sewer, Municipalities, Municipality, Education, and Health) and other stakeholder representatives from the 12 provinces to via two workshops “Modern Streamlining Methods to Improve Citizen Access to Services” (Feb 21-27) and various trainings and activities, *GSP/Taqadum* began this quarter by distributing the 118 standardized process maps among similar Directorates in the 12 targeted provinces. Each Directorate was asked to streamline, i.e., reduce or simplify the steps or procedures identified and illustrated in the process maps. Working closely with the *GSP/Taqadum's* Organizational Development (OD) team, by the end of April, the targeted provincial Directorates had successfully streamlined 143 service processes – 25 more than

originally identified thanks to independent action on the part of the Directorates that discovered these additional important citizen-centered services through their own effort.

2. *GSP/Taqadum* hosted two back-to-back “Standardization of Streamlined Services” workshops (May 31- June 3) that resulted in: 1) adoption of a unified set of all 143 streamlined processes to be used in all provinces; 2) completion of a Standard Streamlining Form for each of the 143 streamlined services; and 3) agreement of all participants to publish (online and widely in the media) the unified set of procedures in all 12 provinces to both inform citizens of their existence and facilitate easy access of them. This national standardization of procedures ensures that almost identical procedures, allowing for minor variation, will be offered in all provinces to citizens seeking to access services, and also act to make local government accountable to their constituents, thus build trust between the two.

In total, the workshops were attended by 111 representatives from the Council of Ministers Secretariat (COMSEC); Ministries of Education and Municipalities and Public Works; and the Provincial Council (PC), Governor Office (GO), Health, Education, Water, Sewer, Municipality, and Municipalities Directorates of the 12 targeted provinces (Babil, Baghdad, Basrah, Dhi Qar, Diwaniyah, Diyala, Karbala, Kirkuk, Maysan, Muthanna, Najaf, and Wasit).

“Standardization of the service procedures is a superb achievement and it is an integrated process that will enable us to better serve citizens. This successful experience needs to be continuous. We hope that the standardized formula will be documented and posted on the provincial websites.”

– Diyala PC member, Mr. Ahmed Madhloum

“This is the first time I have participated in GSP/Taqadum activities. The staff is well trained, skillful, and experienced. Such trainings will help alleviate the burden from the citizens and facilitate their accessing services more easily.”

– COMSEC Decisions Section Manager, Mr. Ali Ghali

“Applying streamlined procedures might be challenging to some employees actually implementing the steps. It is essential to delegate authorities to the Governors and also to the lower levels, such as school principals.”

– MOE Director of Administrative Affairs Directorate, Mr. Shalal Noori

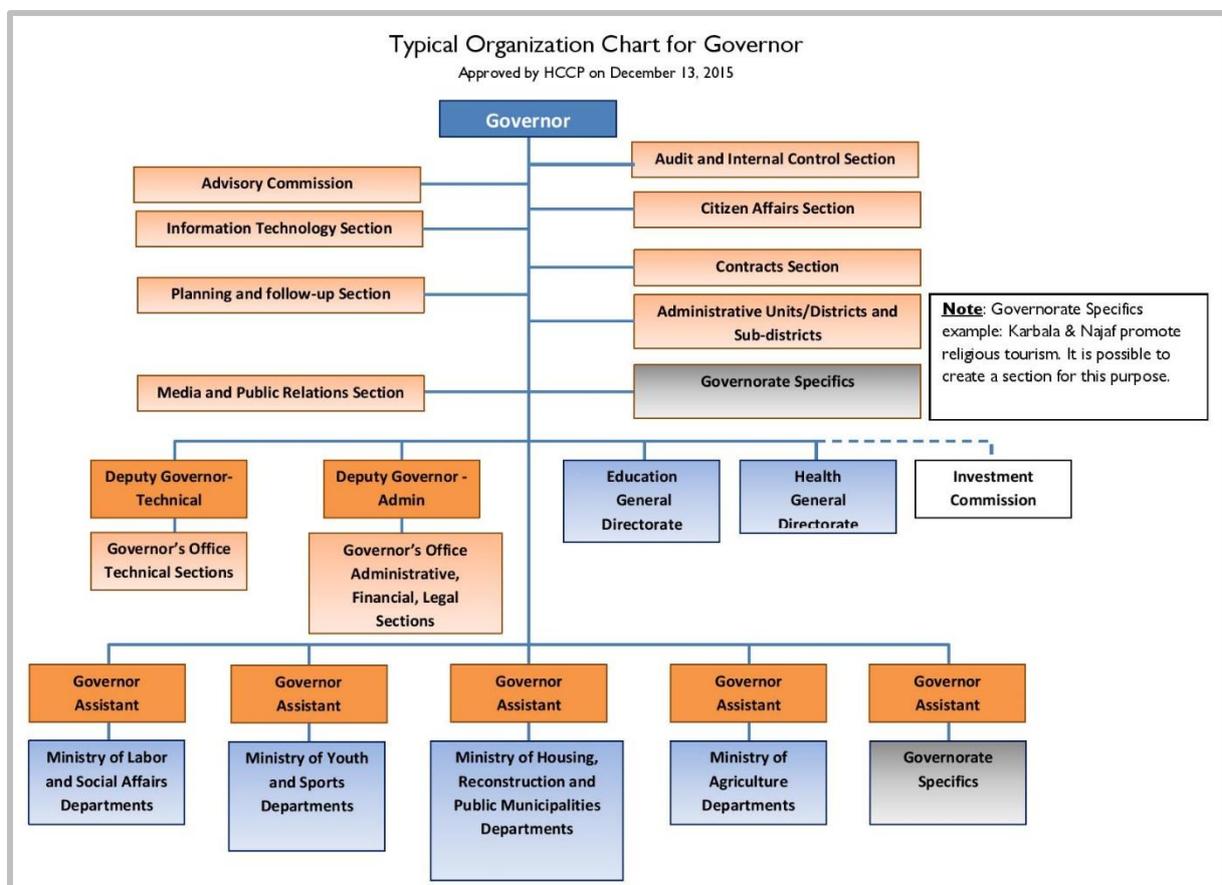
3. On May 9, **Basrah** Governor, Dr. Majid Al-Nasrawi, in Administrative Order No. 3432 dated May 9, saw Basrah become the first province to adopt and order the application to the Governor’s Office (GO) a new Governor’s Office Organizational Structure, approved by Prime Minister, Dr. Haider Al-Abadi’s letter No. 271 dated December 13, 2015. Heralding provincial buy-in of the GO Organizational Structure, Governor Al-Nasrawi’s AO canceled, without any exceptions, all previous Administrative Orders related to administrative authorities. Following along with the Organizational Structure, the AO also ordered provincial authorities to be distributed between the Governor, two Deputies, and five Assistants.

For the most part, the organizational structure adopted by **Basrah** follows the *GSP/Taqadum*-developed organizational chart, with one alteration regarding a finance authority delegated to a Deputy Governor instead of the Governor (a better fit for its organizational needs).

“We were worried that the Governors would assume all the authorities and not distribute the authorities among staff in the Directorates. So we are very pleased the provinces are taking the GSP/Taqadum-developed organizational relationship between the GO and Directorates seriously and distributing the roles, responsibilities, and authorities accordingly among the Directorates, allowing them to do the job, and not centralizing the functions.”

– HCCPSEC Chair, Dr. Al-Mufti in a discussion with Chief of Party, Mr. Cameron Berkuti, regarding the progress in the provinces of the decentralization process

An Organizational Chart is an institution’s skeleton that helps clarify who answers to who, where each person fits in the chain of command and define her/his responsibilities to prevent overlaps and unnecessary replication of efforts. It is a good tool that effectively helps employees to know their rights and responsibilities, appropriately divides staff functions, shows the relationships among staff, and increases the work visibility and transparency.



- By quarter’s end, trainings on *GSP/Taqadum* Process Mapping and Streamlining of Procedures approach resulted in: 1) 757 representatives from all 12 targeted provinces receiving related trainings; and 2) replication of these trainings by provincial representatives, originally trained by *GSP/Taqadum*, who then went on to train 611 additional provincial representatives in Process Mapping and Streamlining of Procedures. (Note: *GSP/Taqadum*’s role in these trainings was that of mentor, and not trainer.)

The following *GSP/Taqadum* OD-developed table shows the total number of staff (1,368) from the 12 targeted provinces that have received Process Mapping and Procedures Streamlining of Services training, either directly from *GSP/Taqadum*, or from Directorate staff that had been previously trained in *GSP/Taqadum* workshops and acquired the expertise and ability to convey this information in their provinces.

GSP/Taqadum OD-developed table showing the total number (1368) of Provincial Directorate staff that have received Process Mapping and Procedures Streamlining training to date

#	Province	No. of trainees through STTA two training workshops	No. of trainees through on-the-job trainings delivered by <i>GSP/Taqadum</i> Organizational Development Specialists	No. of trainings provided by provincial Directorates staff, who were previously trained by <i>GSP/Taqadum</i> , to their counterparts within the provinces	Total
1	Babil	12	72	23	107
2	Baghdad	4	31	74	109
3	Basrah	17	72	11	100
4	Dhi Qar	12	82	81	175
5	Diyala	13	54	200	267
6	Diwanyah	3	99	18	120
7	Karbala	3	21	76	100
8	Kirkuk	3	21	6	30
9	Maysan	10	40	60	110
10	Muthanna	14	36	38	88
11	Najaf	3	49	10	62
12	Wasit	11	75	14	100
Total		105	652	611	1368

NEXT STEPS:

Moving into Y5Q4, *GSP/Taqadum*'s Organizational Development team will work closely with the provincial Directorates of the four newly targeted ministries including: Ministry of Labor and Social Affairs (MOLSA), Ministry of Agriculture (MOA), Ministry of Youth and Sport (MOYS), and Ministry of Construction and Housing (MOCH), and replicate the project's previous functions-related capacity building, process mapping, and streamlining activities previously done with the Directorates of the three initially targeted Ministries of Education, Health, and Municipalities and Public Works.

FINANCIAL FRAMEWORK (C4)

In accordance with *GSP/Taqadum's* Local Financial Management Module of the framework, which was presented and approved at the *project's* February 2015 National Local Finance Management 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* Finance specialists have been working with the 15 provinces to implement the Module in stages. (Note: Due to the Ministry of Finance's (MOF's) initial resistance to the financial module, the Module did not receive the MOF's support 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:

- I. Establishing a Local Revenue Generation System
- II. Developing a Capital Budgeting Process to Meet Community Needs
- III. Establishing a Provincial Finance Management System (Local Financial Management Module)

These three areas are interrelated, and combined together represent a practical and functional Decentralized Financial Management Framework. Creating a *Local Revenue System* is critical to financing local services, fostering local government accountability, and improving service delivery. Development of a clear and reliable *budgeting process* will combine these revenues with provincial resources transferred from or allocated by the Federal government. Taken together, these two functions should be managed by a provincial *financial authority* (Provincial Finance Management System) that will control resources, conduct financial planning, and oversee spending of budget allocations in accordance with finance policies and regulations.

NUTS AND BOLTS

I. ESTABLISHING A LOCAL REVENUE GENERATION SYSTEM

- Establishing Local Revenue Generation Systems ensures provinces are able to finance devolved service delivery functions without total reliance on Federal government funding. Revenue generation activities include: a) developing fiscal policy; b) forming Revenue Generation Units (LRUs); c) conducting economic-based line studies; and d) developing laws and processes for utilizing, managing, evaluating, and auditing the system. *GSP/Taqadum* has been training provincial governments on the guiding principles, structures, and collection mechanisms for user fee and other revenue collection. This includes taking steps to create a conducive legal environment able to direct payments and conducting public surveys to determine the willingness of constituents 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 laws to establish a local user-fee collection, management, and enforcement systems.
- The Revenue Generation System will provide provincial governments with a transparent means to collect and spend local revenue to meet community service needs. This system will also make local government more accountable to its citizens. Having a Local Revenue Generation System in place – even a surcharge system – and access to local revenue will increase the accountability of provincial governments to their 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 Federal transfers. In the long run, in addition to increasing accountability, Local Revenue Generation Systems will reduce the blame attributed to the Federal government for poor service delivery.
- Understanding the importance of Local Revenue Generation to support service delivery, accountability, and citizen satisfaction, *GSP/Taqadum's* Local Financial Management approach calls

for the establishment of Local Revenue Units (LRUs), responsible for reporting on, financially managing, and eventually collecting local revenues within each provincial Governor's Office (GO).

OVERALL ACHIEVEMENTS – MARCH 1 TO JUNE 30, 2016

1. Maysan and Najaf established *Local Revenues Units* in their respective GOs, bringing the total number of provinces that have established LRUs to 13. The 11 provinces of Anbar, Babil, Baghdad, Basrah, Dhi Qar, Diwaniyah, Diyala, Karbala, Kirkuk, Muthanna, and Wasit established their LRUs in the previous quarter. Ninawa and Salah ad Din have yet to establish LRUs.
2. Anbar, Babil, Basrah, Diwaniyah, Karbala, Muthanna, Maysan, Ninawa, and Salah ad ad Din developed *Local Revenue Ordinances (LROs)* in their respective GOs, bringing the total number of provinces with LROs to 15 (joining Baghdad, Dhi Qar, Diyala, Kirkuk, Najaf, and Wasit).
3. Basrah, Dhi Qar, Diwaniyah, Diyala, Maysan, and Najaf prepared Local Revenue Road Maps, bringing the total number of provinces to have prepared their respective Road Maps to 10 (joining Babil, Baghdad, Kirkuk, Najaf, and Wasit).

NEXT STEPS

1. Continue to assist Provincial Councils (PCs) in their review of Local Revenue Legislation drafts received from the Governor's Offices to ensure they are in accordance with *GSP/Taqadum*-proposed Local Revenue Legislation template.
2. Assist the newly added Directorates to identify new local revenue opportunities in accordance with Article 25 of the 2016 Federal Budget Law.
3. Continue to assist local governments in the development of a Local Revenue System including: collection methods, revenue management, and annual review of rates.
4. Continue to provide on-the-job training to LRU and work with the newly added Directorates staff on Local Revenue Management.

2. DEVELOPING AN INVESTMENT BUDGETING PROCESS TO MEET COMMUNITY NEEDS INVESTMENT BUDGET

- Building on our earlier *GSP/Taqadum* experience establishing: 1) Provincial Planning and Development Councils (PPDCs) to assist Governors in formulating Capital Budget Plans; 2) Essential Service Delivery Oversight (ESDO) Units to determine service improvement needs; and 3) Citizen Service Desks (CSDs) to determine trends of citizen needs; *GSP/Taqadum* has progressed in its work with the provinces to develop and integrate Capital Budget processes into local budget development.
- The Capital Budgeting process will be institutionalized through a PC mandate that will allow citizen input into the decision-making process and hold the provincial government responsible for Operational and Capital Budgets.

ACHIEVEMENTS

1. The 20-step Investment Budget Preparation process was adopted by 11 provinces: Babil, Baghdad, Basrah, Dhi Qar, Diwaniyah, Karbala, Kirkuk, Maysan, Najaf, and Wasit.
2. Provincial projects that will be transferred from the 2016 Local Investment Budget to the 2017 Local Investment Budget were identified in 11 provinces (except Anbar, Muthanna, Ninawa, and Salah ad Din).
3. Financial staff in 12 of the targeted Directorates in 12 provinces (except Anbar, Ninawa, and Salad ad Din) completed training in the Investment Budget Preparation Process.

NEXT STEPS

1. Train the newly added Directorates on the 20-step Investment Budget Preparation process.
2. Assist the newly added Directorates to identify projects to be transferred from 2016 Investment Budget to 2017 Investment Budget.
3. Assist the newly added Directorates to identify and implement monitoring and evaluation procedures.
4. Work with PPDCs to coordinate and integrate the provincial Directorates' Investment Budgets.

3. ESTABLISHING A PROVINCIAL FINANCIAL MANAGEMENT SYSTEM - FINANCIAL AFFAIRS DIRECTORATE (FAD)

- The initial process of establishing a Provincial Financial Management System is the restructuring of finance staff roles and responsibilities, and the establishment of provincial FADs responsible for: 1) financing the provincial Directorates; 2) combining provincial Operational and Investment budgets and tracking execution; 3) performing auditing and financial control; 4) reporting to the MOF; and 5) providing other related services as needed.

ACHIEVEMENTS

1. FAD staff assigned in all 14 provinces (except Ninawa).
2. FAD staff in 12 provinces (except Anbar, Salah ad Din, and Ninawa) trained on roles, responsibilities and FAD system and financial procedures.
3. Finance staff in targeted Directorates in 13 provinces (except Anbar and Ninawa) trained on financial procedures.
4. The Supreme Audit Board (SAB) Internal Auditing Manual adopted by 11 provinces (except Anbar, Muthanna, Ninawa, and Salah ad Din).

NEXT STEPS: FAD

1. Continue to provide Technical Assistance (TA) to FAD on accounting procedures with the MOF and local Directorates.
2. Provide training and TA to newly added Directorates on FAD financial procedures and processes.
3. Train newly added Directorates on the SAB Internal Auditing Manual.
4. Train GO, FAD, and Directorates on opening Letter of Credit procedures.

SUCCESS STORY

TENTH PROVINCE ADOPTS SAB AUDIT AND INTERNAL CONTROL GUIDE

Najaf Governor Luay Al-Yasiri, in letter No. 1792 dated June 7, asked devolved Directorates to adopt the Audit and Internal Control Guide, developed by the Supreme Audit Board (SAB), for use in their Audit Sections and Divisions. The use of this guide will enable the provision of accurate and reliable financial statements and ensure staff adherence to applicable laws, regulations, and instructions. To date, Najaf is the tenth province to adopt the SAB's Audit and Internal Control Guide, joining Babil, Baghdad, Basrah, Diwaniyah, Diyala, Kirkuk, Muthanna, Maysan, and Wasit.



GSP/Taqadum staff and Najaf FAD reviewing SAB Audit and Control Manual

The Audit and Internal Control Guide has an interesting back story. In its cooperative work with the provinces, *GSP/Taqadum* discovered that although Iraq's SAB had published it many years ago, the Audit and Internal Control Guide was a totally unknown entity to auditing staff, and its absence had left extraordinary weaknesses in auditing functions. In lieu of an official guide by which to conduct auditing functions, staff used the exchange of personal experiences, i.e., one employee sharing memories of the processes with others. Not only did this relegate auditing functions to the nebulous territory of personal diligence, the absence of formal auditing procedures also left auditing staff unaccountable for their actions.



GSP/Taqadum staff and Kirkuk Deputy Technical Affairs reviewing SAB Manual

Recognizing this weakness, *GSP/Taqadum* took the initiative to reactivate the SAB's Audit and Internal Control Guide and developed an audit checklist and reintroduce them to Governor's Offices, Financial Affairs and other targeted Directorates financial staff via numerous trainings and hands-on technical assistance presenting and explaining the different types of auditing processes and how to perform them. It didn't take too long for all to realize the benefits of adopting and using the Guide and checklist. The benefits of the Guide's adoption and use are myriad, and both direct and indirect. For example, certain direct services requested of

Directorates by citizens, such as building permits and business licenses might require auditing. In these cases, citizens might face difficulties with auditing staff who depend on personal judgment when determining the accuracy of the citizen's information included in the request. Adopting and using SAB's Audit and Internal Control Guide will reduce these personally-made judgements and greatly reduce the possibility of bribes being forced on citizens who want their requests approved by corrupt auditing staff. The Guide provides clear and accurate procedures for all auditing functions, and standardizes auditing functions. This will help to preserve the integrity of Auditing Sections and their staff, and will most definitely help to preserve public funds. (Note: The Supreme Audit Board's Audit and Internal Control Guide can be accessed here: http://www.d-raqaba-m.iq/pdf/guidance_m)

4. OPERATIONAL AND MAINTENANCE BUDGET (NEWLY ADDED ACTIVITY)

- The Operational and Maintenance (O&M) Budget is one of the main elements of any Financial Management System. It represents the backbone of the day-to-day work in any given Directorate and allows that Directorate to perform its duties related to the delivery of essential citizen-centered services, such as maintenance of water pumps, providing food and clothing for patients in hospitals, etc.
- Formulation of an O&M Budget requires the following of a set of procedures, and a flow of information between a Directorate's Financial and Technical Sections.
- *GSP/Taqadum* had identified several weaknesses in the current O&M Budget formulation process that adversely affects service delivery to citizens. To alleviate these weaknesses, *GSP/Taqadum* will develop and propose a series of actions and procedures to enhance the O&M Budget's formulation in targeted Directorates (both the Directorates we've been working with and the newly added ones). These actions and procedures will include, but will not be limited to, estimation of: 1) different maintenance expenses; 2) different goods requirements; and 3) service requirements.

NEXT STEPS

1. Develop and propose an O&M Budget Formulation process.
2. Train Directorates on the proposed O&M Budget Formulation process.
3. Train Directorates on how to estimate different types of O&M Budget expenses.
4. Develop an O&M Budget Manual.

LEGAL FRAMEWORK (C5)

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

I. RESOLVE LEGAL AND REGULATORY ISSUES RELATED TO DECENTRALIZATION

Overview: *GSP/Taqadum* legal specialists aimed to build a legally enabling environment for the transfer and performance of functions at a local level through two parallel approaches:

- Assist in the formation and training of Legal Working Units (LWU) from Provincial Council Legal Committees to research, prioritize, analyze, and advise; draft laws, rules, and regulations; and follow-up on implementation of legislative actions. These LWUs, in cooperation with *GSP/Taqadum*, identified 35 national laws, rules and regulations that conflicted with the administrative decentralization process of the targeted Ministries, essentially blocking the implementation of Article 45 of Law 21 of 2008, as amended. Working collaboratively with Federal and provincial entities, particularly the provincial Legal Committees, *GSP/Taqadum* compiled recommendations and related draft amendments to address and harmonize these conflicts within the laws.
- Assist the provincial governments in drafting and submitting the recommendations and related draft amendments to the Council of Ministers (COM) for national adoption.

ACHIEVEMENTS

To this end, this quarter, *GSP/Taqadum* hosted a “Making Recommendations to the Law of Financial Management and Public Debt No. 95 of 2004” workshop (April 11-12) for Prime Minister’s Office (PMO), Council of Representatives (COR); Provincial Council (PC); Governor’s Office (GO); and Higher Commission for Coordination between the Provinces (HCCP) representatives, including COR Finance Committee Chair, Mr. Falih Al-Sari; PMO Advisor for Economic Affairs, Dr. Abdul-Hussain Al-Anbaki; and Baghdad Deputy Governor, Mr. Kareem Khalaf. Participants reviewed: 1) the Articles of the above-mentioned law; 2) the amendments to be submitted to the COM and COR for adoption; and 3) provincial level procedures regarding financial management, budgeting, and revenue generation.

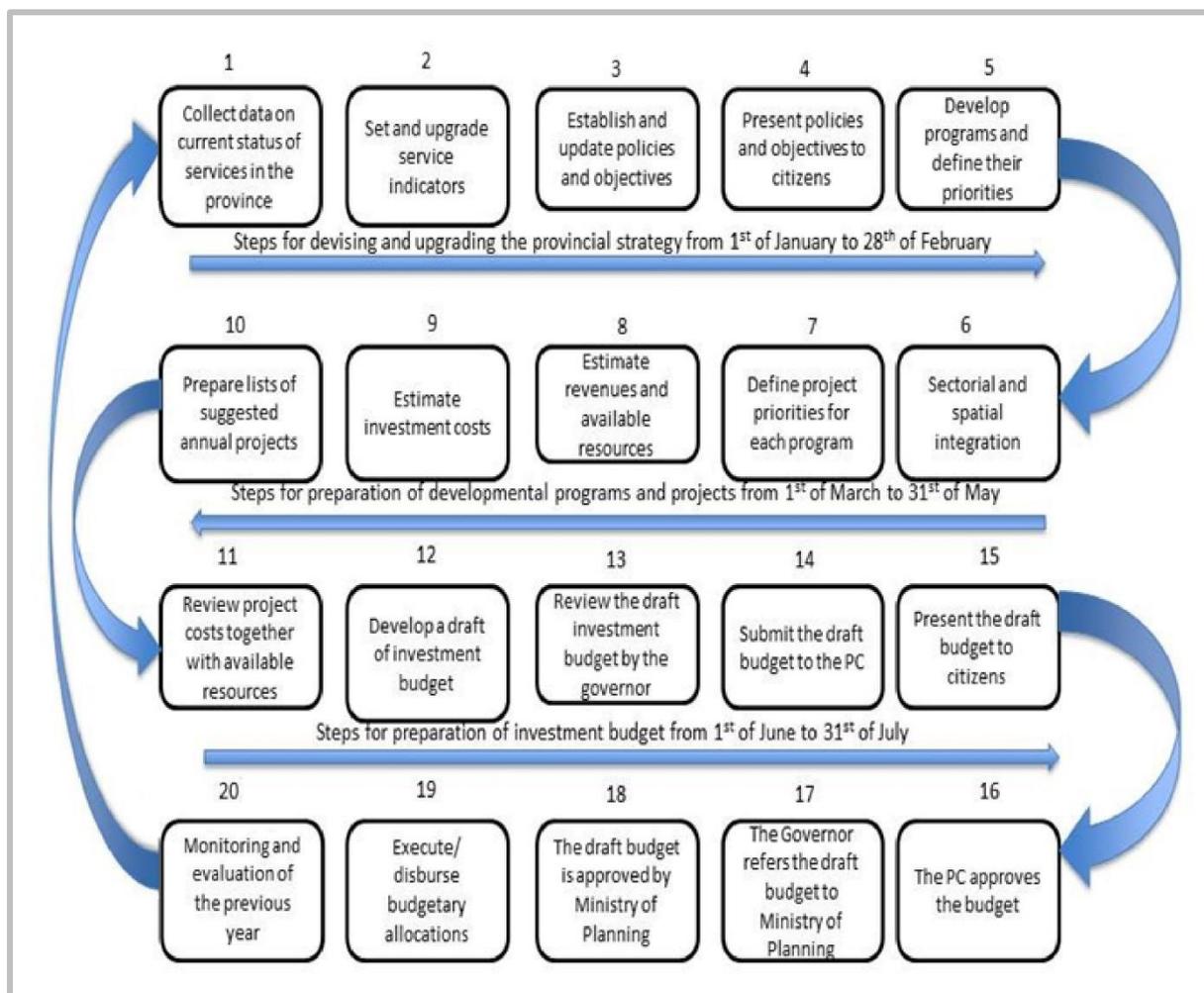
NEXT STEPS

1. Based on feedback gathered at the workshop, *GSP/Taqadum* will prepare final draft amendments to the Financial Management and Public Debt Law No. 95 of 2004 that are compatible with the decentralized administration, and will guide the Directorates included in Law 21, as amended, in their preparation of budgets and management of financial affairs. Once completed, the final draft amendments will be submitted to the COM and COR for approval.
2. Identify, review and draft amendments for laws conflicting with the decentralization of the four newly added ministries.

2. ASSIST GOVERNOR’S OFFICES (GOS) TO DEFINE AND DEVELOP MANAGEMENT ROLES, RESPONSIBILITIES, AUTHORITIES, AND RELATIONS BETWEEN THE GO AND THE DIRECTORATES

Overview: As part of our work with all provinces to prepare legal tools that will allow for the transfer of legal functions from the Ministries to the provinces, *GSP/Taqadum* continued to assist the Governor’s Offices and Directorates by: 1) reviewing the seven *GSP/Taqadum*-proposed legal mechanisms by which the transferred legal functions can be practiced; and 2) defining their roles, responsibilities, authorities, and working relationships through on-the-job training. Legal functions

were then institutionalized in accordance with the *GSP/Taqadum*-developed and proposed model for the distribution of roles, responsibilities, and authorities.



ACHIEVEMENTS

I. *GSP/Taqadum* Legal Specialists continued their discussions from the previous quarter with the Governor's Offices on managing legal functions slated for transfer to the provinces that are currently authorized by the Ministries. The following are the seven *GSP/Taqadum*-proposed legal mechanisms that have been presented to date to the provinces, along with their status regarding review and adoption:

1- Endorsement of Contracts, Undertakings, and Guarantees

- All PCs reviewed the *GSP/Taqadum*-proposed Notary Public Authority draft legislation to be granted to Legal staff in the transferred Directorate allowing them to ratify contracts, pledges, and guarantees related to their respective Directorates
- The Notary Public Authority proposed form was adopted by four PCs: Babil, Baghdad, Karbala, and Ninawa (joining Najaf PC, which adopted it last quarter)

2- Legal Representation

- *GSP/Taqadum* provided a Power of Attorney proposed form that grants Directorate Legal staff the authorization to represent their respective Directorate in court
- The Power of Attorney draft form was adopted by three GOs: Babil, Basrah, and

Diyala (joining the GOs of Baghdad, Diwaniyah, Kirkuk, and Wasit, which adopted the proposed draft form last quarter)

3- Administrative Investigation

- *GSP/Taqadum* worked with all 15 targeted provinces on this mechanism
- Adopted by five GOs: Babil, Basrah, Kirkuk, Muthanna and Wasit

4- Legal Counseling

- Adopted by Kirkuk
- The other 14 provinces have prepared draft legislation for eventual submission to their respective Governors for adoption

5- Property Management

- Wasit adopted a legal mechanism for exercising this legal function

6- Eminent Domain

- Wasit adopted a legal mechanism for exercising this legal function

7- Contract Drafting

- *GSP/Taqadum* continued cooperative efforts with relevant Sections in all provinces to prepare a proposed mechanism for eventual submission to their respective Governors for adoption

2. In the context of assisting the GO's and targeted Directorates on the distribution of roles, responsibilities, and working relationships through transferred authority from Ministries to the provinces, *GSP/Taqadum* continued meeting with the provinces providing technical assistance and discussing the framework of authority delegation from Governors to Directors. To date, nine Governors have officially delegated authorities in the following provinces: Baghdad, Basrah, Dhi Qar, Diyala, Diwaniyah, Karbala, Maysan, Najaf, and Wasit.

NEXT STEPS

1. Continue cooperative efforts with the local governments to facilitate adoption of the *GSP/Taqadum*-proposed legal mechanisms that allow for the exercise of the transferred legal functions in provinces that have not yet adopted these mechanisms and with the newly added Directorates.
2. Develop a unified mechanism to exercise Contract Drafting function for submission to the provincial governments for their adoption
3. Work with the remaining provinces of Babil, Kirkuk, and Muthanna on the distribution of roles, responsibilities, and working relationships through transferred authority from Ministries to the provinces
4. Expand the Roles, Responsibilities, and Authorities Distribution Module to include newly added directorates

3. COORDINATE AMONG THE PROVINCIAL COUNCILS AND GOVERNORS TO DEFINE THEIR LEGAL AUTHORITIES AND ROLES IN MONITORING AND OVERSIGHT, IN ACCORDANCE WITH LAW 21

Overview: Taken as a whole, the goal and one of the many foundational bricks of *GSP/Taqadum*'s decentralization work in Iraq, is to foster accountability. It is the responsibility of the Federal, GO, and PC levels of government to hold the service Directorates accountable to provide services to their citizens. And it is the responsibility of the citizens to hold each – the Federal, GO, and PC levels of government – responsible for delivering services to their constituents.

GSP/Taqadum is currently focusing on development of an Accountability Framework, in cooperation with all 15 provinces and three targeted service delivery Ministries (Municipalities and Public Works, Education, and Health) that will regulate the technical relationships regarding the transferred functions, roles and responsibilities of the provincial Directorates, in accordance with Article 45 of Law 21, as amended. The Framework will serve as a helpful guide for these Ministries to ensure the functions are being implemented appropriately and national public policies are adhered to. The success of decentralization depends on these complementary roles and responsibilities undertaken by national and local authorities. Likewise, the successful transfer of Directorates, along with their technical, legal, administrative and financial functions from the Ministerial to provincial level need to take place within the strictures of national policies and standards. This requires technical relations between the Ministries and provinces be regulated, and an oversight and accountability system be developed that includes reports, information, tools, and practices to ensure the implementation of and compliance with public policies.

ACHIEVEMENTS

1. **Ministry of Education with Babil as the Pilot:** On May 15-16, *GSP/Taqadum* hosted a two-day “Accountability Framework and Technical Relationships between the Ministry of Education and the Provinces” workshop in Erbil, that resulted in the development of a draft Accountability Framework.

“We expect much more from GSP/Taqadum,” “It is a vital and active legal and administrative institution with very good staff members who have great links with the local governments. I expect it will succeed in its endeavors.”



Babil Deputy Governor, Dr. Hasan Mandeel

“The value of this workshop lies in determining the oversight entity that will oversee the work of the Ministry and Province and evaluate the Provinces’ actions after the transfer of authorities.”



PC Education Committee Chair, Mrs. Khitam Dawood

2. **Ministry of Municipalities and Public Works with the four provinces of Diwaniyah, Karbala, Najaf, and Wasit as Pilots:** On May 29-30 and May 31-June 1, *GSP/Taqadum* Legal

Specialists hosted two (due to the large number of participants) back-to-back sectoral “Technical Relationships and Accountability Mechanisms between the Ministry of Municipalities and Public Works (MMPW) and the Provinces” workshops in Erbil that resulted in the development of a draft Accountability Framework.

“We agree with Ministry representatives who say our priority is to perform the functions well, regardless if they are associated with the Ministry or targeted provincial Directorates; our goal is to improve the citizen-oriented service provision.”



**Wasit
Deputy
Governor,
Mr. Adel
Al-
Zargani**

“Developing the work of government institutions and building the capacity of officials in these workshops will certainly reflect positively on service delivery.”



**Wasit Sewer
Directorate
Operations
Section
Manager,
Mr.
Mohammed
Qassim**

Both of the above-mentioned Accountability Frameworks:

- Define the technical relationships needed to carry out the transferred functions
- Recommend horizontal (Province and Directorate) monitoring and oversight mechanisms and vertical (Ministry and Province) accountability tools, including reports, information, and practices
- Outline and institutionalize the Ministry-Province (Governor’s Office and Directorate) roles and technical relationships
- Assess the execution of Ministerial public policies

These workshops were preceded by a series of preparatory meetings that involved representatives from the three Ministries and their respective provincial (pilot) Directorates.

NEXT STEPS

Identify the technical relationships and accountability mechanisms between the Ministry of Health and the provincial Health Directorates and GOs mirroring the previous cooperative work done with the Ministries of Education, and Municipalities and Public Works.

SERVICE DELIVERY (SI, S2)

Overview: The heart of *GSP/Taqadum*'s decentralization work is to improve the delivery of services to Iraq's citizens. The route to accomplish this is found in our Service Delivery Improvement Plan (SDIP) process, which enables local governments to manage the services they deliver to constituents, and at the same time, improve those services and their levels of implementation. This involves adoption of the Performance Management System, a systemic scientific methodology that identifies the "as-is" status of services and compares that status to measurable standards. Our SDIP process involves the establishment of Service Delivery Improvement Plan Development Committees (SDIPDC) within each service Directorate charged with identifying and defining suitable performance standards and indicators for each service that can be objectively measured qualitatively and/or quantitatively. Objective measuring removes subjectivity from the service delivery process and enables government officials to concretely and realistically address management issues.

Once the service-related measurements have been obtained, quantitative result and performance indicators are developed, along with solutions to fill gaps that might be (and in many cases are) present in the performance of those services. Solutions can be long- and short-term and focus on resource management, respond to main service issues that require procedures and actions to be developed, or address service maintenance needs and/or upgrading the services by using the indicators. Once the solutions are identified and adopted, they are then implemented under the guidance of a Service Delivery Improvement Plan Implementation Committee (SDIPIC) established for this purpose that takes over where the SDIPDC leaves off. Implementation involves creating a SDIP framework that prioritizes the solutions based on available funding, potential impact, and effect on the gap indicator. Long- or short-term implementation timeframes are then identified and respective action plans are developed for each service Directorate. This framework, once completed, is then presented for feedback to the GO Task Force (TF), which consists of technical experts and is chaired by the Governor or a respective Directorate-related official, and also to the public via the Directorate's website. As each solution is implemented, the Directorate issues a letter to the Governor stating as such. In a nutshell, ESDO efforts provide accountability born of a system of checks and balances, and let the Governor know if more support is needed to implement the solution.

However, by what methods can it be determined the solution has truly been implemented? How can the implementation be measured? How can the Governor be sure the solution has been implemented in accordance to the plan? This is where the Essential Service Delivery and Oversight (ESDO) monitoring process and related working groups come into play. ESDO working groups are one of the monitoring and oversight arms used to verify and reflect the field status of service performance by conducting site visits that measure the level of essential services in underserved neighborhoods in the sectors of the Ministries of Municipalities and Public Work, Health, and Education. A given ESDO working group will develop an action plan outlining how it will: 1) conduct site visits and collect indicator data; 2) assess the current level of services; 3) measure the gaps between the standards and service indicators; and 4) provide recommendations to improve service delivery using legal, technical, financial, and administration factors.

Measuring the gap is critical and done by comparing the current "as-is" indicator data measurement to the adopted standard and determining what, if any changes have occurred to the gap between the two. The status of the gap (is it larger than before, the same, or has it been reduced?) signals the success (or not) and level of the solution's implementation, which, in turn shows the level to which the service has been improved (or not). Tools used to determine these measurements include: 1)

Citizen Rapid Scan: gathers citizen feedback and is used only in Municipality Water and Sewer services and solutions. For example, regarding Sewer issues, if an implemented solution was to clear Sewer lines to prevent flow backup citizens might be asked: Is the sewer is still backing up? Did you report it to the Directorate? Did someone respond? How long did it take them to respond? How was the contact made – online or in person? Were you satisfied with the response? 2) Scorecard: a qualitative measurement of indicators (used in Education and Health services and solutions); and 3) Field Testing: can involve a quantitative and/or qualitative measurement of indicators. For example: water can be tested for turbidity (quantity), and also for how pure or not it is (quality). (Water quality is also measured during the Citizen Rapid Scan process, where as part of the scan citizens might be asked how their water tastes, if it contains visible sediment, has a bad smell or strange color, etc.).

ACHIEVEMENTS (OVERALL)

- To date, *GSP/Taqadum* has worked with the provincial Directorates of the Ministries of Municipalities and Public Work, Health and Education; Provincial Councils (PCs); and Governor’s Offices (GOs) in the 12 targeted provinces of **Babil**, **Baghdad**, **Basrah**, **Dhi Qar**, **Diwaniyah**, **Diyala**, **Karbala**, **Kirkuk**, **Maysan**, **Muthanna**, **Najaf**, and **Wasit**. All have completed development of SDIPs, have begun to implement their related solutions, and are currently participating in a periodic review of the status of the targeted services they deliver. This includes:
 1. Completion and approval of their respective ESDO action plan (each of which includes a timeline for submitting a site visit reports of the “as-is” or current situation of the services after the implementation of solutions)
 2. Successfully conducting site visits
 3. Regularly presentation of the SDIPIC’s status of services to the Task Force, based on the implemented SDIP solutions
 4. Submitting recommendations to the GO
- Conducted on-the-job training during ESDO working group site visits reinforcing the use of scientific and realistic measurements, and providing them with a project-developed Monitoring and Oversight manual to facilitate the sustainability of the solutions one they are implemented.
- Continued to provide mentoring and technical assistance to the targeted Directorates; PC Service, Health and Education Committees; and GO staff in the 12 targeted provinces in support of:
 1. Development of services based on the implementation of SDIPs
 2. Strengthening collaborative efforts between official entities via concrete action plans monitored by the GO to ensure implementation and address main issues with the GO and PC Committees
 3. Submission of periodic updates to the GO on SDIP implementation and service status via ongoing communications with SDIPICs in the seven original provinces (**Babil**, **Baghdad**, **Diwaniyah**, **Diyala**, **Kirkuk**, **Najaf**, and **Wasit**). Updates include: a) solution implementation and service performance indicators status, b) main achievements, c) best practices, and d) barriers and related interventions. *(Note: this allows for discussion and fills the communication gap between the GO, PCz and provincial Directorates; and also strengthens the GOs ability to respond and appropriately direct available resources to manage service issues, such as: redistribution of teaching, medical, and operation staff and/or equipment to foster more efficient and effective performance, which in turn creates a quick and positive impact on citizen-centered service delivery.)*
 4. Strengthened the Performance Management System by developing, adopting, and providing training on service delivery monitoring and oversight procedures in all targeted sectors of

eight provinces of **Babil**, **Baghdad**, **Diwaniyah**, **Diyala**, **Kirkuk**, **Maysan**, and **Wasit**.

ACHIEVEMENTS (FIVE SOUTHERN PROVINCES: BASRAH, DHI QAR, KARBALA, MAYSAN, AND MUTHANNA)

1. Completed and presented 27 adopted SDIPs to their respective Primary Health Care, Primary Schools, Water, and Sewer TFs regarding solid waste collection:
 - a. Five provinces: **Basrah**, **Dhi Qar**, **Karbala**, **Maysan**, and **Muthanna** within the provincial centers
 - b. Two provinces: **Dhi Qar** and **Karbala** outside the provincial centers
2. SDIPICs established, implemented, and tracked SDIP progress in all five provinces
3. ESDOs established and trained in three provinces of **Basrah**, **Maysan**, and **Muthanna** provinces; **Maysan's** ESDO developed its site visit action plan and conducted three site visits
4. **Dhi Qar**, **Karbala**, and **Maysan** adopted the Standard Performance Management Resolution; **Basrah** and **Muthanna** adoptions are in process

NEXT STEPS (FIVE SOUTHERN PROVINCES)

1. SDIPICs to follow-up SDIP implementation according to respective action plans, and will provide the TF and GO with periodic updates on progress
2. Complete ESDO establishment in **Dhi Qar** and **Karbala**, and provide trainings on monitoring and oversight procedures, and how to develop site visit action plans
3. SDIPICs and ESDO will update TF, GO, and PC-related Committees on SDIP implementation progress and ESDO site visit results, including citizen feedback
4. Establish SDIPDCs for the five newly added service Directorates: Vegetation Production, Primary Roads, Orphanages, Vocational Training, and Youth Services (for specific age categories)
5. Provide trainings to newly-established SDIPDCs on SDIP framework and work plan development
6. Develop and facilitate adoption of SDIPs for the five newly added service Directorates: Vegetation Production, Primary Roads, Orphanages, Vocational Training, and Youth Services (for specific age categories)
7. Continue providing technical support to **Basrah** and **Muthanna** to facilitate adoption of the Standard Performance Management Resolution

ACHIEVEMENTS (SEVEN TARGETED PROVINCES: BABIL, BAGHDAD, DIYALA, DIWANIYAH, KIRKUK, NAJAF, AND WASIT)

1. Completed the development and implementation of the SDIP process in all seven provinces
2. 403 short-term solutions (63 percent of the total targeted) achieved in the Directorates
3. All seven provinces adopted the *GSP/Taqadum*-developed monitoring and oversight procedures, and are providing reports to the TF on the solutions implemented and citizen feedback on service performance levels
4. Standard Performance Management Resolution adopted by **Diwaniyah's** PC (joining **Babil**, which adopted it last quarter)
5. Trash Collection Management System (TCMS) plan developed for two the pilot provinces of **Najaf** and **Wasit**, along with a list of service solutions and an SDIP implementation action plan. (Note: Plans are currently under final review, and implementation will begin next quarter)

NEXT STEPS (SEVEN TARGETED PROVINCES)

1. ESDO working groups will continue to measure the level of service improvements based on indicators found during field tests, ESDO utilization of the systemized Service Delivery Monitoring procedures; and the tracking of SDIP implementation will be done via site visits based on update site visit action plan
2. Establish SDIPDCs for the new five directorates (Vegetarian Production, Primary Roads, Orphanages, Vocational Training, and Youth Services (for specific age categories)
3. Train new SDIPDCs on SDIPs framework and develop their work plan
4. The newly added Directorates will develop and adopt SDIP standards
5. Continue to provide technical support to **Baghdad, Diyala, Kirkuk, Najaf, and Wasit** to support adoption of the Standard Performance Management Resolution
6. Trash Collection plan for **Najaf** and **Wasit** expected to be adopted July 2016 and will be evaluated three months after the start of implementation to measure effectiveness

D. BEST LOCAL PRACTICES

Throughout GSP/Taqadum's extensive cooperative experience working closely with local governments, we have both introduced and also discovered successful Best Local Practices currently being used by local governments throughout the country. In this section, we highlight these uncovered practices for local governments to be aware of and potentially use. These types of activities highlight how GSP/Taqadum's approach has begun to have an effect on the organizational culture of targeted entities via the transference of knowledge to our beneficiaries at the provincial level. They, in turn, incorporate these practices into their daily work environment – a clear sign of GSP/Taqadum's success developing provincial government capacities to levels that can be sustained.

GSP/TAQADUM-DEVELOPED PROCESS MAPPING AND STREAMLINING TOOL SPREADING ORGANICALLY THROUGHOUT DIRECTORATES

GSP/Taqadum interventions have been relevant and are gaining momentum in providing services to citizens. Not just in terms of brick and mortar, but also processes and procedures that make it easier for citizens to obtain government services. In no area has GSP/Taqadum seen its work spread more organically thanks to participants in our many workshops and activities than in that of the process mapping and streamlining of service-related procedures. As discussed more in depth in the Organizational Development section on pg 32, the overall goal of process mapping and streamlining is to reduce the number of steps in a given service delivery-related process and to then standardize that process countrywide. The benefits of this are many, and especially helpful for the large numbers of Iraq's Internally Displaced Persons' population. Once the process is standardized, citizens can use that very same process to apply for a service regardless of what province they live in or move to. Participants in our workshops immediately recognize the value of mapping out the steps or procedures in a given process and on returning back to their province, begin to not only process map and streamline processes in their work areas, but also train their colleagues on the process.

The following is a brief summary of the ways the process mapping and streamlining tool is spreading and taking hold throughout the Directorates:

- After attending GSP/Taqadum's "Streamlining of Service-related Procedures" workshop (Feb 21-23, Erbil), the "Water Directorates Team," consisting of Water Directorate staff from the 12 provinces of **Babil, Baghdad, Basrah, Dhi Qar, Diwaniyah, Diyala, Karbala, Kirkuk, Maysan, Muthanna, Najaf, and Wasit** worked together to develop a Facebook (FB) page. By April the FB page was live and WD staff began to: 1) share and receive feedback with and from their provincial counterparts via the posting of products; 2) share information with, ask questions of, and receive answers from GSP/Taqadum specialists; and 3) use the page to build consensus regarding duplicating steps and procedures for specific services.
<http://tinyurl.com/h7pk86a>
- On April 6, as a result of a series of GSP/Taqadum training workshops on how to Process Map and Streamline service-related procedures delivered to representatives of the 12 targeted provincial Directorates, two participants from **Wasit** went on to conduct a Streamlining and Improving Directorate Services and Functions workshop for the Human Resource Unit Managers in the Districts and Sub-districts of the Municipalities Directorate.



Wasit Municipalities Directorate staff participating in a streamlining of service-related procedures workshop

- Attracting the attention of Governors and Provincial Councils, on April 12, **Diwaniyah** Governor, Dr. Sami Al-Hasnawi issued Administrative Order (AO) No. 277 to establish a Process Mapping and Streamlining Committee responsible for: 1) following up on the work of Directorate sub-committees that are process mapping and streamlining the transferred services, in accordance with Article 45 of Law 21, as amended; and 2) using targeted Directorate staff (previously trained by *GSP/Taqadum*) to train staff in other Directorates included in Article 45 but not currently targeted by *GSP/Taqadum*.
- A similar Committee was formed in the previous quarter by **Diwaniyah** PC Chair, Mr. Jubair Al-jiburi (AO No. 1051 dated January 31), and chaired by PC Housing and Planning Committee Chair, Mrs. Intisar Al-Musawi. Mrs. Al Musawi, after attending the first of two back-to-back *GSP/Taqadum* “Modern Streamlining Methods to Improve Citizen Access to Services” workshops for the 12 targeted provinces in Erbil, was so impressed with the mapping and streamlining tool that she immediately began working with *GSP/Taqadum* to streamline PC processes. In mid April, the Committee distributed survey forms to the Directorates and asked they be used to identify citizen-related services, challenges, obstacles, and documents needed to obtain specific services. <https://www.facebook.com/alaam.malik?fref=ts>
- **Kirkuk** Governor Najim Aldeen Kareem, in accordance with AO No. 343 dated April 21, formed a Process Mapping Committee, chaired by PC Education Directorate Planning Section Manager, Mr. Ahmed Abdallah and consisting of provincial Health, Education, Water, Sewer, Municipality, and Municipalities Directorate and GO officials. The Committee is charged with: 1) development of a list of services (to be provided by the Directorates); 2) ensuring the process mapping and streamlining of services is done correctly; 3) issuing a guide that explains how to access each service; 4) determining the number and extent of staff training workshops needed; and 4) submitting weekly Committee progress reports.
- **Maysan** As a testimony to the success of *GSP/Taqadum*’s May 31-June 3 Standardization of the Streamlined Service workshops for the targeted Directorates of the 12 provinces, provincial Water Directorate Human Resources Section Manager, Mr. Kareem Abdul-Hassan, not only wrote his report on the workshop on *GSP/Taqadum* letterhead, but also posted his report on the Water Directorate’s Facebook page (<http://tinyurl.com/hsmbykw>). Expressing admiration for the workshop and the *project*’s supporting the targeted Directorates to become more efficient and effective. Mr. Abdul-Hassan’s report thanked *GSP/Taqadum* Organizational Development (OD) specialists for: 1) bringing the Directorate representatives together; and 2) facilitating the development of the standardized streamlined services form.
- In June, **Karbala’s** Education Directorate posted a table, complete with USAID and

GSP/Taqadum logos, showing all the Directorate’s streamlined (to date) services, along with their respective process maps. By simply clicking on the link (<http://tinyurl.com/ztp4uvq>), citizens can easily download a list of the steps they are required to take in order to receive the desired service.

In June, **Najaf’s** Sewer Directorate published the steps of eight streamlined citizen-centered services and their respective process maps on the Directorate’s Facebook page, along with a mention that the rest of the streamlined and standardized services will be added in a few days, and the entire body of work was the result of its cooperative efforts with GSP/Taqadum.

TO OVERCOME SHORTAGES PCS TRANSFER PETRODOLLARS TO THE PROVINCIAL OPERATIONAL BUDGET

Basrah On March 23, due to the shortage in the local operational budget, the Provincial Council (PC) voted to transfer approximately 43.2 percent (280 billion ID) of the province’s Petrodollar Budget to its currently 16 billion ID Provincial Operational Budget for 2016. Based on Articles 115 and 122 of the Iraqi Constitution, and Articles 2 (First), 7 (Third and Fifth) of Law 21, as amended, and taken in accordance with instructions laid out in the 2016 Federal Budget Law, provinces that have Petrodollar Budgets can use them (after their transfer) to supplement their Operational and Maintenance Budgets, and pay for essential short-term service delivery improvements, such items as the import of electric power.



Basrah PC order to transfer part of Petro-dollar Budget to the 2016 Operational Budget



Muthanna PC voting on the transfer of 50 percent of its petrodollar budget to its Operational Budget

On May 18, this innovative step was replicated by **Muthanna**, where due to a shortage in the local operational budget, the PC voted to transfer 50 percent of the Petrodollar Budget (approximately 2,132,598,000 ID) to its provincial Operational Budget 2016. **“This amount will be used to revive the province economic situation and provide job opportunities for youth,”** said PC Chair, **Mr. Hakim Al-Yasiri**.

To date, the Governors of Basrah and Muthanna initiated these petrodollar transfer-related actions by asking their respective PCs to vote on the transfer of petrodollars in advance of the transfer of shares from the Ministry of Finance. This was done to allow for their quick transfer to the respective Operational Budgets as soon as the shares were received from the Petrodollar Budget. The first to request this transfer, Basrah has already received a portion its petrodollar shares from the Ministry of Finance (MOF).

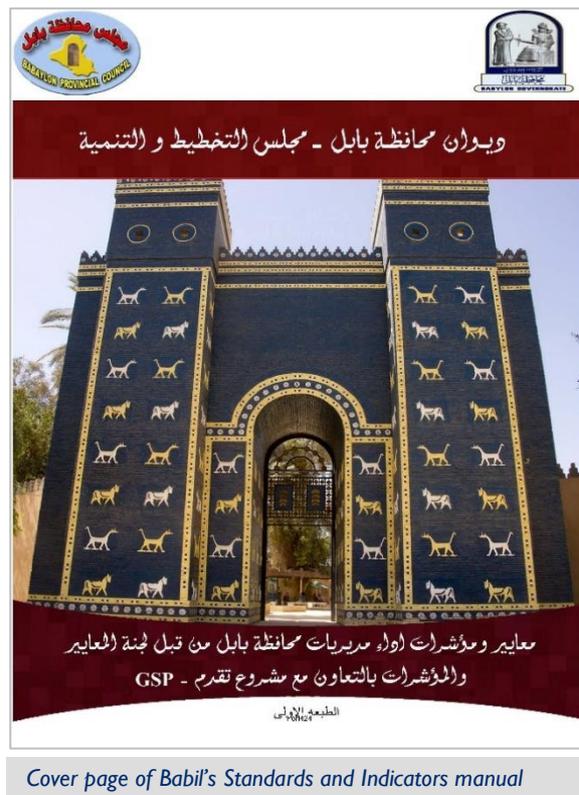
Many provinces have used this authorization for such purposes, however in a limited way because there has not been an urgent need. Given Iraq's current economic crisis and the related reduction of provincial Operation and Maintenance Budgets across the board, more of these requests are expected in the future.

STANDARDS AND INDICATOR MANUAL ADOPTED BY PROVINCIAL COUNCIL AND DEVELOPED IN COOPERATION WITH GSP/TAQADUM

A significant example of how GSP/Taqadum's approach affects its beneficiaries at the provincial level is when Babil's PC adopted the Standards and Indicators Manual, developed in cooperation with GSP/Taqadum. The manual will be used by the Provincial Planning and Development Council (PPDC) and PC to develop accurate and responsive policies and programs aimed at improving service delivery to citizens.

MAYSAN DIRECTORATES PROPOSE MAXIMIZING LOCAL REVENUES

Maysan The Provincial Directorates of Agriculture, Traffic, Municipalities, and Nationality sent proposals to the Governor's Office (GO) regarding maximizing respective Directorate revenues, in accordance with Article 25 of the 2016 Public Budget Law. After reviewing these proposals, GSP/Taqadum found that several were classified as Federal and suggested to the GO the need to amend the Federal Budget Law. Amending the Federal Budget Law will require a review of and the classification of all Federal revenues into three categories: Federal, Local, or Shared, in order to meet MOF requirements regarding any amendments.



Cover page of Babil's Standards and Indicators manual

MOVABLE AND IMMOVABLE PROPERTY INVENTORY AND RECEIVAL COMMITTEES ARE FORMED

Basrah In accordance with the project-developed Decentralization's Transition Phase Roadmap, submitted to High Commission for Coordination between Provinces Secretariat (HCCPSEC) Chair, Dr. Torhan Al-Mufti on November 24, 2015, GSP/Taqadum met with Governor's Assistant for Administrative Affairs, Mr. Mo'een Al-Hassan and reviewed the Roadmap. Topics covered included the reasons for establishing Inventory and Receivable Committees to track the movable and immovable properties in preparation for their official handover.

As a result, on June 1, Mr. Al-Hassan issued eight Administrative Orders (Nos. 10916, 10917, 10920, 10921, 10922, 10923, 10924, and 10925 based on Article 45 of Law 21, as amended) directing the targeted provincial Directorates (Health, Education, Municipalities, Municipality, Urban Planning, Planning and Follow-up, Sewer, and Water) to establish respective Movable and Immovable Property Inventory and Receivable Committees. These committees are responsible for: 1) comparing the Ministry and Directorates' respective asset records; 2) receiving the Directorates' immovable (buildings, offices, etc.) and movable properties (debts and financial claims) and having all inventoried in coordination with the MOF and the Supreme Audit Board (SAB); and 4) reconciling the accounts in preparation for the asset transfer process, and notifying the MOF and SAB of the result.



Basrah Governor Mo'een Al-Hassan's Administrative Order directing the establishment of Movable and Immovable Property Inventory and Receival Committees

GSP/Taqadum interventions are geared to be relevant and practical, and produce sustainable results by fulfilling real needs of both public officials and Iraq's citizens.

IMPRESSED WITH GSP/TAQADUM'S TRASH COLLECTION MANAGEMENT SYSTEM DEVELOPED WITH OTHER PROVINCES, DEPUTY GOVERNOR INVITES REPLICATION IN BAGHDAD



Bagdad officials reviewing the GSP/Taqadum-developed Trash Collection Management System in hopes to replicate it in Baghdad

Baghdad In an especially exciting turn of events, in response to his attendance at GSP/Taqadum's May 31-June 3 Trash Collection Operational Development workshop in Erbil, and his hopes to replicate the resulting Trash Collection Management System (TCMS) in Baghdad, Deputy Governor

for Technical Affairs, Mr. Jasim Al-Bukhati, asked project specialists to give a presentation on the subject. The gathering included key provincial officials, including PC Chair, Dr. Riyadh Al-Adhath; Municipalities' Directors; Governor's Office and PC officials and technical consultants; Mr. Al-Bukhati, hosted the *GSP/Taqadum* presentation on June 7. USAID Field Monitor, Mr. Bilal Yasin, was in attendance.

Dr. Al-Adhath kicked off the event by thanking *GSP/Taqadum* for its initiative and highlighting the importance of an effective solid waste management system. **“While many countries have made important strides on waste management and recycling, we still lag behind in this area.”** Citing the memo between the cities of Gaziantep (Turkey) and Jeddah (Saudi Arabia) as a best practice, Dr. Al-Adhath asked the Municipal Directors in attendance to visit the Al-Mahmoodiyah Waste Recycling Plant (south of Baghdad) and develop a detailed feasibility study on a waste recycling project.

Delivery Specialist, Mr. Yousif Qadi then: 1) presented the project's TCMS approach and its stages; 2) provided examples on best practices; 3) outlined *GSP/Taqadum*-developed templates used when evaluating trash management performance; and 4) reviewed the type of information and data to gather from each Municipal Center in order to begin the TCMS model's first stage, including its operational action plan aimed at improving trash collection services.

Hoping to develop an operational action plan in Baghdad that will improve the city's solid waste collection service by replicating the *GSP/Taqadum*-developed TCMS model and operational action plan, Mr. Al-Bukhati asked Municipal Directors to take the first step of the system and begin to collect and provide the Governor's Office with the required data and information. The TCMS model was developed in cooperation with pilot provinces **Najaf** and **Wasit**. The results of these two pilots will be monitored and eventually serve as a guide to improve the model (if needed), which will then be shared with the other targeted provinces.

PATIENT CARE AND TECHNOLOGICAL LEAP IN PRIMARY HEALTH CARE TO CLOSE THE SERVICE DELIVERY GAP



Maysan Health officials testing telemedicine technology for the first time

Maysan Most non-specialty physicians who work in local Primary Healthcare Centers (PHCCs) lack X-ray interpretation skills and have to refer patients to distant hospitals for X-ray analysis. This lack of specialists and radiologists creates enormous challenges for PHCC patients in terms of their care, diagnosis, expense, unnecessary referrals, and travel concerns – especially in emergency situations. In an attempt to close the identified gap in services – 33 actual practicing doctors compared to the 156 needed to meet the 3 to 10,000 per capita Standard – the Health Directorate’s Service Delivery Improvement Plan (SDIP), developed in cooperation with *GSP/Taqadum*, identified short-term solution # 9, “Horizontal Coordination between Healthcare Centers and Hospitals using Information Technology, including Telemedicine.” A remote diagnostic tool using telecommunication technology, telemedicine is used on a limited basis by Al-Sadr Hospital, located in Maysan’s capital of Amarah.

On June 8, the Dijlah PHCC, which serves an estimated population of 40,000, conducted its first live patient test of the telemedicine tool. X-rays taken of a 52-year old woman suffering from back and neck problems were shared online with radiologist, Dr. Raheem Al-Ka’bi, in Al-Sadr Hospital. When the high-resolution X-ray image appeared on the radiologist’s screen just minutes later, physicians and medical staff at both health facilities were in awe at the successful result of the test. A technological first for Maysan’s Health Directorate, this test heralds telemedicine technology’s eventual use by PHCCs, will reduce the negative impact of the shortage of medical staff until a more permanent solution can be reached.

“This test was very successful, and this technology can be replicated in other PHCCs,” said Dr. Al-Ka’bi. “Telemedicine technology will have a positive effect on the provision of PHCC health services.”

Dijlah PHCC’s Manager, Dr. Qusay Mahdi, Health Directorate officials, and Service Delivery Improvement Plan Implementation Committee members who attended the test recommended provincial officials and the Health Director be approached to provide needs for effective and sustainable implementation of this technology, including an Internet connection, computers, cameras, X-ray generators, and related software. Nine PHCCs throughout Maysan already have these generators.

REPORT ANNEXES

ANNEX A: LETTERS

A good litmus test 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. Tracking the "Letters" also provides an ongoing update on the official decentralization-related actions taken by all levels of Iraq's government. And in some cases, the letters simply thank GSP/Taqadum for its efforts. The following are a recap of most of the letters distributed by high-level GOI officials during this quarter.



GOVERNOR CALLS FOR TRANSFER OF REMAINING MOLSA DIRECTORATES

- **Maysan** Governor Ali Dawai, in letter No. 2773 dated March 1, asked the High Commission for Coordination between Provinces (HCCP) to direct the Ministry of Labor and Social Affairs (MOLSA) to issue Administrative Orders to devolve MOLSA's provincial Directorates of Man Care/Woman Care and Social Security, along with their related financial allocations. Neither had been mentioned in MOLSA's previous AO regarding Provincial Directorate transfers.

CHAIR RESPONDS TO ENSURE TRANSFER OF MOLSA DIRECTORATES

- **HCCPSEC** In response, Maysan Governor Ali Dawai's letter No. 2773 dated March 1, High Commission for Coordination between Provinces Secretariat (HCCPSEC) Chair, Dr. Torhan Al-Mufti, sent official letter No. 7/279 (dated March 16) asking the Maysan Governor's Office to review the agreed-upon minutes, signed by the MOLSA and provincial representatives, to ensure the Directorates cited in MOLSA's letter are among those transferred.

GOVERNOR AUTHORIZES STATUS QUO

- **Basrah** In response to the Basrah Agriculture Directorate's letter No. 2854, dated March 22, Governor, Dr. Majid Al-Nasrawi issued Governor's Office (GO) letter No. 2223, dated March 23, authorizing the Agriculture Director to exercise his current responsibilities until further instructions are issued.

GOVERNOR CALLS FOR TRANSFER OF ALL MOA FUNCTIONS NOT RELATED TO NATIONAL POLICY

- **Karbala** Governor Aqeel Al-Turaihi, in letter No. 4717 dated March 23, asked the HCCP to review his comments regarding the Ministry of Agriculture's (MOA) Administrative Order (AO) No. 344 dated February 22, 2016. Citing there is no legal ground for the MOA to retain these functions, Governor Al-Turaihi specified the following: 1) the MOA's intent to keep provincial agricultural Directorates technically linked to it is inconsistent with Article 45 of Law 21, as amended; 2) the MOA has not fully transferred functions not related to national policy; and 3) in accordance with Law 21, as amended, once the Provincial Council gives its approval, the appointment of the provincial Agriculture Director is vested with the Governor.

GOVERNOR DEMANDS TRANSFER OF PROVINCIAL-ORIENTED MOE FUNCTIONS

- **Karbala** Governor Aqeel Al-Turaihi, in letter No. 4718 dated March 23, notified the HCCP of the Ministry of Education's (MOE's) failure to transfer all functions related to the provincial Education Directorate, as per MOE Administrative Order No. 2687 dated February 14. Governor Al-Turaihi indicated the MOE has only agreed to transfer functions that are already being exercised by provincial Education Directorates, and it should not retain functions that are not connected to national policy.

GOVERNOR DELEGATES RESPONSIBILITIES TO HIS DEPUTY

- **Basrah** In Administrative Order No. 2285 dated March 24, Governor, Dr. Majid Al-Nasrawi, assigned Directorate of Agriculture, and Labor and Social Affairs the responsibilities of staff retirement and issuing of AOs to First Deputy Governor, Mr. Mohammad Tahir.

GOVERNOR ORDERS AUTHORIZATION AND UTILIZATION OF POWERS

- **Najaf** Governor Luay Al-Yasiri, in AO No. 2840 dated March 30, authorized: 1) his second Deputy Governor to utilize the powers transferred to him regarding the Health Directorate; 2) the Health Director to exercise the powers transferred to him regarding the Health Directorate; and 3) the following powers for exclusive use by the Governor: a) the appointment and removal of teaching hospital administrative and technical division managers; b) the sending of staff abroad for training; c) the delegation of Ministerial powers related to investment projects cited in the Investment Budget Execution Instructions and other applicable instructions; and d) the allotting of land assigned to doctors based on job security.

DIRECTORATES ASKED TO START SDIP IMPLEMENTATION PROCESS

- **Maysan** Deputy Governor Chasib Kadhum, in letter No. 4383 (dated April 5), notified the Health, Education, Water, Sewer and Municipality Directorates of: 1) Governor Ali Dawai Lazim's approval of the adoption of the province's Service Delivery Improvement Plan (SDIP); and 2) asked they start the SDIP implementation phase, **in cooperation with GSP/Taqadum**.

MINISTRY OF HEALTH REVERTS FOUR FUNCTIONS ORIGINALLY TRANSFERRED TO PROVINCES

- **Ministry of Health** Minister of Health, Dr. Adeela Hamood, in AO No. 136 dated April 6, ordered revisions to a number of administrative and financial functions cited in Ministry of Health (MOH) AO No. 87 dated March 3, 2016. According to the revised AO, the following four functions originally transferred to provinces are now returned back to the MOH: 1) the granting of scholarships both inside and outside of the country; 2) approval of study leaves; 3) distribution of medical, health, and nursing staff; and 4) creating new administrative divisions.

GOVERNOR ASKS TARGETED DIRECTORATES TO HEED MOF LETTER

- **Basrah** Governor, Dr. Majid Al-Nasrawi, sent letter No. 6709 (dated April 7), asking targeted Directorates to follow the directives in the Ministry of Finance's (MOF's) official letter No. 4583 (dated January 11, 2016), which orders each Directorate to provide the Governor's Office (GO) with the following: 1) detailed tables listing Directorate staff names and positions; 2) a list of Directorate movable and immovable assets; 3) Directorate allocations for the fiscal year 2016; and 4) Directorate final statements for the fiscal year 2015.

BASRAH ADOPTS GSP/TAQADUM'S INVESTMENT BUDGET PREPARATION METHODOLOGY

- **Basrah** Governor's Office Planning and Development Department Manager, Mr. Wala'a Abdul Karim, in official letter No. 906 dated April 10, requested all Directorates and departments, in accordance with the Governor's instructions, to adopt the **GSP/Taqadum-developed Investment Budget preparation methodology**. (Note: Basrah is the fifth province to adopt this methodology after Baghdad, Diwaniyah, Diyala, and Najaf.)

GOVERNOR GRANTS POWER OF ATTORNEY TO DIRECTORATE LEGAL OFFICIALS

- **Diyala** Governor Muthanna Al-Timimi, in letters No. 6703 through 6709 and dated April 11, granted the Power of Attorney to Water Directorate Legal officials to represent, litigate, appear in court, and file complaints on behalf of the Directorate; and take legal action as needed to defend the Directorate's rights and interests.

KIRKUK TO CEASE USE OF PAPER-BASED CORRESPONDENCE BY APRIL 20

- **Kirkuk** Governor Najim Aldin Omar, in letter No. 2986 dated April 13, designated April 20, 2016, as the launch date of the first stage of the province's e-Communication System. Provincial Directorates were notified that paper-based correspondence would not be allowed after April 20.

AS DECENTRALIZATION IS UNDERWAY, PROVINCIAL OFFICIALS INCREASINGLY INTERESTED IN DETAILS REGARDING SERVICE SOLUTION IMPLEMENTATION

- **Babil** Deputy Governor Wisam Aslan, in letter No. 11993 dated April 25, requested the Health, Education, Municipality, Sewer, and Water Directorates coordinate with and make use of *GSP/Taqadum* expertise to submit detailed reports as soon as possible on the following: a) implemented solutions and their impact on services that are delivered to citizens; and b) unimplemented solutions, reasons for non-implementation, and recommendations and suggestions to implement these solutions.

GOVERNOR ORDERS ADOPTION AND IMPLEMENTATION OF SDIPS

- **Basrah** Governor Majid Al-Nasrawi, as per AO No. 3125 dated April 26, ordered: 1) the adoption of the Health, Education, Municipality, Sewer, and Water Directorates' Service Delivery Improvement Plans (SDIPs); and 2) the establishment of SDIP committees, to be chaired by the Governor, to follow up on SDIP implementation.

GOVERNOR DIRECTS TARGETED DIRECTORATES TO ADOPT GSP/TAQADUM ESTABLISHED PROCEDURES REGARDING THE ADMINISTRATIVE INVESTIGATION FUNCTION

- **Muthanna** Governor Faleh Abdul Hassan, in letter No. 4230 dated April 26, instructed the Directorates covered by Article 45 of Law 21, as amended, to adopt the **Administrative Investigation procedures developed by GSP/Taqadum** related to imposing disciplinary action on employees, in accordance with State and Public Sector Employee Disciplinary Law No. 14 of 1991.

GSP/TAQADUM AWARDED CERTIFICATE OF APPRECIATION

- **Kirkuk** Acting Education Director, Mr. Farhan Hussein, awarded *GSP/Taqadum* a Certificate of Appreciation for its role in building the capacity of educational staff via the Process Mapping and Streamlining of Citizen-based Services interventions that led to the unifying of work procedures throughout Iraq's provinces.

STANDARDIZING SERVICE DELIVERY PERFORMANCE MANAGEMENT SYSTEM

- **Dhi Qar** Provincial Council (PC) Chair, Mr. Hameed Al-Ghuzi, signed Decision No. 12 after the PC passed it unanimously on March 29. It calls for the adoption of a Service-based Standard Performance Management System. In response, Governor Yihya Al-Nasiri, issued AO No. 5606 dated April 24, authorizing the establishment of a joint committee, chaired by Assistant Governor, Mr. Nassar Hanoon, to implement this decision. [Note: As of April 24, Babil, Dhi Qar, Karbala, and Maysan have adopted the **GSP/Taqadum-developed Service-based Standard Performance Management System**.]

PRIME MINISTER ORDERS CONSTRUCTION AND REHABILITATION OF IRAQ'S SCHOOLS

- **Prime Minister's Office** In response to the recommendations made at the "Promotion of Iraq's Education Sector" workshop, Prime Minister, Dr. Haider Al-Abadi's office issued Executive Order No. 115 dated March 29, ordering the establishment of a multilateral committee to develop a national campaign to build and rehabilitate schools. The committee is to be chaired by a Council of Minister's Secretariat (COMSEC) representative and consist of representatives from the Council of Representatives Education Committee; the Ministries of Education, Finance, and Planning; and the Baghdad Mayorality. The Committee is tasked with: 1) coordinating with the Ministry of Finance and other entities to allot properties for the construction of schools, and

support the procedures taken by provincial Education Directorates to allot these lands; 2) invite investors to construct schools according to Education Ministry specifications; and 3) seek additional funding sources for the construction, rehabilitation, and furnishing of school equipment and supplies.

DHI QAR ESTABLISHES COUNCIL TO BOLSTER PROVINCE'S ECONOMY

- **Dhi Qar** Iraq Economist Association (IEA) Chair, Mr. Sa'ad AbdulRazaq, in Administrative Order 37 dated April 6, in accordance with the Council of Ministers' letter No. 93 dated February 14, 2014, established an Economic Council in Dhi Qar using the IEA's legal framework. A national entity focused on developing economic stability in the provinces, the IEA has branches in each province. Dhi Qar's IEA branch agreed to form an Economic Council to serve in an advisory capacity and provide economic development consultancy services to the local government. The 11-member Economic Council consists, for the most part, of representatives from academic institutions and aims to improve the province's economic situation by working cooperatively with Civil Society Organizations and universities.

BASRAH OFFICIALLY APPROVES E-COMMUNICATION SYSTEM

- **Basrah** PC Chair, Mr. Sabah Al-Bazooni, signed Decision No. 410, which was passed by the PC on April 27 and approves the PC's launch of the province's e-Communication System, along with a 10 million IQD (\$80,000 USD) yearly allocation to cover project costs. The PC's e-Governance and e-Communication Committee is to monitor the project's implementation, **in cooperation with GSP/Taqadum.**

EDUCATION DIRECTORATE OFFICIALS THANK GSP/TAQADUM FOR FUNCTIONS TRANSFER SUPPORT

- **Babil** Education Director-General, Mr. Hussein Khalaf, in letter No. 18786 dated April 27, thanked *GSP/Taqadum* staff for its effective and distinguished role in supporting the Education Directorate with the transfer of functions and authorities, in accordance with Article 45 of Law 21, as amended.

ADOPTION THE USE OF INVESTMENT BUDGET PREPARATION METHODOLOGY

- **Babil** The PC, in letter No. 4235 dated April 27, requested that the GO adopt the use of the *GSP/Taqadum*-developed methodology when preparing the provincial investment budget. Given the importance of this issue, the GO will circulate this letter to targeted directorates requesting they act accordingly. *[Note: To date, the following eight provinces have adopted project's methodology on investment budget preparation: Babil, Baghdad, Basrah, Diwaniyah, Diyala, Karbala, Najaf, and Wasit.]*

EDUCATION OFFICIAL SPREADING THE PROCESS MAPPING AND STREAMLINING METHODOLOGY ACROSS THE ORGANIZATION

- **Karbala** Acting Education Director, Dr. Ahmed Jabbar, in an AO No. 42/3/4 dated April 28, directed the mandatory participation of 41 Education staff in a ***GSP/Taqadum* Process Mapping and Streamlining training session**. Education Human Resources Manager, Mr. Safa'a Mahdi, who successfully participated in one of ***GSP/Taqadum's* previous "Learning-by-Doing" Process Mapping and Streamlining workshops**, will lead the training session, along with ***GSP/Taqadum's* Organizational Development Specialist**, Mr. Haider Hameed.

ADOPTION OF LOCAL FINANCIAL MANAGEMENT AND LOCAL REVENUES LAW

- **Basrah** Governor, Dr. Majid Al-Nasrawi, in letter No. 8752 dated May 2, requested the PC review and adopt the local draft legislation on financial management and local revenues, along with related tables developed by Directorates linked to the GO. The letter also requested that the PC approve fees and charges proposed by the Health, Education, and Environment Directorates and approved by the respective Ministries.

RESPONDING TO HCCP LETTER, PROVINCES ANNOUNCE READINESS TO TAKE ON TRANSFERRED FUNCTIONS

- **Muthanna** Governor, Dr. Faleh Sikar, in letter No. 4606 dated May 9, notified the HCCP of the following: 1) the province has finalized, in cooperation with *GSP/Taqadum*, all administrative procedures and prepared staff to accept the transfer of functions; 2) the province's readiness to provide the MOF with the detailed tables required to facilitate the transfer staff and financial allocations to the province; 3) the taking of an inventory of Directorate properties must be postponed until the end of fiscal year 2016 to allow time for the Ministries to finalize and review property inventory tables before their approval by the Supreme Audit Board (SAB); 4) delays in transferring staff and financial allocations to the provinces will negatively affect development of the province's 2017 Budget; and 5) the MOF has not yet approved the opening of the provincial bank accounts necessary to transfer financial allocations to the province.

Governor Sikar's letter identifies the obstacles the provinces are still facing with the Ministries involved in Article 45 of Law 21, as amended pertaining to authorities, staff, and the transfer of financial allocations on one hand, and the MOF's delay in opening the required bank accounts on the other. Before Muthanna, the provinces of Baghdad, Diyala, Wasit, and Diwaniyah also sent similar letters to HCCP complaining about this delay. In order to address financial impediments and find appropriate solutions, HCCPSEC Chair, Dr. Torhan Al-Mufti, sent letter No. 7/427 on May 8 that invited the concerned ministries to meet with the MOF on May 11, 2016 and discuss these issues.

In response to the HCCP's letter, the MOA sent an urgent telegram on May 11 to the provincial Agricultural Directorates ordering them to send the MOA tables detailing the expenditures of each Directorate for the period January 1 to May 31, 2016, in order to facilitate the transfer of the remaining Budget funds (for the period June 1 to December 31, 2016) to these Directorates.

This was a significant step; however, MOF approval is still required to open the needed provincial bank accounts in order to transfer remaining allocations to the new established Financial Affairs Directorate's bank accounts.

GOVERNOR IMPLEMENTING SERVICE DELIVERY PERFORMANCE MANAGEMENT SYSTEM LEGISLATION

- **Maysan** Governor, Mr. Ali Dawai, in letter No. 719 dated May 9, asked the PC to nominate members to the Essential Service Delivery Oversight (ESDO) working group (used to determine the effectiveness and efficiency of the actual delivery of essential services) in order to start the development of ESDO action plans for the Education, Health, and Municipalities sectors. According to the Service-based Performance Management System Law, **developed in coordination with *GSP/Taqadum*** and passed by the PC on March 23, 2016, this ESDO working group is to develop an Action Plan, in accordance with Article 4 of this Law.

INSTRUCTED BY MOF, MOE TAKES STEPS TO TRANSFER FUNCTIONS

- **Ministry of Education** Budget Directorate Director-general, Mrs. Hana Ahmed, in letter No. 4087 dated May 15 titled "Dissociation," requested provincial Education Directorates to submit, no later than May 19, a detailed budget containing all remaining budget items for June 1 - December 31, 2016. This letter was issued to hasten the transfer of devolved Directorates and as a response to a MOF letter (letter No. 4538 dated January 16 and sent to all devolved Directorates), and ensuing May 11 MOF meeting with targeted Ministries where the MOF instructed these budgets be submitted.

According the above-mentioned MOF letter No. 4538 dated January 16, all Ministries involved in Article 45 of Law 21, as amended, must submit these budget items to the MOF no later than May 24. Ministries that do not meet this deadline will be reported to the HCCP by the MOF,

which cannot begin its implementation of the transfer process until it receives the items mentioned in the January 16 letter.

COMSEC BEGINS TO EXPLORE REACTIVATION AND RESTRUCTURING OF PROVINCIAL PLANNING AND DEVELOPMENT COUNCILS

- **COMSEC** The Acting Council of Ministers' Secretariat General, Mr. Rahman Issa, in letter No. 8/4/1/15 dated May 17, requested the Ministry of Planning to name a representative to attend a "Development Status and Its Indicators in Iraq" meeting that took place June 6 that explored reactivation and restructuring of a more effective and efficient Provincial Planning and Development Council (PPDC) focused on achieving its original goals.

This letter comes on the heels of an April 27 meeting where *GSP/Taqadum* reviewed current weaknesses and obstacles facing the PPDC and opportunities to reactivate and restructure it with the COMSEC Follow-up and Governmental Coordination Committee. PPDCs were originally established in late 2012 to produce timely data-driven, efficient and integrated provincial development plans and budgets responsive to citizens' needs. *GSP/Taqadum* was pivotal in assisting their establishment, drafting related organizational by-laws, and building PPDC operational capacity.

GOVERNOR ORDERS UNITS ASSIGNED TO LOCAL REVENUE DIVISION

- **Muthanna** Building on his AO No. 3994, dated on April 21, 2016, that called for the establishment of a Local Revenue Division, Governor Faleh Sikar issued follow-up AO No. 5475 dated on May 29 calling for the establishment of five units within the Local Revenue Division to regulate its work: 1) Accounting and Budgeting; 2) Treasury; 3) Administrative Affairs and Local Revenue; 4) Quarries; and 5) Imports; and also names the managers assigned to these new units. In related letter No. 5426 dated May 29, Governor Sikar, asked the MOF to approve the opening of a Current Account at Al- Rashid Bank in Samawa for the deposit of revenues collected at the local level. These revenues will support the provincial budget and thus improve the level of services provided to citizens. Governor Sikar; Governor's Office Accounts Manager, Mr. Adnan Khawaf; and Local Revenue Division Manager, Mr. Ali Mansour, are the only officials authorized to access this account.

GOVERNOR ASKS DIRECTORATES TO PROVIDE FAD WITH FINANCIAL INFORMATION

- **Najaf** Governor Luay Jawad, in a letter No. 1495 dated May 15, asked the provincial Directorates covered under Law 21, as amended, to provide the provincial FAD with: 1) a copy of each Directorate's 2016 budget; and 2) copies of 2013, 2014, and 2015 final accounts, including expenditure and revenue tables, trial balance, and bank statements. Although the FAD made this request, Governor Jawad penned these letters to lend weight to the legitimacy of the FAD and ensure timely responses.

PROVINCIAL OFFICIALS EXPRESS OBJECTIONS TO COMSEC DECISION TO POSTPONE FUNCTIONS TRANSFER IN ISLAMIC STATE-OCCUPIED PROVINCES

- **Anbar, Ninawa, Salah ad Din** Immediately following the COMSEC's issuance of Decision No. 141 of 2016 dated May 17, 2016, the second item, ordering the postponement "due to the precarious security situation" of the transfer of Ministerial functions to the provinces affected by ISIL terrorist activities (Anbar, Ninawa, and Salah ad Din), respective GO and PC officials responded by sending letters of their own to COMSEC objecting to this delay. (*Note: COMSEC's order was followed by HCCP letter No. 10/1.5.14128 dated May 19, that asked all Ministries involved in Article 45 of Law 21, as amended, to take all action necessary to implement Decision No. 141.*)

The first to object was **Anbar** Governor Suhaib Mahmood, who in letter No. 2364 dated May 26, asked that the second item of COMSEC's Decision No.141 calling for the postponement of the functions transfer be canceled. He pointed to the fact that thanks to Anbar officials attending workshops hosted by the HCCP, in cooperation with *GSP/Taqadum*, Anbar is prepared to transfer the functions and had already adopted a mechanism to do so. Next, in letter No. 311

dated May 29, **Salah ad Din** Governor Ahmed Al-Jubouri, not only echoed Governor Suhaib's objection and request to cancel this paragraph, but also informed COMSEC that thanks to the HCCP/GSP/Taqadum-hosted workshops, his province had also adopted a transfer mechanism and was ready to transfer the functions.

Days later, **Ninawa** PC Chair, Mr. Bashar Al-Kiki, in letter No. 234 dated June 2, 2016, asked the Council of Ministers to reconsider its decision to postpone the transfer of functions and instead, treat Anbar, Ninawa, and Salah ad Din equally with the other provinces. According to Chair Al-Kiki, **Ninawa** currently has 13 districts and sub-districts that are under complete local government control (not under Islamic State terrorist control). All are in dire need of services and management, and any transfer postponement in Anbar, Ninawa, and Salah ad Din will not only negatively affect local government performance in the areas not under Islamic State terrorist control, but also weaken local government's preparation efforts to administer the province post liberation. Chair Al-Kiki stressed that if the actual transfer of authorities does not occur until 2017, the delay will negatively impact provincial Directorates currently working on meeting function transfer requirements, and recommended that the foundational work of finalizing the basic administrative and financial requirements needed for the transfer begin immediately.

These letters highlight the contrast between Federal calls for the delay due to security issues, and provincial appeals that say delays to implement decentralization due to security issues will in fact only work to negatively impact the delivery of services to citizens in these provinces, and adversely affect their lives.

GOVERNOR URGES TRANSFERRED DIRECTORATES TO FOLLOW GSP/TAQADUM-DEVELOPED MECHANISM FOR PROPERTY MANAGEMENT AND EMINENT DOMAIN

- **Wasit** Governor Malik Wadi, in letter No. 1118 dated May 29 urged Directorates transferred from the ministries to observe the unified legal procedures when exercising the Property Management and Eminent Domain tools. Governor Wadi's letter came in the wake of *GSP/Taqadum's* recent series of back-to-back "Technical Relationships and Accountability Mechanisms between Ministries and Provinces" workshops and a follow-up meeting on April 20 with GO officials and transferred Directorates' legal staff. Their goal was to develop a standardized mechanism for the devolved legal functions, including Property Management and Eminent Domain, in accordance with the provisions of Sale and Lease of State Properties Law 21 of 2016, as amended; and Eminent Domain Law 12 of 1981, amended.

PC HOSTS FAD WORKSHOP, IN COOPERATION WITH GSP/TAQADUM

- **Kirkuk** On June 2, in response to Governor Najim Al-Din Karim's official letter No. 1897 dated on May 26 sent to all Directorates covered under Article 45 of Law 21, as amended, the PC, in coordination with *GSP/Taqadum*, conducted a training workshop for 39 officials from the Accounting and Auditing Departments of the devolved Directorates and Departments. Participants reviewed the following aspects of the recently established FAD: 1) FAD roles and responsibilities; 2) FAD job descriptions; 3) how to regulate the relationship between the FAD and the devolved Directorates; and 4) the staff of devolved Directorates assigned to work at FAD and the obstacles facing their assignment.

LOOKING FORWARD TO APPLY DECENTRALIZATION, MINISTRY INITIATES STAFF TRANSFER TO DIWANIYAH GO MOCHPM

- **MOCHPM** Based on Law 21 of 2008, as amended; the Council of Ministers (COM) resolution No. 304 on 2015; and COMSEC's letter No. 25489/11/2/1/10 dated August 5, 2015, which included the devolution of the Ministry of Construction, Housing, and Public Municipalities' (MOCHPM) entities in the provinces to their respective GO, Deputy Minister, Mr. Dara Hassan Rashid, in AO No. 19825 dated May 31, ordered the transfer of 73 MOCHPM staff, and their positions and financial allocations to Diwaniyah. The AO ordered the MOF to move the names of the 73 transferred staff from its and the province's budgets, in accordance with Law 21, as

amended and COMSEC letter No. 10/1/2/11/25489 dated August 5, 2015. In the same context, in response to an earlier transfer of staff and functions, Karbala Roads and Bridges Director, Mr. Isam Abbas, in AO No. 11439 dated June 6, ordered the transfer of 78 staff, and their positions and financial allocations to the GO in order to be reallocated on other directorates

TENTH PROVINCE ADOPTS SAB AUDIT AND INTERNAL CONTROL GUIDE

- **Najaf** Governor Luay Al-Yasiri, in letter No. 1792 dated June 7, asked devolved Directorates to adopt the Audit and Internal Control Guide, developed by the Supreme Audit Board (SAB), for use in their Audit Sections and Divisions. The use of this guide will enable the provision of accurate and reliable financial statements and ensure staff adherence to applicable laws, regulations, and instructions. To date, Najaf is the tenth province to adopt the SAB's Audit and Internal Control Guide, joining Babil, Baghdad, Basrah, Diwaniyah, Diyala, Kirkuk, Muthanna, Maysan, and Wasit.

GOVERNOR ORDERS ESTABLISHMENT OF LOCAL REVENUE DIVISION

- **Anbar** Governor Suhaib Mahmood, in AO No. 2276 dated May 18, ordered the establishment of a Local Revenue Division linked to the GO Financial Affairs Section. In a subsequent AO No. 2287 issued the same day, Governor Mahmood assigned GO Accounting Manager, Mr. Amir Mawlood, as its manager.

GOVERNOR GIVES FAD A LEADING ROLE IN TRANSFER OF FUNCTIONS

- **Najaf** In an attempt to encourage other provinces to follow Najaf's example, Najaf Governor Luay Jawad Al-Yasiri, sent letter No. 1520 dated May 16 to devolved provincial Directorates (and copies of said letter to COMSEC, and all devolved Ministries, including Finance), which laid out the following lines of communication: 1) the Directorates should exclusively approach the FAD with any inquiries pertaining to the transfer of authorities and the FAD is responsible for approaching the respective Ministries and requesting they take the necessary action; 2) the FAD is also responsible to approach MOF until the staff and properties transfer is complete (only then can the GO approach the MOF); and 3) Directorates can only approach their respective Ministries through the FAD, and as soon as the transfer of staff and properties is complete, contact with the MOF will be direct.

PC AUTHORIZES USE OF NOTARY PUBLIC AUTHORITY

- **Ninawa** In its session 46, at the substitute building in Alqosh Sub-district, Telkaif District, the PC, chaired by Mr. Bashar Al-Kiki, announced Decision No. 158, dated June 5, 2016, which states: 1) the transferred directorate officials in charge of the legal departments will be granted the Notary Public Authority (developed in cooperation with *GSP/Taqadum*) to endorse contracts, guarantees, and undertakings related to their Directorates, in accordance with Article 45 of Law 21, as amended; 2) the officials included in (1) above may authorize any legal staff within the departments affiliated to their Directorates; 3) the Governor shall execute this decision; and 4) this decision shall be published in the PC's official Gazette and website.

GOVERNOR ORDERS DIRECTORATES TO ADOPT GSP/TAQADUM-DEVELOPED MECHANISM FOR ADMINISTRATIVE INVESTIGATION AND DISCIPLINARY PENALTIES

- **Baghdad** Governor Ali Al-Timimi, in letter No. 12606 dated June 7, 2016, ordered Rusafa Health Directorate to instruct its Legal Sections to adopt the Administrative Investigation and Disciplinary Penalties mechanism, developed in cooperation with *GSP/Taqadum*. The mechanism includes a set of unified actions to be taken by investigative committees created in accordance with the State Employees Discipline and Public Sector Law 14 of 1991, as amended. The other Directorates in the province were also ordered to follow suit.

FAD USES GSP/TAQADUM-DEVELOPED FORM TO COLLECT PRIVATE AND PUBLIC SECTOR ECONOMIC DATA

- **Muthanna** In an attempt to determine the estimated amount of local revenue generated by Directorates (public sector) and the private sector, in accordance with the Law 21, as amended.

Governor Falih Sikar in letters No. 5763 dated June 6, and 5846 dated June 7, asked the Muthanna Planning and devolved Directorates (respectively) to provide the FAD's Budgeting Section with the available data regarding private and public sector economic activities using the *GSP/Taqadum*-developed data collection form (attached to the letters).

PROVINCIAL OFFICIALS HEAP PRAISE ON GSP/TAQADUM CAPACITY BUILDING EFFORTS

- **Diyala** On June 12, PC Chair, Mr. Omar Ma'an awarded *GSP/Taqadum's* Organizational Development specialists a Certificate of Appreciation: "Improvement and Streamlining of Services Provided to the Citizens of Diyala Province," for building the capacity of administrative staff via a series of Process Mapping and Services Streamlining workshops, specifically the recent Streamlined Services Standardization workshop held May 31 - June 3. **Basrah** GO Manager, Mr. Ahmed Al-Bahadli, in appreciation letters No. 4417 through 4422 dated June 15, thanked Directorates of Municipalities, Sewer, Education, Water, Health, and Municipality, respectively, in recognition for their efforts in working on process mapping and streamlining, and for continued technical cooperation with *GSP/Taqadum*. **Muthanna** PC Human Resources Assistant Manager, Mr. Ahmed Lefta, in an internal memo to PC Chair, Dr. Hakim Al-Yasiri dated June 15, praised the technical advice and workshops provided by *GSP/Taqadum*. Mr. Lefta specifically highlighted the project's two highly successful May 31 - June 3 "Standardization of the Streamlined Processes" workshops that: 1) "built the capacity of provincial staff," and 2) "the high level of experience project specialists shared that has already begun to contribute to improved provincial staff performance and services delivered to citizens."

TARGETED DIRECTORATES INSTRUCTED TO ADOPT AND URGED TO PUBLISH THE STANDARDIZED AND STREAMLINED PROCEDURES

- **Diwanayah** Governor Sami Al-Hasnawi was the first to issue the order in letter No. 7389 dated June 14, which asked targeted Directorates to: 1) adopt and circulate streamlined procedures developed in cooperation with *GSP/Taqadum* to respective Directorate Divisions; 2) inform staff and the public of the Streamlined Processes agreed on during the project's May 31-June 3 workshops via social media sites and other outlets. **Basrah** Governor's Office Manager, Mr. Ahmed Al-Bahadli, in letter No. 4415 dated June 15, asked the Directorates of Health, Education, Sewer, Water, Municipality and Municipalities to take the following actions: 1) adopt and distribute to respective Departments and Sections the streamlined process maps developed in cooperation with *GSP/Taqadum*; and 2) publish and post the unified streamlined service procedures and their respective maps via social media and bulletin boards to inform staff and citizens.

GOVERNOR ORDERS ESTABLISHMENT OF COMMITTEE TO PREPARE 2017 PROVINCIAL BUDGET

- **Wasit** Governor Malik Khalef, in AO No. 1270 dated June 14, ordered the following: 1) establishment of a committee to prepare the 2017 Provincial Budget chaired by Governor's Financial Advisor, Mr. Mahdi Wadi, and supervised by PC Financial Committee Chair, Mrs. Ala'a Ismaeel; and 2) assigned to discuss, review, and consolidate estimated budgets submitted by targeted provincial Directorates.

GOVERNOR ORDERS ESTABLISHMENT OF ADMINISTRATIVE DECENTRALIZATION DIVISION

- **Diwanayah** Governor Sami Al-Hasnawi, in letter No. 7456 dated June 15, 2016 instructed the Health, Education, Youth and Sport, Labor and Social Affairs, and Agriculture Directorates covered under Article 45 of Law 21, as amended, to establish an Administrative Decentralization Division, which is administratively linked to a respective Manager (or any entity authorized to exercise his/her powers), and technically linked to the Administrative Decentralization Section at the GO. This division will: 1) foster the decentralized working procedures, and ensure the implementation Article 45 of Law 21, as amended; 2) standardize the Directorates' relevant correspondence and positions; 3) explore, follow up on, and address obstacles; and 4) maintain

accuracy and speed when implementing the provisions of the above-mentioned law.

GOVERNOR REQUESTS UPDATE REGARDING IMPLEMENTATION OF SERVICE SOLUTIONS

- **Diwaniyah** *GSP/Taqadum* has assisted targeted Directorates in developing Service Delivery Improvement Plan (SDIP) solutions to respond to immediate and basic needs of citizens, including trash collection and adequate water and sewer services. In the course of implementation of these solutions, some Directorates have faced problems that required local government intervention. In order to obtain a current update on implementation of solutions, Governor Sami Al-Hasnawi, in letter No. 7440 dated June 15, asked the Directorates of Health, Education, Municipality, Water, and Sewer to submit respective reports containing the following: 1) a list of all unimplemented short- and long-term solutions cited in the SDIP; 2) the reasons they have not been implemented and obstacles to implementation; 3) the expected impact of implementing these solutions, including the number of beneficiaries affected; and 4) recommendations as how to successfully implement these solutions.

GOVERNORS DELEGATE AUTHORITIES TO DIRECTORS OF YOUTH AND SPORT, BUILDINGS, AND HOUSING

- **Karbala** Governor Aqeel Al-Turaihi, in AO No. 870 of 2016, included in letter No. 716 dated March 6, 2016, ordered the delegation of 14 authorities to the Youth and Sports Director. Tackling the same issue more recently, **Dhi Qar** Governor Yahya Al-Nasiri, in AO No 1079 dated May 24, delegated 23 authorities to the Youth and Sports Director. In two subsequent letters No. 1357 and 1358 dated June 9, Mr. Al-Nasiri ordered nine authorities be delegated to the Building Director, and six authorities to the Housing Director.

As far back as November, *GSP/Taqadum* has stressed to provincial governments, the importance of delegating authorities. One Governor cannot possibly do the same job that was once spread among eight Ministers. As shown in the letters above (and in many other similar letters recently issued by other provinces) **Karbala** and **Dhi Qar** have since heeded this advice.

GSP/TAQADUM-DEVELOPED STREAMLINED PROCESS MAPS TAKE HOLD IN PROVINCES

- **Wasit** Sewer Director, Mr. Abdul Wahid Jasim, in letter No. 3494 dated June 16; and Municipalities Director, Mr. Ali Sewan, in letter No. 11817 dated June 23, asked Directorate Sections to use the standardized streamlined procedures and process maps for select services and functions (attached to the letters) developed and agreed on during several workshops hosted by *GSP/Taqadum*. Similarly, **Babil** Governor Administrative Assistant, Mr. Ra'ad Joon, in letter No. 16399 dated June 19, asked provincial Directorates to adopt the streamlined standardized procedures developed in cooperation with *GSP/Taqadum* and inform citizens of these procedures via available media outlets.

ANNEX B: GSP/TAQADUM IN THE MEDIA

PROVINCIAL AND FEDERAL OFFICIALS DEVELOP RECOMMENDATIONS AIMED AT AMENDING FEDERAL FINANCIAL LAW IN ACCORDANCE WITH LAW 21

Al-Hurra Satellite Channel, Karbala, April 12: Concerned government entities have been exploring the possibility of revising Financial Management and Public Debt Law (FMAPD) No. 95 of 2004. USAID-GSP/Taqadum has taken the initiative to conduct workshops for concerned provincial officials where they have developed recommendations aimed at amending the Law in accordance with Law 21, as amended. Such an amendment would secure decentralized financial management for provinces.

<https://www.youtube.com/watch?v=Qk5TLEZXjx0>



Participants at GSP/Taqadum's "Making Recommendations on the Law of Financial Management and Public Debt" workshop in Karbala developing recommendations aimed at revising FMADP No. 95 of 2004



Participants at the Maysan Health Directorate's workshop being introduced to a methodology to improve health services

MAYSAN HEALTH DIRECTORATE HOSTS WORKSHOP TO IMPROVE HEALTH SERVICES

Maysan Health Directorate Media Facebook Page, April 17: In cooperation with GSP/Taqadum, Maysan's Governor's Office hosted a workshop for representatives from five Service Directorates, including Health Director, Dr. Ali Mahmood, aimed at improving services delivered to citizens. Introduced to a methodology that will enable the implementation of service plans and ultimately develop health centers, participants formed committees and created a list of suggestions regarding the distribution of members' responsibilities.

<https://www.facebook.com/missanhealth/posts/1011801268903655>

WATER DIRECTORATE OFFICIALS LAUNCH FACEBOOK PAGE TO SHARE PROCESS MAPPING AND STREAMLINING INFO

Water Directorates Group Facebook, April 16: Water Directorate officials who worked and trained with GSP/Taqadum on process mapping and streamlining of citizen-related functions developed a Facebook page to share directorate process maps, field questions, provide feedback, and share completed process maps. This networking will assist their developing unified process maps.

<https://www.facebook.com/groups/1704769246475240/?fref=ts>



Water Directorate Facebook page for the sharing of process maps and streamlining information



Babil PC voting to mandate use of the e-Communication System throughout provincial institutions

BABIL ADOPTS E-COMMUNICATION SYSTEM

Babil PC Chair Facebook Page, April 19: Thanks to the Provincial Council (PC) vote, provincial institutions, and Directorate are now required to use computer-based (rather than paper-based) correspondence in order to save paper resources, time and to make citizen outreach to these entities easier. “The PC decided to use e-Communication, in cooperation with *GSP/Taqadum*,” said Chair, Haider Al-Zanbur. “We allocated seven million Iraqi Dinars for this purpose. E-Communication will help reduce corruption among employees.

<http://preview.tinyurl.com/z9atzmj>

PC SDIP TASK FORCE REVIEWS IMPLEMENTATION OF SOLUTION PROGRESS

Baghdad Sewer directorate Facebook Page, May 5: The Baghdad Provincial Council’s (PC’s) Service Delivery Improvement Plan (SDIP) Task Force met and discussed the progress made to date implementing the short- and long-term solutions cited in the SDIPs developed in cooperation with *GSP/Taqadum* and how to overcome obstacles in cases where implementation had not yet occurred. Participants included Deputy Governor, Mr. Jasim Bukhati; Provincial Council Reconstruction and Development Committee Chair, Mr. Ghalib Al-Zamily; PC Health Committee Chair, Dr. Nahida Al-Timimi; Sewer Director, Mr. Nasir Muhi; representatives of the Water, Municipality and Health Directorates; and *GSP/Taqadum* staff.

<https://www.facebook.com/mmpwbag?fref=ts>



Baghdad PC’s SDIP Task Force reviewing progress made on the implementation of short- and long-term SDIP solution

ANNEX C: LOOKING FORWARD

As far back as April, in preparation for *GSP/Taqadum*'s planned extension, we selected four provinces as pilots to begin preliminary work with – one for each of the four soon-to-be-targeted (at that time) Ministries: 1) Agriculture (MOA): **Wasit**; 2) Youth and Sport (MOYS): **Najaf**; 3) Labor and Social Affairs (MOLSA): **Babil**; and 4) Construction and Housing (MOCH): **Baghdad**. (Note: these four Ministries, along with the Ministries of Education, Health, Finance, and Municipalities and Public Works were identified in Article 45 of Law 21, as amended.) Shortly thereafter, *project* Senior Advisors began a series of meetings with officials from each of targeted pilot provincial Directorates of these four Ministries. These meetings were designed to replicate our successful use of the *GSP/Taqadum*-developed Decentralization Mapping and Analysis Plan (DMAP) with the three originally targeted Ministries (Municipalities and Public Works, Health, and Education), and prepare participants for the work ahead. One of the *project*'s cornerstone tools, the DMAP supports the transfer of the Ministerial functions to the provincial level by: 1) identifying and analyzing Ministerial functions to determine which should be transferred to the provincial level and which should remain within the Ministry; 2) determining legal and regulatory conflicts related to the transfer of functions; and 3) diagnosing provincial level capacity needs to accept and perform the functions once they are transferred.

During the first set of meetings, *GSP/Taqadum* reviewed the lists of the respective Ministerial functions identified by the *project* (to date) from current laws, regulations, and orders to ensure these functions were correct. This included: 1) reviewing with participants the accuracy of the identified functions; 2) checking to see if any functions were missing; and 3) examining if there were any other laws, regulations, and/or orders that the Ministry currently adheres to or uses that *GSP/Taqadum* was not aware of.

In addition, *GSP/Taqadum* worked with each Directorate to: 1) complete an “as-is” analysis regarding its organizational structure (both horizontally and vertically); 2) review the functions currently being performed by each of their respective Ministries; 3) review with each the need to obtain the standards currently in use in preparation for the development of Service Delivery Improvement Plans (SDIPs) for select Directorates; and 4) support each Directorate in the successful formation of a Sectoral Committee. Once these Sectoral Committees were formed, *GSP/Taqadum* began introducing the *project*'s approach, including the DMAP.

The next set of meetings began in May and were aimed at introducing members of the newly formed Sectoral Committees to the DMAP and Service Delivery Improvement Plan (SDIP) tools, and building their capacity in preparation for the upcoming DMAP workshops. The *GSP/Taqadum*-developed SDIP process supports local government entities to identify and implement solutions that result in improving the delivery of citizen-centered services to their provincial constituents.

During these meetings *GSP/Taqadum* provided a review of the following: 1) the scope of their decentralization approach and methodology; 2) Law 21, as amended; 3) decentralization principles and challenges; 4) the concept of change management, in terms of taking organized and systematic steps to change some systems and mechanisms within the institution through using new practices or procedures; 5) conflicts in Federal laws and regulations; 6) the importance of developing a service-oriented culture in local government; 7) finance issues, including aspects of budgeting, establishing a Financial Affairs Directorate (FAD), defining the FAD role regarding coordinating with Ministries covered under Article 45, and the concept and types of local revenue generation; and 8) the role of Public-Private Partnerships (PPPs) in the delivery of citizen-centered services.

(Note: Last quarter, showing an interest in replicating the preparatory decentralization work done with other provincial Directorates in cooperation with *GSP/Taqadum*, **Najaf's** Youth and Sport Directorate took it upon itself to form a Sectoral Committee, the members of which then attended several *GSP/Taqadum* local

workshops that hosted officials from the Ministries of Education, Health, and Municipalities and Public Works. By the second week of June, **Babil** and **Baghdad** had established Directorate Sectoral Committees for the four new Ministries, and by the third week of June, **Wasit's** Sectoral Committee had formed.)

GSP/Taqadum Technical Specialists also prepared internally for the planned extension and initiation of the DMAP process (the precursor to our SDIP work) with the four newly added Ministries, by conducting a two-day (June 6-7) capacity building training for project Provincial Coordinators and Specialists from the provinces of Anbar, Basrah, Dhi Qar, Diwaniyah, Diyala, Karbala, Kirkuk, Maysan, Muthanna, and Salah ad Din. Sharing views, knowledge, information, and answering the scores of questions presented to them that related to the DMAP development process and how to develop DMAPs with the soon-to-be-targeted Ministries, project technical specialists also reviewed the new reporting criteria that should be taken into consideration when field specialists write their activity reports and give legal and financial presentations. These newly acquired skills resulted in preparing field specialists to provide orientations to the newly established, provincial Directorate Sectoral Committees in each of the four newly added Ministries.

NAJAF/MOYS

“I recommend Najaf’s Youth and Sports Directorate cooperate effectively with GSP/Taqadum. They will lead you to the safe side of the sea because they are neutral and highly professional.”

– Najaf PC Youth and Sports Committee Deputy Chair, Mr. Muhsin Al-Timimi

WASIT/MOA

“Since 2003, USAID-Iraq projects have assisted the local government by providing capacity building, technical assistance, and advice,” said Mr. Al-Wadi, citing his appreciation of the significant role USAID-Iraq has had over the years. Recounting his familiarity with its projects dating back eight years to when he was a District Council Chair and later when he became a PC member, he added, “today, GSP/Taqadum acts as a safety valve for us.”

– Wasit Provincial Council (PC) Agriculture and Water Resources Committee Chair, Mr. Hashim Al-Awwadi

GSP/TAQADUM HOSTS DECENTRALIZATION MAPPING AND ANALYSIS WORKSHOPS FOR TARGETED PROVINCIAL DIRECTORATES IN PILOT PROVINCES

June saw GSP/Taqadum-host a series of five, multiple-day, “Developing Decentralization Mapping and Analysis Plan (DMAP)” for each for the five pilot provinces: Babil (MOLSA), Baghdad (MOCH), Kirkuk (MOCH), Najaf (MOYS), and Wasit (MOA). Kirkuk was added once the completed DMAP function analysis workshops results revealed Baghdad’s MOCH Legal and Finance Divisions were not fully operational because of staff shortages in the newly established Housing and Building Directorates. Recognizing this would reduce the strength and objectivity of the DMAP analysis process, GSP/Taqadum chose Kirkuk as a second MOCH DMAP pilot. Given Kirkuk’s three MOCH Directorate’s are all fully functioning (including their Administrative, Technical, Finance, and Legal Divisions), using Kirkuk as a second pilot province guarantees a better and more accurate outcome

in subsequent DMAP steps. By the third week of June, Kirkuk had established Directorate Sectoral Committees for the four new Ministries.



Participants broke into working groups where they determined which functions would remain within the Ministry and which would be transferred to the provincial Directorates

For the most part, the workshops mirrored each other, with GSP/Taqadum specialists conducting the following activities at each: 1) review and analysis of the total number of identified Ministerial functions (technical, administrative, legal, and financial) with each respective provincial Directorate; 2) determination of which functions should be transferred, the timeline for that transfer, and which functions should remain with their respective Ministry; 3) identification of laws in conflict with decentralization and in need of amending; and 4) the foundational development of a Decentralization Mapping and Analysis Plan (DMAP) for each Directorate.

The chart below details the results of each workshop: the total number of identified functions currently within each given Ministry; the number of functions to be transferred to the provincial level and the number to stay within the Ministry; the dates of the workshops; and the names of the pilot provinces chosen for each Ministry.

Pilot Province(s) and Workshop Dates	Ministry	Directorate	# of Functions Per Directorate	# of Functions to Stay with Ministry	# of Functions Transferred to Provincial Level
Wasit (June 13-15)	Ministry of Agriculture (MOA)	Agriculture	55	9	46
Baghdad (June 19-21) and Kirkuk (June 23-24)	Ministry of Construction and Housing (MOCH) 119 Functions Total	Building	33	3	30
		Housing	38	8	30
		Roads and Bridges	48	13	35

Pilot Province(s) and Workshop Dates	Ministry	Directorate	# of Functions Per Directorate	# of Functions to Stay with Ministry	# of Functions Transferred to Provincial Level
Babil (June 17-19)	Ministry of Labor and Social Affairs (MOLSA) 118 Functions Total	Labor and Social Affairs	10	-	10
		People with Disabilities and Special Needs	10	2	8
		Vocational Training Center	18	5	13
		Employment and Loan	38	7	31
		National Center for Health and Occupational Safety	15	1	14
		** Administrative, Financial, and Legal Functions (shared by all of the above within MOLSA)	27	2	25
Najaf (June 16-17)	Ministry of Youth and Sport (MOYS)		44	14	30
Total			336	64	272

**Regarding the above MOLSA Directorates, 27 Administrative, Legal and Financial functions are shared by all of them. Of these 27 functions, 25 will be transferred to the provincial level, and two will stay within MOLSA.

WORKSHOP-RELATED BREAKOUT QUOTES:

NAJAF/MOYS

“GSP/Taqadum is the only neutral and professional project that has assisted the local governments to transfer functions. As you can see, all stakeholders are here to actively produce a robust DMAP. Ministries involved in the devolution process should be more serious and cooperate with provinces to overcome obstacles associated with the functions transfer. If functions and authorities related to finance and appointment of the staff are not transferred to provinces, the ability of provincial officials will be marginal.”

– Najaf PC Secretary, Mrs. Suhaila Al-Sa’gh

BABIL/MOLSA

“Without the support of GSP/Taqadum and their sharing of international decentralization practices, we would have never reached as far as we have or come to realize that devolution of authorities to the provincial level is what Iraq needs to enhance service delivery and gain citizen satisfaction.”

– Babil GO Legal Advisor, Mr. Khalid Al-Rayes

GIVEN ORIENTATION SESSIONS ON GSP/TAQADUM’S DECENTRALIZATION APPROACH BEGIN FOR NEWLY ESTABLISHED SECTORAL COMMITTEES



Diwaniyah’s newly established Sectoral Committees receiving orientation on the DMAP process from GSP/Taqadum

GSP/Taqadum followed up on the “Developing DMAP” workshop by establishing several orientation trainings that built the capacity of members of the newly-formed Sectoral Committees of the provincial Directorates of the four the Ministries by introducing: 1) GSP/Taqadum’s scope of work and decentralization approach; 2) the concept and types of decentralization; 3) Law 21 and its amendments. By the quarter’s end, these orientations had been completed in Basrah, Diwaniyah, Muthanna, and Salah ad Din.

Praising the efforts of GSP/Taqadum, Deputy Governor and Task Force Chair, Dr. Malik Kadhum, said, “The project is an asset to local governments and has greatly assisted in the transfer of functions and authorities of the initially targeted Ministries of Health, Education and Municipalities.”

NEXT STEPS

1. Once these orientation trainings with the provincial Directorate Sectoral Committees are complete, GSP/Taqadum will share the results of the functional analysis completed at the project-hosted DMAP workshops with the remaining provinces. Each committee will review the draft and make changes based on their capacity.
2. These provinces will then meet with representatives of their respective four Ministries and come to a final agreement regarding the final plan of functions and transfer plan including capacity building needs for the provinces to deliver the transferred functions and services successfully. .

PROFILE

One of the most enjoyable benefits of GSP/Taqadum events, especially for project Communication staff, is the opportunity to meet face-to-face with our beneficiaries and obtain their assessments and opinions regarding decentralization efforts. At our June 19-21 Decentralization Mapping and Analysis Plan (DMAP) workshop, the Director of Baghdad's Bridges and Roads Directorate, Mr. Emad Mustafa, was kind enough to answer some of our questions. Earning his Civil Engineering Degree from Baghdad's College of Engineering, Mr. Mustafa has been in his current position for the last 15 years. In answering our questions, it became immediately apparent that he is someone who loves the work he does.



Director of Baghdad's Roads and Bridges Directorate, Mr. Emad Mustafa, was kind enough to answer some of our questions.

GSP/Taqadum: What is your assessment of decentralization efforts to date?

Mr. Emad Mustafa: There are several countries that have been successful in practicing decentralization and by doing so, have achieved the required development in their societies. So, yes, decentralization is important to Iraq and we can practice it if we create the correct foundational environment.

What are the requirements to create this environment?

Mr. Emad Mustafa: On one hand, we need to persuade the Ministries of decentralization's importance. On the other hand, we need to build the capacity of qualified provincial employees who will responsibly practice the devolved functions and authorities.

How can decentralization be achieved?

Mr. Emad Mustafa: I think it is the responsibility of the Federal government to issue laws and enforce the Ministries adherence to them.

How can GSP/Taqadum help with this?

Mr. Emad Mustafa: GSP/Taqadum already did help when it involved us in this workshop and introduced us to the DMAP steps. This has motivated us to work effectively to achieve decentralization.

Do you think that all Iraqi citizens understand the meaning of decentralization?

Mr. Emad Mustafa: I think yes, the Iraqi people understand the concept of decentralization. But they are worried it might be practiced by the decision makers in the wrong way.

Why from your perspective, do you think your Directorate should be decentralized? If yes, how that will affect the life of the average Iraqi citizen?

Mr. Emad Mustafa: The Roads and the Bridges Directorate is one of the service institutions that is related directly to the citizens. Roads and bridges are the veins of a city or community. They provide the means by which citizens can access their jobs, their health care, shopping, visit with families and friends, recreation, etc. By decentralizing it, we will give citizens the responsibility to prioritize the projects that they need to improve their lives.

ANNEX D: SECURITY REVIEW APRIL 1 – JUNE 31, 2016

EXECUTIVE SUMMARY

The second quarter of 2016 has seen much of the same as the previous quarter, in so much as the country has witnessed the Iraqi Security Forces (ISF) capitalize on its previous operations and take the fight firmly to the Islamic State of Iraq and the Levant (ISIL). In doing so, ISIL suffered vast territorial losses to the ISF, especially in the central and central-north regions of the country. Although geographically, land mass occupied by ISIL has been reduced, it has retained the ability to strike back at security forces and unsuspecting civilians equally, using a highly effective suicide bombing campaign. At the same time, Coalition and Iraq Air Forces have kept equal pressure on the terrorists via a high tempo of airstrikes striking at: insurgent infrastructure, key positions, supporting convoys, and even intelligence-based operations targeting senior ISIL officials. Gaining momentum, the ISF has driven West and North opening up multiple front lines and stretching the ISIL terrorists to capacity.

MILITARY OPERATIONS

As much as the recapture of the city of Ramadi in Anbar by the ISF was the pinnacle of security operations in the last quarter, the ISF recapture of the city of Fallujah in Anbar is very much the pinnacle of this quarter. After months of anticipation and the build-up of troops, equipment, and supporting elements, on May 23, 2016, Iraqi Military Commanders gave the “green light” to launch the ground offensive.

Prior to this operation, the ISF and Popular Mobilization Units (PMUs, also known as Popular Mobilization Forces or PMFs) had completely surrounded Fallujah and had established an outer security cordon to prevent ISIL terrorists from escaping.

As the operational launch began, the ISF, supported by Artillery, and fixed and rotary wing Aviation and Tribal clans, quickly recaptured peripheral areas and drove in towards the city center along several lines of advance. On June 26, Prime Minister Dr. Haider Al-Abadi formally announced that Fallujah had been liberated from ISIL terrorists.

What is noteworthy is the role played by the Iranian-backed PMUs. These militia groups were held back and used as the outer cordon security screen and were prevented from taking part in the actual bid for the city. This was a political decision made at the highest level and under pressure from both Government of Iraq (GOI) Ministers and members of the international community who feared sectarian reprisals in the wake of the city’s liberation.

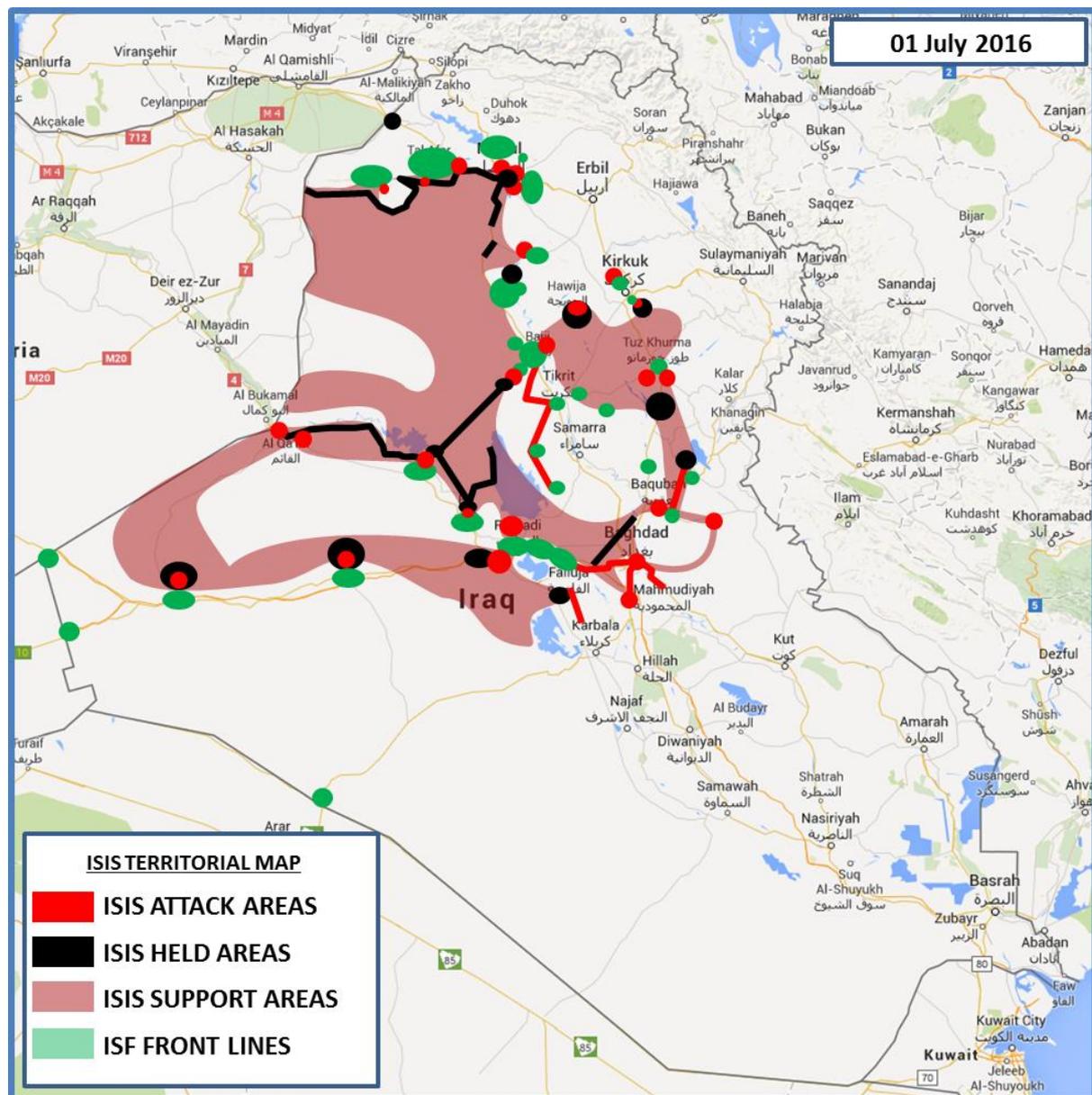
As the operation increased in momentum, a number of news and media reports spoke of militias inflicting sectarian violence on civilians escaping from Fallujah. Although no “official” report has been released to date, “unofficial” reports were so great in number that the Iranian, Iraqi, and American governments were compelled to announce in unity, support for the key role that the PMUs were playing in current operations. On an international scale, public declarations by some countries against the actions of the PMUs caused a backlash. For example, Saudi Arabia accusations that the PMUs were “terrorists” saw the Iraqi Parliament call for the Saudi Ambassador to Iraq to be removed. It is thought that the three countries’ unified show of support for the PMUs came as a direct response to international criticism and the role Iran plays in Iraq politics.

As operations in Anbar continued, additional operational fronts were opened up by the ISF. The Kurdish military made the first move as it drove towards the eastern side of Mosul, in the Zahra Khatoon area, (30km East of Mosul) and established a crucial eastern barrier that also currently provides additional protection for Erbil, the capital of the Kurdish Regional Government of Kurdistan. This barrier acts as a screen, preventing any chance of long-range ISIL terrorist weapons

reaching Erbil, due to its distance from the city. In addition, the ISF opened up two new fronts in Qayyarah (southern Ninawa), and North and East of Baiji (Salah ad-Din).

ISIL CAPABILITIES

By the end of June and beginning of July, ISIL terrorists were fighting on multiple fronts and attempting to keep control of an ever-shrinking territory. This did not deter them from striking out where lines were weakest. Maintaining the capability to attack when least suspected and in many instances, caught ISF off-guard, the primary weapon in their arsenal is their effective use of suicide bombing tactics. On the field, the use of suicide bombing has been met with mixed results, since in many instances, the ISF have become wise to this tactic and has allowed very few suicide bombers to penetrate security lines. Where this tactic has been most effective has been in the larger cities of central and southern Iraq where ISIL terrorists have proven they can strike where and when they choose and with devastating effects. Primary targets have been densely populated Shi'a areas, popular restaurants, and crowded markets. Suicide bombing has also been highly effective at ISF checkpoints in the northern areas of Baghdad. The success of this “mass-casualty” form of attack has given ISIL terrorists the impetus to continue and as such, Iraq has seen a sharp rise in suicide bombings this year over previous years.



On the April 5, ISIL launched a string of coordinated attacks in the provinces of Baghdad, Basrah, and Dhi Qar all within an hour of each other. The success of these attacks not only confirmed the overall reach of the ISIL terrorists but also highlighted its willingness to strike in provinces thought to be “safer.”

POLITICAL

The GOI reached fever pitch on April 24 and 26 when opposing political blocs locked themselves in Iraq’s Parliament building and refused to leave. This “sit-in” protest was in direct response to the Iraq Prime Minister, Dr. Haider Al-Abadi’s reform package, which aimed to replace senior Ministerial figures with a new (and supposedly uncorrupted) “technocrat-oriented” government. Of the original 22 names the Prime Minister submitted the Federal Court to fill the technocrat positions, only five were eventually approved. This rejection of the reform package was viewed as the catalyst for the Parliamentary protest.

Members of the opposing political blocs then formed alliances under the name the “Reform Front” and demanded the removal of three Iraqi presidential figures: Prime Minister, Dr. Haider Al-Abadi; President Fuad Masoum; and Parliamentary Speaker, Salim Al-Jubouri. Although a quorum was called, it failed to reach the required number of Ministers needed to support the demands and eventually the situation calmed.

While Parliament bickered internally, externally civil unrest reached a boiling point. After a series of large demonstrations called by Sadrist leader, Muqtada al-Sadr, demonstrations turned aggressive and broke into the heavily defended International Zone (IZ), where protesters ran amok, attacking the Parliamentary building and Prime Minister’s Office, and causing thousands of dollars’ worth of damage. Eventually, the protestors were evicted from the IZ and the situation calmed in time for the religious holy month of Ramadan. However, by July 1, political blocs began to re-mobilize their political agendas readying for the Parliament’s post-religious holiday reconvening and saw the Supreme Court overturn the demands (removal of the three presidential figures) made by the Reform Front, The Supreme Court also announced their decision that Prime Minister Dr. Haider Al-Abadi’s reform to instate the five approved technocrat ministers was unconstitutional and therefore illegal, which caused the entire political process to return to its pre-April stalemate condition.

PROJECT-RELATED

The overall security situation this quarter has remained consistent with previous ones. Hence, the project has maintained its security platform, with all policies and protocols remaining in place. Travel by air between Erbil and Baghdad remains the primary method of travel. Travel generated from the Baghdad Hub office continues to utilize the current security providers assigned to the project.

The threat of criminal, sectarian, and terrorist activity remained at a high level and thus the security platform required that staff stay within the parameters laid down. This caused certain restrictions, which although hampered the wider spectrum of operations, did not cause delays and all targets were met in good order.

ANNEX E: STATUS OF GSP/TAQADUM ACTIVITIES

#	Project Progress Tracker	Target	Achieved	Anbar	Babil	Baghdad	Basrah	Dhi Qar	Diwaniyah	Diyala	Karbala	Kirkuk	Muthanna	Maysan	Najaf	Ninawa	Salah ad Din	Wasit
1	DMAP and Transition Roadmap Development																	
1.1	Final ICIP for Three Targeted Ministries (MMPW, MOE, MOH) Sent by TF to HCCP.	15	15	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C
1.2	SCs of the Newly Added Ministries (MOA, MOLSA, MY&S, MOCH) Formed	15	8	IP	C	C			C	IP		C	C	C		IP	C	C
1.3	SCs Trained	15	1						IP				C					IP
2	Building Consensus between Governorates and Ministries																	
2.1	MOH Transfer Order Issued	15	15	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C
2.2	MOE Transfer Order Issued	15	15	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C
2.3	MMPW Transfer Order Issued	15	15	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C
3	Provincial Financial Management System																	
3.1	FAD Established	15	15	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C
3.2	FAD Roles & Responsibilities and Job Description Developed	15	15	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C
3.3	FAD Staff Assigned	15	14	C	C	C	C	C	C	C	C	C	C	C	C	IP	C	C
3.4	FAD System, Process, and Procedures Developed	15	15	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C
3.5	Bank Accounts Opened	15	0		IP	IP	IP	IP	IP	IP	IP	IP	IP	IP	IP		IP	IP

#	Project Progress Tracker	Target	Achieved	Geographic Regions														
				Anbar	Babil	Baghdad	Basrah	Dhi Qar	Diwaniyah	Diyala	Karbala	Kirkuk	Muthanna	Maysan	Najaf	Ninawa	Salah ad Din	Wasit
3.6	FAD Staff Trained on Financial Procedures	15	12		C	C	C	C	C	C	C	C	C	C	C			C
3.7	Financial Staff of Targeted Directorates Trained on Financial Procedures	15	13		C	C	C	C	C	C	C	C	C	C	C		C	C
3.8	FAD is functional	12	8	X		C	C	C		C		C	C		C	X	X	C
3.9	Internal Audit System According to SAB Adopted	15	10		C	C	C	C	C	C		C	C	C	C			C
4	Develop Revenue Generation System																	
4.1	Capacity building on Local Revenue Provided to PCs and GOs	12	12	X	C	C	C	C	C	C	C	C	C	C	C	X	X	C
4.2	Local Revenue Generation Unit Established	12	13	C	C	C	C	C	C	C	C	C	C	C	C	X	X	C
4.3	Road Map Prepared	12	10	X	C	C	C	C	C	C	IP	C	IP	C	C	X	X	C
4.4	Draft Local Revenue Ordinance Developed	12	15	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C
4.5	Economic Survey Completed	12	11	X	C	C	C	C	C	C	C	C		C	C	X	X	C
4.6	Local Revenue Opportunities Identified	15	15	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C
4.7	Local Revenue Opportunities adopted by PC	15	1		IP	IP	IP	IP	C	IP	IP	IP	IP	IP	IP			IP
5	Develop Investment Budgeting Process																	
5.1	Budgeting Process Model Developed	12	11	X	C	C	C	C	C	C	C	C		C	C	X	X	C
5.2	FAD Trained on Revenues Estimation	12	12	X	C	C	C	C	C	C	C	C	C	C	C	X	X	C
5.3	Project List Cost Reviewed against Available Resources by GOs and FADs.	12	9	X	C	C	C	C	C	C	C			C	IP	X	X	C

#	Project Progress Tracker	Target	Achieved	Anbar	Babil	Baghdad	Basrah	Dhi Qar	Diwaniyah	Diyala	Karbala	Kirkuk	Muthanna	Maysan	Najaf	Ninawa	Salah ad Din	Wasit
5.4	Draft Investment Budget 2017 Document Prepared by GOs and Directorates	12	8	X	C	C	C	IP	C	C	IP	C		C	IP	X	X	C
5.5	Investment Budget Preparation Procedures Adopted	12	10	X	C	C	C	C	C	C	C	IP		C	C	X	X	C
6	Capacity Building (CB)																	
6.1	List of Capacity Needs Assessment Completed	15	15	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C
6.2	CB Performed by MMPW	15	0															
6.3	CB Performed by MOE	15	0															
6.4	CB Performed by MOH	15	0															
6.5	CB Performed by GSP	15	0	IP	IP	IP	IP	IP	IP	IP	IP	IP	IP	IP	IP	IP	IP	IP
7	GO Org Chart and Roles and Responsibilities Developed																	
7.1	GO Org Chart Developed	15	15	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C
7.2	GO Org Chart Adopted	15	3				C	C						C				
7.3	Roles and Responsibilities of GO Developed and Presented	12	2	C	IP	IP	IP	IP	IP	IP	IP	IP	IP	IP	IP	C	X	IP
7.4	Distribution of Roles, Responsibilities and Authorities implemented	12	3				C								C		C	
8	Process Mapping and Streamlining of Citizen-Relevant Functions/Services																	
8.1	Service Directorates, GOs, PCs Trained on Process Mapping	12	12	X	C	C	C	C	C	C	C	C	C	C	C	X	X	C

#	Project Progress Tracker	Target	Achieved	Anbar	Babil	Baghdad	Basrah	Dhi Qar	Diwaniyah	Diyala	Karbala	Kirkuk	Muthanna	Maysan	Najaf	Ninawa	Salah ad Din	Wasit	
8.2	No. of Functions/Services Process Mapped	118	202	X	15	16	11	12	17	13	19	15	10	7	18	X	X	49	
8.3	Process Maps Shared Among Provinces	12	12	X	C	C	C	C	C	C	C	C	C	C	C	X	X	C	
8.4	Service Directorates, GOs, PCs Trained on Streamlining	12	12	X	C	C	C	C	C	C	C	C	C	C	C	X	X	C	
8.5	No. of Functions/Services Streamlined and Standardized/Province	118	143	X	14	16	8	12	15	3	15	9	7	11	13	X	X	20	
8.6	Streamlined Functions/Services Adopted by Governor/PC								C										
8.7	Number of Posted Streamlined Functions/Services per Province out of the Standardized 143 Functions		44	X				20			17	1			7	X	X		
8.8	No. of Functions/Services Streamlined per the Sectors above	118	143	24	19	14	17	18	20	14	17	X	X	X	X	X	X	X	
8.9	No. of Functions/Services Posted		24		17				7			X	X	X	X	X	X	X	
9	Resolve Legal and Regulatory Issues Related to Decentralization																		
9.1	Legal Working Group Formed	12	12	X	C	C	C	C	C	C	C	C	C	C	C	C	X	X	C
9.2	Capacity Building Provided to Legal Workgroup	12	12	X	C	C	C	C	C	C	C	C	C	C	C	C	X	X	C
9.3	Draft Amendments to Conflicting Laws Developed	12	12	X	C	C	C	C	C	C	C	C	C	C	C	C	X	X	C
9.4	Proposed Amendments Referred by GOs/ PCs to COMs, and/or CORs for Adoption.	12	12	X	C	C	C	C	C	C	C	C	C	C	C	C	X	X	C
9.5	Notary Public Resolution Passed by PC	15	5		C	C					C				C	C			

#	Project Progress Tracker	Provinces																
		Target	Achieved	Anbar	Babil	Baghdad	Basrah	Dhi Qar	Diwaniyah	Diyala	Karbala	Kirkuk	Muthanna	Maysan	Najaf	Ninawa	Salah ad Din	Wasit
9.6	Power of Attorney Issued by Governor	15	8		C	C	C		C	C		C			C			C
9.7	Administrative Investigation Mechanisim Issued by Governor	15	7		C	C	C		C			C	C					C
10	Roles, Responsibilities, Authorities and Relations between GO and Directorates																	
10.1	Roles, Responsibilities, and Authorities of GO and Directorates Defined	15	15	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C
10.2	Roles, Responsibilities, and Authorities of GO and Directorates Adopted	15	9		IP	C	C	C	C	C	C	IP	IP	C	C			C
11	SDIPs Implementation in SEVEN Provinces																	
11.1	CB Provided to SDIP Implementation Committee	7	7	X	C	C	X	X	C	C	X	C	X	X	C	X	X	C
11.2	Short-Term (ST) Solutions' Action Plan Developed	7	7	X	C	C	X	X	C	C	X	C	X	X	C	X	X	C
11.3	Long-Term (LT) Solutions' Action Plan Developed	7	6	X	IP	C	X	X	C	C	X	C	X	X	C	X	X	C
11.4	SOP for Service Delivery Monitoring Developed	7	7	X	C	C	X	X	C	C	X	C	X	X	C	X	X	C
11.5	ESDO Site Visit's Action Plan Developed	7	5	X	IP	IP	X	X	C	C	X	C	X	X	C	X	X	C
11.6	No. of ST Solutions Implemented	638	403	X	65	61	X	X	56	37	X	61	X	X	75	X	X	48
12	Develop SDIPs in the FIVE Southern Provinces																	
12.1	Capacity Building Provided to SDIP Development Committee	5	5	X	X	X	C	C	X	X	C	X	C	C	X	X	X	X
12.2	SDPS Adopted	5	5	X	X	X	C	C	X	X	C	X	C	C	X	X	X	X

#	Project Progress Tracker	Target	Achieved	Anbar	Babil	Baghdad	Basrah	Dhi Qar	Diwaniyah	Diyala	Karbala	Kirkuk	Muthanna	Maysan	Najaf	Ninawa	Salah ad Din	Wasit
12.3	Indicators and Gaps Identified	5	5	X	X	X	C	C	X	X	C	X	C	C	X	X	X	X
12.4	SDIP completed	5	5	X	X	X	C	C	X	X	C	X	C	C	X	X	X	X
12.5	CB Provided to SDIP Implementation Committee	5	2	X	X	X	IP		X	X	C	X	IP	C	X	X	X	X
12.6	Short-Term (ST) Solutions' Action Plan Developed	5	1	X	X	X			X	X	IP	X		C	X	X	X	X
12.7	Long-Term (LT) Solutions' Action Plan Developed	5	0	X	X	X			X	X		X			X	X	X	X
12.8	SOP for Service Delivery Monitoring Adopted	5	0	X	X	X	IP		X	X		X	IP	IP	X	X	X	X
12.9	ESDO Site Visit's Action Plan Developed	5	1	X	X	X			X	X		X		C	X	X	X	X
12.10	No. of ST Solutions Implemented		6	X	X	X			X	X		X		6	X	X	X	X
12.11	Standard performance Management Resolution Passed	15	5		C	IP		C	C	IP	C			C				
13	Post-Disaster Management in Three ISIL-Controlled Provinces																	
13.1	Capacity Building on Post Disaster Provided to Stakeholders	3	4	C	X	X	X	X	X	C	X	X	X	X	X	C	C	X
13.2	Capacity Building Provide to Disaster Management Teams	3	4	C	X	X	X	X	X	C	X	X	X	X	X	C	C	X
13.3	Capacity Building on Technical Level Provided to Crisis Cell	3	4	C	X	X	X	X	X	C	X	X	X	X	X	C	C	X
13.4	Emergency Response Guide Developed	3	4	C	X	X	X	X	X	C	X	X	X	X	X	C	C	X
13.5	Initial Field Assessment Conducted	3	3	C	X	X	X	X	X	C	X	X	X	X	X		C	X

#	Project Progress Tracker	Target	Achieved	Provinces															
				Anbar	Babil	Baghdad	Basrah	Dhi Qar	Diwaniyah	Diyala	Karbala	Kirkuk	Muthanna	Maysan	Najaf	Ninawa	Salah ad Din	Wasit	
13.6	Assessment Reviewed	3	3	C	X	X	X	X	X	C	X	X	X	X	X		C	X	
14	e-Communication and SD e-Monitoring System																		
14.1	Buy-in of Provincial Leadership Obtained	15	14	C	C	C	C	C	C	C	C	C	C	C	C		C	C	
14.2	.iq Domain Obtained to Start e-Communication	15	10	C	IP	C	C	C	IP	C	C	C	C		C			C	
14.3	e-Communication System Implementation Began	15	5					C		C		C	C					C	
14.4	e-Monitoring Implemented	15	1						IP	IP	IP	IP	IP		IP			C	

C: Completed

X: Not Applicable

IP: In Progress

ANNEX F: PERFORMANCE INDICATORS

Indicator	Description	Reporting Frequency	Y5 Target	Y5 Q3 Actual	Year-to-Date	Year – to - Date Variance	Variance / Notes
1	Life of Project Change in Provincial Sectoral Services Indicators due to GSP Intervention	Annually	74.14 %	N/A	-	-	<ul style="list-style-type: none"> This is a life-of-project indicator that will be calculated and reported next quarter.
2	Number of Decentralization Action Plans Developed and Submitted to HCCP	Semi-Annually	24	-	24	0	<ul style="list-style-type: none"> This indicator has been accomplished past quarters.
3	Number of provincial staff trained to implement decentralization activities	Total	520	605	1,796	1,276	<ul style="list-style-type: none"> Very high positive variance is due to the high interest in the subject of decentralization implementation enrolling more than expected government officials. Cumulative achieved so far is 3,840 against the LOP target of 1,630. Participants are counted only once (unique) since the start of decentralization April 2014.
		Male	416	463	1,374	958	
		Female	104	142	422	318	

Indicator	Description	Reporting Frequency	Y5 Target	Y5 Q3 Actual	Year-to-Date	Year – to - Date Variance	Variance / Notes
4	Percentage of total functions transferred to directorates as determined by the adopted ICI plan	Semi- Annually	70%	4%	72%	2%	<ul style="list-style-type: none"> • MOH has transferred 11 out of 32 functions (4% of total 291 ready-to-transfer functions) • MOE has already transferred 36 out of 41 functions (12% of total 291 ready-to-transfer functions) • MMPW has already devolved 163 out of 218 functions (56% of total 291 ready-to-transfer functions).
5	Number of provincial local administration structures to manage decentralization defined	Semi- Annually	5	-	8	3	<ul style="list-style-type: none"> • Total achieved is 15 against LOP of 12.
6	Number of local government staff trained on organizational development process mapping and procedures	Total	84	151	525	441	<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. • Targeted departments and GOs requested to enroll more than planned staff in GSP/Taqadum activities in this subject • Participants are counted only once (unique) since the start of decentralization April 2014.
		Male	67	114	411	344	
		Female	17	37	114	97	

Indicator	Description	Reporting Frequency	Y5 Target	Y5 Q3 Actual	Year-to-Date	Year – to - Date Variance	Variance / Notes
7	Number of functions related to service delivery that are mapped, streamlined and posted	Semi- Annually	118	85	85	-33	<ul style="list-style-type: none"> GSP has managed to make directorates of services, GOs and PCs process map 202 services and standardized (by 12 provinces) 143 streamlined services. Each province is in process of posting all 143 standardized (agreed-on) streamlined services. This quarter, Wasit and Najaf posted 85 of the said standardized services. Next quarter, each province will complete posting all the 143 standardized streamlined services and target will be met.
8	Number of units implementing newly devolved functions and authorities	Semi- Annually	12	2	25	13	<ul style="list-style-type: none"> Anbar and Muthanna have established LRU this quarter. Positive variance is because GSP/Taqadum had 15 GOs establish Financial Affairs Directorates (FADs) plus 10 GOs established Local Revenue Units (LRUs).
9	Number of local government staff trained on local revenue generation and collection	Total	195	33	309	114	<ul style="list-style-type: none"> Cumulative achieved so far is 483 against the LOP target of 468. Participants are counted only once (unique) since the start of local revenue activities.
		Male	156	27	229	73	
		Female	39	6	80	41	

Indicator	Description	Reporting Frequency	Y5 Target	Y5 Q3 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	10	11	2	<ul style="list-style-type: none"> To achieve this indicator, a province has to meet three thresholds out of the following four: <ul style="list-style-type: none"> Adopt an SOP for capital investment budget development Establish Financial Affairs Directorates (FAD) with staff nomination Adoption letter of existing guide published by Supreme Audit Board (SAB) is issued List of prioritized projects is developed
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"> GSP/Taqadum has already achieved 12 against the LOP target of 11.
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 GSP has managed to build consensus among all 12 governorates last quarters to draft amendments to 35 decentralization conflicting laws with 131 articles and have PCs/ GOs send official letters to COM/ COR.

Indicator	Description	Reporting Frequency	Y5 Target	Y5 Q3 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	173	507	237	<ul style="list-style-type: none"> • Positive variance is due to targeting more units in <i>GSP/Taqadum</i>'s technical assistance based on local government's requests. • Cumulative figure achieved for this indicator to date is 1,673 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	0	<ul style="list-style-type: none"> • Past quarters, Sectors of Education, Health, Municipality, Sewer, and Water have already accomplished the following three thresholds in the five newly-target southern provinces: <ul style="list-style-type: none"> ○ Form Service Delivery Committee ○ Adopt the Service Delivery performance Standards ○ Issue a letter of current performance indicators
15	Number of Service Delivery Improvement Plans drafted	Quarterly	25	7	27	2	<ul style="list-style-type: none"> • Positive variance is because Karbala and Dhi Qar have done Municipalities SDIP as an extra achievement.

Indicator	Description	Reporting Frequency	Y5 Target	Y5 Q3 Actual	Year-to-Date	Year – to - Date Variance	Variance / Notes
16	Percentage of implemented solutions of identified solutions in Service Delivery Improvement Plans	Quarterly	50%	14.42%	31.35%	-18.65%	<ul style="list-style-type: none"> • 92 out of total 638 solutions have been implemented during this quarter. • Cumulative implemented solutions so far are 411, a total of 64.42% against the 70% LOP target. • GSP/Taqadum is striving to assist governments to implement as many as possible of the solutions even though allocated budget was reduced to high extent.
17	Number of provinces implementing a systematized process for monitoring service delivery	Quarterly	9	1	8	- 1	<ul style="list-style-type: none"> • Maysan met the three thresholds of this indicator this quarter: <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 quarter

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 3 ONLY								
					Actual ALL Provinces – Y5Q3	Babil	Baghdad	Diwaniyah	Diyala	Kirkuk	Najaf	Wasit	
1	Life of Project Change in Provincial Sectoral Services Indicators due to GSP Intervention	74.14%	-	-	N/A	-	-	-	-	-	-	-	
2	Number of Decentralization Action Plans Developed and Submitted to HCCP	24	24	0	-	-	-	-	-	-	-	-	
3	Number of provincial staff trained to implement decentralization activities	Total	520	1,796	1,276	605	58	173	18	66	15	66	60
		Male	416	1,374	958	463	39	121	15	55	7	58	47
		Female	104	422	318	142	19	52	3	11	8	8	13
4	Percentage of total functions transferred to directorates as determined by the adopted ICI plan	70%	72%	2%	4%	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 3 ONLY								
					Actual ALL Provinces – Y5Q3	Babil	Baghdad	Diwaniyah	Diyala	Kirkuk	Najaf	Wasit	
5	Number of provincial local administration structures to manage decentralization defined	5	8	3	-	-	-	-	-	-	-	-	
6	Number of local government staff trained on organizational development process mapping and procedures	Total	84	525	441	151	6	20	4	1	1	3	7
		Male	67	411	344	114	6	14	4	-	1	3	4
		Female	17	114	97	37	-	6	-	1	-	-	3
7	Number of functions related to service delivery that are mapped, streamlined and posted	118	85	- 33	85	-	-	-	-	-	4	81	
8	Number of units implementing newly devolved functions and authorities	12	25	13	2	-	-	-	-	-	-	-	

No	Indicator	Annual Target	Actual All Provinces Year-to-Date	Variance All Provinces Year-to-Date	Year 5 Quarter 3 ONLY								
					Actual ALL Provinces – Y5Q3	Babil	Baghdad	Diwaniyah	Diyala	Kirkuk	Najaf	Wasit	
9	Number of local government staff trained on local revenue generation and collection	Total	195	309	114	33	3	15	-	6	-	-	2
		Male	156	229	73	27	3	9	-	6	-	-	2
		Female	39	80	41	6	-	6	-	-	-	-	-
10	Number of provinces that enhance budgeting, financial management, and internal control system	9	11	2	10	1	1	1	-	1	1	1	
11	Number of legal workgroups/units formed/expanded in PC to draft laws and regulations to solve conflixtions with decentralization	4	12	1	-	-	-	-	-	-	-	-	
12	Number of drafted amendments to deconflict decentralization laws and regulations	12	35	23	-	-	-	-	-	-	-	-	

No	Indicator	Annual Target	Actual All Provinces Year-to-Date	Variance All Provinces Year-to-Date	Year 5 Quarter 3 ONLY							
					Actual ALL Provinces – Y5Q3	Babil	Baghdad	Diwaniyah	Diyala	Kirkuk	Najaf	Wasit
13	Number of Sub-national entities receiving <i>GSP/Taqadum</i> assistance that improve their performance	270	507	237	173	19	30	5	25	1	27	21
14	Number of provincial Sectoral performance standards developed with line ministries to address service delivery issues	25	25	0	-	-	-	-	-	-	-	-
15	Number of Service Delivery Improvement Plans drafted	25	27	2	7	-	-	-	-	-	-	-
16	Percentage of implemented solutions of identified solutions in Service Delivery Improvement Plans	50%	31.35%	-18.65%	14.42%	1.57%	2.35%	1.72%	0.31%	2.66%	4.70%	1.10%
17	Number of provinces implementing a systematized process for monitoring service delivery	9	8	- 1	1	-	-	-	-	-	-	-

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 3 ONLY									
					Actual ALL Provinces – Y5Q3	Anbar	Basrah	Dhi Qar	Karbala	Maysan	Muthanna	Ninawa	Salah Ad Din	
1	Life of Project Change in Provincial Sectoral Services Indicators due to GSP Intervention	74.14 %	-	-	N/A	-	-	-	-	-	-	-	-	
2	Number of Decentralization Action Plans Developed and Submitted to HCCP	24	24	0	-	-	-	-	-	-	-	-	-	
3	Number of provincial staff trained to implement decentralization activities	Total	520	1,796	1,276	605	18	23	17	22	43	6	16	4
		Male	416	1,374	958	463	17	16	8	17	38	5	16	4
		Female	104	422	318	142	1	7	9	5	5	1	-	-
4	Percentage of total functions transferred to directorates as determined by the adopted ICI plan	70%	72%	2%	4%	These functions with their authorities are devolved from three target ministries to all provinces								
5	Number of provincial local administration structures to manage decentralization defined	5	8	3	-	-	-	-	-	-	-	-	-	

No	Indicator	Annual Target	Actual All Provinces Year-to-Date	Variance All Provinces Year-to-Date	Year 5 Quarter 3 ONLY									
					Actual ALL Provinces – Y5Q3	Anbar	Basrah	Dhi Qar	Karbala	Maysan	Muthanna	Ninawa	Salah Ad Din	
6	Number of local government staff trained on organizational development process mapping and procedures	Total	84	525	441	151	-	5	3	71	27	3	-	-
		Male	67	411	344	114	-	5	3	58	13	3	-	-
		Female	17	114	97	37	-	-	-	13	14	-	-	-
7	Number of functions related to service delivery that are mapped, streamlined and posted	118	85	- 33	85	-	-	-	-	-	-	-	-	-
8	Number of units implementing newly devolved functions and authorities	12	25	13	2	1	-	-	-	-	1	-	-	
9	Number of local government staff trained on local revenue generation and collection	Total	195	309	114	33	-	-	3	-	2	2	-	-
		Male	156	229	73	27	-	-	3	-	2	2	-	-
		Female	39	80	41	6	-	-	-	-	-	-	-	-

No	Indicator	Annual Target	Actual All Provinces Year-to-Date	Variance All Provinces Year-to-Date	Year 5 Quarter 3 ONLY								
					Actual ALL Provinces – Y5Q3	Anbar	Basrah	Dhi Qar	Karbala	Maysan	Muthanna	Ninawa	Salah Ad Din
10	Number of provinces that enhance budgeting, financial management, and internal control system	9	11	2	10	-	1	1	-	1	1	-	-
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	-	-	-	-	-	-	-	-	-
13	Number of Sub-national entities receiving GSP/Taqadum assistance that improve their performance	270	507	237	173	5	5	3	7	13	3	7	2
14	Number of provincial Sectoral performance standards developed with line ministries to address service delivery issues	25	25	0	-	-	-	-	-	-	-	-	-

No	Indicator	Annual Target	Actual All Provinces Year-to-Date	Variance All Provinces Year-to-Date	Year 5 Quarter 3 ONLY								
					Actual ALL Provinces – Y5Q3	Anbar	Basrah	Dhi Qar	Karbala	Maysan	Muthanna	Ninawa	Salah Ad Din
15	Number of Service Delivery Improvement Plans drafted	25	27	2	7	-	-	5	-	-	2	-	-
16	Percentage of implemented solutions of identified solutions in Service Delivery Improvement Plans	50%	31.35%	-18.65%	14.42%	-	-	-	-	-	-	-	-
17	Number of provinces implementing a systematized process for monitoring service delivery	9	8	- 1	1	-	-	-	-	1	-	-	-

ANNEX G: STAFFING – LONG TERM SUPPORT AND PROFESSIONAL STAFF

Name	Job Title	Component	Firm	Employment Type	Start Date	End Date
Abad Masoud Mustafa Babahaji	Reporting Specialist/Translator	Cross-Cutting	Chemonics (IDS)	Long-Term	17-Apr-16	
Hadi Salim Al Masri	Office Administrator	Admin.	Chemonics (IDS)	Long-Term	08-May-16	
Hogir Muhammad Hussein	Communications & Reporting Specialist	Cross-Cutting	Chemonics (IDS)	Long-Term	10-Apr-16	
Nashwan Maytham Hameed Eesee	Administrative Assistant	Admin.	Chemonics (IDS)	Long-Term	19-Jun-16	
Adel Majeed Kadhim	Sr. Communication_Reporting Specialist / Translator	Cross-Cutting	Chemonics (IDS)	Long-Term	01-Jun-14	11-Apr-16
Alaq Nabeel Saadon	Office Administrator	Admin.	Chemonics (IDS)	Long-Term	08-Jul-15	12-Jun-16
Amer Mohsin Khazaal Al Mohsen	Project Specialist - Legislative	Program	Chemonics (IDS)	Long-Term	07-Feb-16	02-May-16

Short-term Technical Assistance

Name	Component	SOW Activity	Firm	Employment Type	Arrival Date	Departure Date
Jarryd Botha	OPs	Manager/ FCR	Chemonics (HO)	Short-Term	15-Jun-16	25-Jun-16
Mustafa Osman	Program	Post-Conflict STTA	Chemonics (HO)	Short-Term	28-Mar-16	11-Apr-16
Todd Diamond	Program	Middle East Director	Chemonics (HO)	Short-Term	2-Apr-2016	8-Apr-2016

ANNEX H: 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
Procurement Activity- GSP/ Taqadum	Achievements and Status
Shipment Shipped the procurement documents on May 31st 2016. The totaling 17 boxes (10 Baghdad Hub - 5 Hills Hub - 2 Erbil Hub).	These documents include all purchases carried out Purchase Action Request - PAR, Services Agreements, Blanket Purchase agreement and Fixed Price Subcontract. Attached – The Master File Index – May 30, 2016.
Extension: Services Agreement- Transportation Services GSP-SA-001	Signed on November 25, 2012 with Mr. Emad Mohammed Ali Extension time and Modify agreement: (Three Months) From June 01 - August 31, 2016. Status: On going
Closed; Services Agreement- Internet Services GSP-SA-13-16	Signed on March 25, 2012 with Fast Iraq Telecommunications Status: Closed on June 30, 2016.
Closed; Services Agreement- Legal Services GSP-SA-12-13	Signed on November 12, 2012 with Dar Salam Legal Translation Consultancy LLC. Status: Closed on June 12, 2016.
Extension time and Modify agreement: Escort and IZ badge Services GSP-FPSA-15-71	Signed on June 20, 2015 with Mohammed Ali Hassien Extension time and Modify agreement: (Three Months) From June 01 - August 31, 2016.
Extension time and Modify agreement: Services Agreement- Transportation Services GSP-SA-75	Signed on July 01, 2015 with Mr. Laith Hilan Fahad Extension time and Modify agreement: (Three Months) From July 01 - September 30, 2016. Status: On going
Extension time: Services Agreement - Backup Internet service for Baghdad Office GSP-FPSA-15-82	Signed on October 01, 2015 with Saad Salah Mohsein Extension time : (Three Months) From July 01 - September 30, 2016 Status: On going
Extension time and Modify agreement: Fixed Price Services Agreement- Graphic Designer GSP-FPSA-15-85 Saeed Lateef Al Obeidi	Signed on December 01, 2015 with Mr. Saeed Lateef Al Obeidi the Modify and adjust deliverables to GSP needs on May 2016 Extension time: (Four Months) From June 2016 - September 30, 2016. Status: On going
Extension: Fixed Price Services Agreement-Freelance translator. GSP-FPSA-15-87- Raghad Jabbar	Signed on December 01, 2015 with Miss Raghad Jabbar Extension time: (Three Months) From July 2016 - September 30, 2016. Status: On going
New Agreement: Services Agreement: Legal Services GSP-FPSA-16-96- Sarab K. Hassan	Signed on June 12, 2016 with Al- Sarab Legal office The contract period 118 days. Status: Start on July 13, 2016

New Agreement: Services Agreement: Internet Services GSP-FPSA-16-97- Internet Services (Talia)	Signed on June 30, 2016 with Talia Telecommunications Company. The contract period 3 months. Status: Start on July 01, 2016
New Agreement: Services Agreement: Web Developer GSP-FPSA-16-98- Ammar Mohammed	Signed on June 01, 2016 with Ammar Mohammed The contract period 4 months. Status: Start on June 01, 2016
Blanket Purchase Agreements. GSP-BPA-16-25- cash delivery Pilot Foreign Exchange Company	Signed on June 01, 2016 with Pilot Foreign Exchange Company The contract period 4 months. Status: Start on June 01, 2016
Workshop – Post-Conflict Disaster Management and Service Restoration Capacity Building for Ninawa Province/ Provide critical feedback on the first round assessment performed by (FTT) and review and provide feedback on the second round assessments. Assist the team in creating matrix and develop prioritization and short- and long-term restoration of services. Held in Erbil April 01-02, 2016	GSP/Taqadum procured the tickets for the staff and participants. Status: Completed
Baghdad governorate building meeting (Roads and Bridges, Buildings and Housing) to finalize the collected jobs. Held in Baghdad governorate building April 12, 2016	GSP/Taqadum procured the Meals for the staff and participants. Status: Completed
Workshop: National Capacity Building for FAD and GO financial employees. Held in Erbil April 27- 29, 2016	GSP/Taqadum procured the tickets for the staff and participants. Status: Completed
Workshop: workshops to discuss the technical functions, reports and the relationship between the Directorate and the MOMPW. Discuss the Ministerial accountability before and after the implementation of article 45. Held in Erbil May 14- 17, 2016	GSP/Taqadum procured the tickets for the staff and participants. Status: Completed
Workshop: Posit- conflict Disaster Management and Service Restoration Capacity Building for Diyala Province. Held in Baghdad governorate building May 18- 19, 2016	GSP/Taqadum procured the Accommodation in Hotel, Stationery and Meals for the staff and participants. Status: Completed
Workshop - Conduct a workshop to discuss the technical functions, reports and the relationship between the Directorate and the MOMPW. Discuss the Ministerial accountability before and after the implementation of article 45 Held in Erbil May 29-30, 2016	GSP/Taqadum procured the tickets for the staff and participants. Status: Completed

<p>Workshop - Conduct a workshop to discuss the technical functions, reports and the relationship between the Directorate and the MOMPW. Discuss the Ministerial accountability before and after the implementation of article 45 Held in Erbil May 31 – June 1, 2016</p>	<p>GSP/Taqadum procured the tickets for the staff and participants.</p> <p>Status: Completed</p>
<p>Workshop - Conduct a workshop to standardize the streamlined processes for services and functions among similar entities in 12 Provinces from the Directorates of Health and Education, PC, and the GO . Held in Erbil May 31 – June 1, 2016</p>	<p>GSP/Taqadum procured the tickets for the staff and participants.</p> <p>Status: Completed</p>
<p>Workshop - Conduct a workshop to complete the trash collection system and the implementation plan for Wasit and Najaf municipal services for Kut and Najaf. Baghdad, Diwaniya, and Basrah representatives are invited to participate as observers for future replication. Held in Erbil May 31 – June 3, 2016</p>	<p>GSP/Taqadum procured the tickets for the staff and participants.</p> <p>Status: Completed</p>
<p>Workshop - Conduct a workshop to standardize the streamlined processes for services and functions among similar entities in 12 Provinces from the Directorates of Water, Sewer, Municipality, and Municipalities Sectors Held in Erbil June 2-3, 2016</p>	<p>GSP/Taqadum procured the tickets for the staff and participants.</p> <p>Status: Completed</p>
<p>Workshop - Hold a workshop for the newly established Sectoral Committees from Babil Provincial Directorates of MOLSA to start initial DMAP analyses for the MOLSA functions. Held in Erbil June 17-18, 2016</p>	<p>GSP/Taqadum procured the tickets for the staff and participants.</p> <p>Status: Completed</p>
<p>Workshop - Hold a workshop for the newly established Sectoral Committees from Baghdad Directorates of Housing, Roads & Bridges and Building to start initial DMAP analyses for the MOCH functions. Held in Erbil June 19-21, 2016</p>	<p>GSP/Taqadum procured the tickets for the staff and participants.</p> <p>Status: Completed</p>
<p>Workshop - Conduct a workshop to reach an agreement among the Financial Affairs Directorates on standardized technical financial procedures and processes. Held in Erbil June 19-20, 2016</p>	<p>GSP/Taqadum procured the tickets for the staff and participants.</p> <p>Status: Completed</p>
<p>Hold a workshop for the newly established Sectoral Committees from Kirkuk Directorates of Housing, Roads & Bridges and Building to start initial DMAP analyses for the MOCH functions. Held in Erbil June 23-24, 2016</p>	<p>GSP/Taqadum procured the tickets for the staff and participants.</p> <p>Status: Completed</p>

<p>Workshop - Conduct a workshop to discuss the technical functions, reports and the relationship between the Directorate and the MOMPW. Discuss the Ministerial accountability before and after the implementation of article 45 Held in Erbil May 29-30, 2016</p>	<p>GSP/Taqadam procured the tickets for the staff and participants.</p> <p>Status: Completed</p>
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Completed and Ongoing Procurement (Erbil)

Procurement Activity	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 January 01 - December 31, 2015 Extension time: (Eight Months) From January 1, 2016 - August 31, 2016 Status: in Process
Blanket Purchase Agreement BPA-GSP-ERB-15-003	This agreement is for the as-needed to provide accommodation, break, lunch, dinner and hall Services from Sky Erbil Hotel from January 01 - December 31, 2015 Extension time: (Eight Months) From January 1, 2016 - August 31, 2016 Status: in Process
Blanket Purchase Agreement BPA-GSP-ERB-15-004	This agreement is for the as-needed to provide accommodation, break, lunch, dinner and hall Services from Quartz Hotel from January 01 - December 31, 2015 Extension time: (Eight Months) From January 1, 2016 - August 31, 2016 Status: in Process
Blanket Purchase Agreement BPA-GSP-ERB-15-005	This agreement is for the as-needed to provide accommodation, break, lunch, dinner and hall Services from Canyon Hotel from January 01 - December 31, 2015 Extension time: (Eight Months) From January 1, 2016 - August 31, 2016 Status: in Process
Blanket Purchase Agreement BPA-GSP-ERB-15-006	This agreement is for the as-needed to provide accommodation, break, lunch, dinner and hall Services from Nobel Hotel from January 01 - December 31, 2015 Extension time: (Eight Months) From January 1, 2016 - August 31, 2016 Status: in Process
Lease Agreement BPA-GSP-ERB-15-007	This agreement is for the as-needed to provide Rent Office Erbil center and accommodation to EXPATs from Sky Erbil Hotel from January 01 - December 31, 2015 Extension time: Extension time: (Nine Months) From January 1, 2016 - September 30, 2016 Status: in Process

Blanket Purchase Agreement BPA-GSP-ERB-15-008	This agreement is for the as-needed to provide accommodation, break, lunch, dinner and hall Services from EIH from August 20, 2015 – December 31, 2015 Extension time: (Eight Months) From January 1, 2016 - August 31, 2016 Status: in Process
Blanket Purchase Agreement BPA-GSP-ERB-15-009	This agreement is for the as-needed to provide accommodation, break, lunch, dinner and hall Services from Hilen De Ville Hotel from August 20, 2015 – December 31, 2015 Extension time: (Eight Months) From January 1, 2016 - August 31, 2016 Status: in Process
Blanket Purchase Agreement BPA-GSP-ERB-15-010	This agreement is for the as-needed to provide accommodation, break, lunch, dinner and hall Services from Ankawa Royal Hotel from October 27, 2015 - December 31, 2015 Extension time: (Eight Months) From January 1, 2016 - August 31, 2016 Status: in Process
Blanket Purchase Agreement BPA-GSP-ERB-15-011	This agreement is for the as-needed to provide accommodation from Seever Hotel from October 27, 2015 - December 31, 2015 Extension time: (Eight Months) From January 1, 2016 - August 31, 2016 Status: in Process
Blanket Purchase Agreement BPA-GSP-ERB-15-012	This agreement is for the as-needed to provide IT Equipment from High Tech Company from October 27, 2015 - December 31, 2015 Extension time: (Eight Months) From January 1, 2016 - August 31, 2016 Status: in Process
Blanket Purchase Agreement BPA-GSP-ERB-16-013	This agreement is for the as-needed to provide accommodation, break, lunch, dinner and hall Services from Cristal hotel February 21, 2016 - September 30, 2016. Status: in Process
GSP-FPSA-ERB-14-006	Transportation Services- Signed on June 7, 2015 with Mr. Baher Azeez Asmaeel Extension time: (Eight Months) From January 1, 2016 - August 31, 2016 Status: in Process
GSP-FPSA-ERB-14-008	Rent Car - Signed on June 1, 2015 with Mr. Nazar Hayder Shaker Extension time: (Eight Months) From January 1, 2016 - August 31, 2016 Status: in Process
GSP-FPSA-ERB-14-009	Internet Services for Kirkuk Office– Signed on April 1, 2015 With Mr. Ahmed Bahaa Aldeen Khorshid Extension time: (Eight Months) From January 1, 2016 - August 31, 2016 Status: in Process

<p>GSP-FPSA-ERB-14-0013</p>	<p>Internet Services for Erbil office – Signed on January 22, 2014 With Nawand Telecom Extension time: (Nine Months) From January 1, 2016 - September 30, 2016 Status: in Process</p>
<p>GSP-FPSA-ERB-16-0016</p>	<p>Office Administrator Services – Signed With Mr. Hadi Salim Al Masri on March 7, 2016 Status: Complete</p>
<p>Workshop - Post-Conflict Disaster Management and Service Restoration Capacity Building for Anbar Province/ Provide critical feedback on the first round assessment performed by (FTT) and review and provide feedback on the second round assessments. Assist the team in creating matrix and develop prioritization and short- and long-term restoration of services. Held in Erbil March 31- April 1, 2016</p>	<p>GSP/Taqadum procured accommodation, training halls, stationary, meals and coffee breaks for attendees in Sky Erbil Hotel. Status: Completed</p>
<p>Workshop - Workshop - Post-Conflict Disaster Management and Service Restoration Capacity Building for Anbar Province/ Provide critical feedback on the first round assessment performed by (FTT) and review and provide feedback on the second round assessments. Assist the team in creating matrix and develop prioritization and short- and long-term restoration of services. Held in Erbil April 3-5, 2016.</p>	<p>GSP/Taqadum procured accommodation, training halls, stationary, meals and coffee breaks for attendees in Sky Erbil Hotel. Status: Completed</p>
<p>Workshop - Post-Conflict Disaster Management and Service Restoration Capacity Building for Anbar Province/ Provide critical feedback on the first round assessment performed by (FTT) and review and provide feedback on the second round assessments. Assist the team in creating matrix and develop prioritization and short- and long-term restoration of services. Held in Erbil April 6-7, 2016</p>	<p>GSP/Taqadum procured accommodation, training halls, stationary, meals and coffee breaks for attendees in Sky Erbil Hotel. Status: Completed</p>
<p>Workshop - conduct a workshop on financial performance standards, budget reallocation, operation and investment budget formulation, operation and investment budget coding system and monthly cash budget estimation. Held in Erbil April 27-29, 2016</p>	<p>GSP/Taqadum procured accommodation, training halls, stationary, meals and coffee breaks for attendees in Canyon Hotel. Status: Completed</p>
<p>Workshop - Conduct a workshop to discuss the technical functions, reports and the relationship between the Directorate and the MOE. Discuss the Ministerial accountability before and after the implementation of article 45 Held in Erbil May 15-16, 2016</p>	<p>GSP/Taqadum procured accommodation, training halls, stationary, meals and coffee breaks for attendees in Ankawa Royal Hotel. Status: Completed</p>

<p>Workshop - Conduct a workshop to discuss the technical functions, reports and the relationship between the Directorate and the MOMPW. Discuss the Ministerial accountability before and after the implementation of article 45 Held in Erbil May 29-30, 2016</p>	<p>GSP/Taqadum procured accommodation, training halls, stationary, meals and coffee breaks for attendees in Canyon Hotel. Status: Completed</p>
<p>Workshop - Conduct a workshop to discuss the technical functions, reports and the relationship between the Directorate and the MOMPW. Discuss the Ministerial accountability before and after the implementation of article 45 Held in Erbil May 31 – June 1, 2016</p>	<p>GSP/Taqadum procured accommodation, training halls, stationary, meals and coffee breaks for attendees in Cristal Hotel. Status: Completed</p>
<p>Workshop - Conduct a workshop to standardize the streamlined processes for services and functions among similar entities in 12 Provinces from the Directorates of Health and Education, PC, and the GO. Held in Erbil May 31 – June 1, 2016</p>	<p>GSP/Taqadum procured accommodation, training halls, stationary, meals and coffee breaks for attendees in Canyon Hotel. Status: Completed</p>
<p>Workshop - Conduct a workshop to complete the trash collection system and the implementation plan for Wasit and Najaf municipal services for Kut and Najaf. Baghdad, Diwaniya, and Basrah representatives are invited to participate as observers for future replication. Held in Erbil May 31 – June 3, 2016</p>	<p>GSP/Taqadum procured accommodation, training halls, stationary, meals and coffee breaks for attendees in Noble Hotel. Status: Completed</p>
<p>Workshop - Conduct a workshop to standardize the streamlined processes for services and functions among similar entities in 12 Provinces from the Directorates of Water, Sewer, Municipality, and Municipalities Sectors Held in Erbil June 2-3, 2016</p>	<p>GSP/Taqadum procured accommodation, training halls, stationary, meals and coffee breaks for attendees in Canyon Hotel. Status: Completed</p>
<p>Workshop - Hold a workshop for the newly established Sectoral Committees from Babil Provincial Directorates of MOLSA to start initial DMAP analyses for the MOLSA functions. Held in Erbil June 17-18, 2016</p>	<p>GSP/Taqadum procured accommodation, training halls, stationary, meals and coffee breaks for attendees in Canyon Hotel. Status: Completed</p>
<p>Workshop - Hold a workshop for the newly established Sectoral Committees from Baghdad Directorates of Housing, Roads & Bridges and Building to start initial DMAP analyses for the MOCH functions. Held in Erbil June 19-21, 2016</p>	<p>GSP/Taqadum procured accommodation, training halls, stationary, meals and coffee breaks for attendees in Ankawa Royal Hotel. Status: Completed</p>
<p>Workshop - Conduct a workshop to reach an agreement among the Financial Affairs Directorates on standardized technical financial procedures and processes. Held in Erbil June 19-20, 2016</p>	<p>GSP/Taqadum procured accommodation, training halls, stationary, meals and coffee breaks for attendees in Canyon Hotel. Status: Completed</p>

Hold a workshop for the newly established Sectoral Committees from Kirkuk Directorates of Housing, Roads & Bridges and Building to start initial DMAP analyses for the MOCH functions.
Held in Erbil
June 23-24, 2016

GSP/Taqadum procured accommodation, training halls, stationary, meals and coffee breaks for attendees in Ankawa Royal Hotel.
Status: Completed

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 Until August 31, 2016 Status: in Process
Blanket Purchase Agreement GSP-BPA-H-030	New Blanket purchase agreement GSP-BPA-H-030 Torn Center for Internet and Computers to provide Internet line to Najaf Office Active Until August 31, 2016
Extending Blanket Purchase Agreement GSP-BPA-H-012	The Extending Blanket purchase agreement GSP-BPA-H-0012 Active Until August 31, 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 Until August 31, 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 Diwaniya GSP office with Internet Services Active Until August 31, 2016
Blanket Purchase Agreement GSP-0026	Blanket purchase agreement GSP-BPA-H-0026 Sarah Net to Provide pack up Internet for Hilla Hub office with Internet Services Active Until August 31, 2016 Status: in Process
Extending Blanket Purchase Agreement GSP-0027	Blanket purchase agreement GSP-BPA-H-0027 Kalimat telecom to Provide Internet for Basrah office with Internet Services Active Until August 31, 2016 Status: in Process
Blanket Purchase Agreement GSP-0029	Blanket purchase agreement GSP-BPA-H-0029 EarthLink to Provide Internet for Muthanna office with Internet Services Active Until August 31, 2016 Status: in Process

Procurement Activity	Achievements and Status
Extending Blanket Purchase Agreement GSP-0024	The Extending Blanket purchase agreement GSP-BPA-H-0024 Majd Al-Awael to Provide Internet for Thi Qar office with Internet Services Active Until August 31, 2016 Status: in Process
Blanket Purchas Agreement GSP-0031	Blanket purchase agreement GSP-BPA-H-0031 Hassanain Tech. Shop to Provide Internet for Babil office with Internet Services Active Until August 31, 2016 Status: in Process
Blanket Purchas Agreement GSP-0025	Blanket purchase agreement GSP-BPA-H-0025 Bawabat Al-Ghad office to Provide Internet for Maysan office with Internet Services Active Until August 31, 2016 Status: in Process
Blanket Purchas Agreement GSP-0028	Blanket purchase agreement GSP-BPA-H-0028 Afaq Al-Fiker company to Provide Internet for Karbala office with Internet Services Active Until August 31, 2016 Status: in Process
PAR# H-16-105	Booking Airlines Tickets for OD workshop in Erbil April 8, 2016
PAR# H-16-122	Booking Airlines Tickets for Budgeting workshop in Erbil April 26 2016
PAR# H-16-128 PO# H-236	Purchasing mobile cards for SCR offices May 6, 2016
PAR# H-129	Purchasing Airline tickets for Legal workshop in Erbil May 30, 2016
PAR# H-161	Booking Airlines tickets for OD workshop in Erbil June 2, 2016
PAR# H-171 & 172	Booking Airlines tickets for Legal workshop in Erbil May 28, 2016
PAR# H-173	Booking Airline Tickets for SD workshop in Erbil May 29, 2016
PAR# H-177 PO# 238	Purchasing mobile phone cards for SCR Offices
PAR# H-196	Booking Airlines Tickets for C B workshop in Erbil June 16, 2016
PAR# H-203	Booking Airline tickets for Budgeting workshop in Erbil June 17, 2016

Anticipated Major Procurements for FY-2016-Q4

- Stationery and materials for GSP/ Taqadum activities.
- Printing Taqadum legacy reports, brochures and manuals for all partner provinces.
- Provincial Coordinators Meeting on July 17-19, 2016- Held in Erbil

ANNEX I: 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 June 30, 2014 through June 30, 2016

Province	Activity Cost Sharing Only Y3 Q4	Activity Cost Sharing Whole Y4	Activity Cost Sharing Only Y5Q1	Activity Cost Sharing Only Y5Q2	Activity Cost Sharing Only Y5Q3	Total
Anbar	-	\$27,769	\$17,108	\$10,918	\$2,567	\$58,362
Babil	\$15,286	\$91,448	\$16,881	\$19,188	\$27,583	\$170,386
Baghdad	\$62,912	\$189,466	\$46,600	\$63,240	\$68,090	\$430,308
Basrah	-	\$56,063	\$28,068	\$33,422	\$21,633	\$139,186
Dhi Qar	-	\$39,462	\$23,048	\$17,311	\$19,014	\$98,835
Diwaniyah	\$29,803	\$98,652	\$18,069	\$28,549	\$19,886	\$194,959
Diyala	\$1,556	\$88,436	\$26,639	\$23,062	\$31,188	\$170,881
Karbala	-	\$29,992	\$25,259	\$24,889	\$17,920	\$98,060
Kirkuk	-	\$95,582	\$23,587	\$34,634	\$19,246	\$173,049
Maysan	-	\$49,548	\$29,200	\$27,709	\$24,717	\$131,174
Muthanna	-	\$32,151	\$20,883	\$18,285	\$12,600	\$83,919
Najaf	\$32,226	\$146,198	\$22,703	\$37,680	\$27,695	\$266,502
Ninawa	-	\$43,706	\$13,792	\$2,734	\$13,279	\$73,511
Salah ad Din	-	\$20,381	\$19,758	\$16,311	\$7,430	\$63,880
Wasit	\$35,278	\$98,700	\$24,811	\$54,792	\$30,643	\$244,224
Total	\$177,061	\$1,107,554	\$356,405	\$412,725	\$343,490	\$2,397,235

Note: Y5Q2 total was corrected from \$422, 925 to \$412,725