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IRAQ GOVERNANCE & PERFORMANCE ACCOUNTABILITY PROJECT (IGPA/TAKAMUL) FY2021 ANNUAL REPORT

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COVER PHOTO: Dukhan 2 water treatment plant, Sulaimaniya

PHOTO CREDIT: Maria Luces, IGPA/Takamul

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SERVICE DELIVERY

Improving Service Delivery



Planning. Helping local officials to create long-term development plans that adequately incorporate services delivery to citizens.



Resourcing. Training newly decentralized government entities to effectively manage public finances and sustainably fund public service improvements.



Improving procurement and streamlining processes. Promoting standard bidding tools for procurement and re-engineering business processes, saving the government time and money.



Mainstreaming equity and inclusion. Working across all components to promote gender equity and the inclusion of vulnerable populations in local governance.



Monitoring government performance and response. Supporting civil society, Change Agents, and the government to monitor the effectiveness of service delivery and help local officials improve responsiveness to citizen feedback.

EMERGING NEEDS

Supporting USAID's Response to Emerging Needs in Iraq:

Public Financial Management

Working with the Ministry of Finance to support state-owned banking reform and capacity building for key ministry staff in economics, budgeting, and accounting.

Private Sector Development

Expanding support to SMEs and investment councils—from Ninewa to Basrah, Anbar, Najaf, Baghdad, and Wasit, and the Kurdistan Region of Iraq.

KRG Reform Initiatives

Providing technical assistance to the Kurdistan Regional Government's (KRG) reform initiatives including the Identity Management System, the Xizmat government services portal, public-private partnership, and electricity subscription and stock system standardization.

Water Resources Management and Climate Change

Supporting the Ministry of Water Resources to make more informed decision-making regarding water resources and better manage the effects of climate change.

Strengthening the Government of Iraq's capability to improve service delivery across the country

GOI REFORMS

Support to GOI Reform Initiatives

The White Paper is the GOI's financial and fiscal reform initiative aimed to diversify growth alongside peace, stability, and a better standard of living for the Iraqi people. IGPA's programming supports a range of WP initiatives, including:



Reforming the Budget Process
Improving Public Financial Management
Maximizing Government Revenues
Managing Government Debt



Supporting Investment Priorities
Improving the Business Environment
Expanding Public Private Partnerships



Exploring Alternative Energy
Expanding Electricity Distribution
Automating Fee Collection
Rationalizing Electricity Consumption



Managing Water Resources
Improving Sewerage and Solid Waste Management



Strengthening Vocational Training
Measuring Government Performance
Overseeing Government Contracts

APPROACHES

The Project provides integrated support to GOI to implement the full decentralization of certain administrative and fiscal functions to local governments. Through assistance packages and focused activities, the Project also addresses the performance and capacity gaps on government services delivery, drawing upon the Project's resources and expertise, with local service directorates leading the improvements, such as:

- Providing direct technical assistance to water, solid waste management, electricity, and other utilities.
- Creating an effective enabling environment for better service delivery at all levels.
- Supporting Iraqi Change Agents to sponsor sustainable institutional service delivery improvements.

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ATTACHMENTS

The following are included among the IGPA annual deliverables and are submitted separately. Please download copies from the link below:

[FY21 IGPA Annual Report Attachments](#)

ATTACHMENT 1:	Complexity Aware Monitoring
ATTACHMENT 2:	Annual Report: Task Order 4 - Ninewa Investment Facilitation Initiative
ATTACHMENT 3:	Success Stories in English (Quarters 1-3)
ATTACHMENT 4:	Success Stories in Arabic (Quarters 1-3)
ATTACHMENT 5:	Success Stories in Arabic (Quarter 4)
ATTACHMENT 6:	List of Sub Activities
ATTACHMENT 7:	Media Coverage
ATTACHMENT 8:	GIS Code Books
ATTACHMENT 9:	GOI Burden Sharing
ATTACHMENT 10:	Inventory List
ATTACHMENT 11*:	IGPA Weekly Progress Reports, Weekly Political and Security Reports, Task Orders 4 and 6 Weekly Reports, and IGPA Quarterly Reports

*Download from: [FY21 \(Year 4\) IGPA Reports](#)

EXECUTIVE SUMMARY

IGPA/Takamul works to advance effective, accountable, and transparent governance in Iraq. This USAID effort, implemented by DAI, works with the Government of Iraq (GOI) at the national, regional, provincial, and district levels to better respond to citizen needs by supporting reform initiatives on inclusive governance and public sector transparency, accountability, and performance. IGPA also trains and supports Change Agents at various sectors and levels so that improvements are continued and sustained beyond the Project.

The Project's reform initiatives include four integrated objectives to: enhance service delivery functions; improve public financial management (PFM); ensure monitoring and oversight of service delivery and public expenditures; and support and enable Change Agents to champion change and sustainability. Within and across Project activities, IGPA mainstreams gender equity and social inclusion to ensure that all individuals, women and men, benefit equitably from these reforms. Through Task Order 4, IGPA facilitates economic opportunities by helping the private sector, including small and medium enterprises (SMEs), to access finance. This year, GPA/Takamul started implementing Task Order 6 to support climate change governance initiatives in priority sectors and PFM reform for climate change.

This report covers Year 4 of the IGPA/Takamul Project. The Project worked intensively across all four objectives and task orders. It achieved a number of notable successes during this period against the backdrop of the global pandemic, in addition to sporadic political disparities as the country primes up for the early national elections to respond to demands of the 2019 nationwide protests. IGPA's Year 4 programming carefully balanced its inclusive support to all stakeholders and facilitated to improve the fragile communication between local governments and the civil society. COVID-19's impact on the country, the substantial reduction of oil prices, and preparations for the early elections are some of the factors that contributed to the 2021 GOI budget difficulties resulting in scarce financial resources for the GOI to address better service delivery priorities across the country.

Despite Iraqi's fluid political dynamics, IGPA/Takamul team responded to the continuous changes using an adaptive management approach, working continuously with the project stakeholders, including the federal, regional, local governments, and civil society organizations (CSO), to implement initiatives and sustainable reforms to improve service delivery.

This year, as a bottom-up approach, the Project scaled up and performed many successful practices, such as capacity building and PFM engagements; rolled out an improved procurement system using standard bidding documents; and issued guidance on federal fund allocations to all 15 provincial governments in Iraq.

As a top-down approach, at the federal level, the project worked extensively with the Ministry of Finance (MOF), Ministry of Planning (MOP), Higher Commission for Coordination among Provinces Secretariat (HCCPsec), Council of Ministers Secretariat (COMsec), and the Prime Minister's (PM) Economic Reform Unit, now called the Management Reform Cell (MRC). At the regional level, the project worked in-depth with various reform initiatives at the Kurdistan Regional Government (KRG) MOP, MOF, and Deputy Prime Minister's Office (PMO). Among IGPA/Takamul's accomplishments in Year 4 are:

Objective 1: Enhance Iraqi Government service delivery capacity

- Worked with MOP and provincial governments to institutionalize the standard bidding documents (SBD) for the procurement of small and medium projects. This year, the GOI awarded 50 contracts worth more than \$400 million as a result of IGPA/Takamul support, bringing the total to 187 projects worth \$910 million since the beginning of the Project. This is a great stride in expediting procurement, making it more transparent and accessible, putting more services on the streets, and creating employment opportunities. Most critically, the relative ease of applications will help grow the private sector by encouraging smaller and medium-sized enterprises to participate in government contracts, thereby contributing to the revitalization of the Iraqi economy.
- Focused on water sector services— from improving water and wastewater treatment plants’ maintenance and operations to assessments of water infrastructure, providing hands-on practical project management training to managers and engineers of water directorates in Sulaimaniya, Anbar, and Wasit, resulting in the ability to reduce cost and time in project delivery. The Project increased an average of 30 percent water supply time to citizens in six provinces by working with and improving maintenance and operations of 63 water treatment plants.

Objective 2: Improve the PFM of the national governments and governorates

- Enabled the National Commission for Monitoring Federal Revenues (NCMFR) to operate and finalize a proposed funding allocation and monitoring federal revenue distribution system for provinces, which was submitted to the Iraqi Prime Minister for his review and approval. This is a considerable undertaking towards furthering fiscal decentralization by defining the management of federal revenues allocated to governorates to respond to their citizens’ needs.
- Facilitated and supported a high-level national committee to complete the draft of PFM Law regulations and instructions clarifying roles and responsibilities of the MOP and MOF and general PFM provisions related to the budget planning and execution process, resource mobilization, cash management, and accounting and financial reporting. When approved, these regulations will promote transparency and accountability, provide clear guidance to all government levels, and improve their performance.
- Provided advisory services to the White Paper Reform Management Cell (RMC), the MOF, and the KRG Deputy Prime Minister’s Office to operationalize economic and financial reform initiatives. IGPA supports 22 of 64 major White Paper initiatives. As part of these services, IGPA worked with the PMO’s IT team to create an official website and social media platforms for the RMC. The website <https://rmc.gov.iq/#> contains updated information on the White Paper reforms implementation. The RMC team will periodically update the website with new information, project initiatives, and success stories. IGPA has been assisting the RMC team in coordinating and responding to questions and following up with relevant ministries and entities.

Objective 3: Strengthen monitoring and oversight of service delivery and public expenditure

- Narrowed the gap and strengthened the relationship between citizens and local governments in Anbar, Basrah, Baghdad, Babil, Ninewa, Najaf, and Wasit Provinces by

developing standard operating procedures (SOP) and integrating provincial CSO Offices with the federal Department of Non-Government Organizations (DNGO) and coordinating with provincial Performance Evaluation Departments (PED), Provincial Planning and Development Councils (PPDC), Provincial Women Empowerment Departments (PWED), and local CSOs.

- Created channels for citizens and government to work together to identify mutual interests; developed communication tools for citizens to effectively communicate with the government; and built citizens' ability to prioritize and promote their needs into the budget. These activities assist IGPA's efforts to encourage open government and transparency. IGPA/Takamul held a combined online workshop for seven provinces, Baghdad, Basrah, Babil, Wasit, Ninewa, Anbar, and Najaf, to usher in a new practice of public participation in the budget preparation process. In KRG, the Project, through local CSOs in coordination with the MOP, promoted awareness campaigns, surveyed citizens using electronic questionnaires, and conducted hearing sessions to enable citizens to raise their needs and priorities for consideration in the government's budget planning.

Objective 4: Support equity, inclusion, and Iraqi Change Agents (a cross-cutting objective)

Trained 199 staff (98 women, 101 men) and handed over an IGPA-developed training curriculum to improve services and sustain training quality for the national and regional training centers of the MOF, MOP, Ministry of Construction, Housing, Municipalities, and Public Works (MOCHMPW), and the Kurdistan Institute of Public Administration (KIPA).

Identified and developed skills of 93 Change Agents from various government levels and the civil society representing 12 governorates across the country. Change Agents were trained on advocacy, effective communication, building alliances, and leadership. Change Agents led the advocacy activities in their respective provinces to address pressing needs. In Babil, Najaf, Kirkuk, Ninewa, Muthanna, Dhi Qar, and Qadisiya, IGPA provided capacity building to PWEDs resulting in memberships in the PPDC.

Task Order 4: Ninewa Investment Facilitation Initiative

Facilitated financing arrangements for ten businesses, including a business from Ninewa's Yazidi minority group. The Project provided business development services to 109 firms, improving their operational and administrative functions, bringing the total number of SMEs that received United States Government (USG)-funded technical assistance to 452 firms. Of these, IGPA referred 210 SME applications to various financing institutions and investors for a combined loan amount of approximately \$42 million.

Conducted Entrepreneurship Programs for 502 participants from two leading universities in Ninewa. NIFI is preparing to conduct the Entrepreneurship Program for Wasit, Anbar, Basrah, and Najaf universities within the remaining time of the Project. It also completed the Ninewa Agricultural Value Chain Analysis study and the Value Chain Analysis studies for tomatoes, dates, and wheat in Baghdad, Basrah, and Ninewa.

For the newly implemented Task Order 6: Climate Change Governance Activities, IGPA has started groundbreaking activities to improve climate change governance in key sectors of electricity, water, solid waste management, and agriculture. IGPA/Takamul also began work in governance at the provincial level by engaging local governments to reactivate Provincial Environmental Protection

Councils, highlighting the importance of soil salinity, solid waste management, and the depredation of agricultural resources.

It has always been a great pleasure for IGPA/Takamul to work with its colleagues at the United States Agency for International Development (USAID) Iraqi Mission and the embassy. IGPA looks forward to furthering collaboration and guidance from the Mission on implementing this complex but potentially and enormously beneficial program.

الموجز التنفيذي

يعمل مشروع تكامل على تعزيز الحكم الفعال والمسؤول والشفاف في العراق. وتعمل جهود الوكالة الأمريكية للتنمية الدولية هذه، التي تنفذها شركة دي أي أي، مع الحكومة العراقية على المستويات الوطنية والإقليمية والمحلية لاستجابة أفضل لإحتياجات المواطنين من خلال دعم مبادرات الإصلاح المتعلقة بتعزيز الحوكمة الشاملة وتحسين شفافية القطاع العام ومساءلته وأدائه. ويعمل مشروع تكامل أيضاً على تدريب ودعم عناصر التنمية في مختلف القطاعات والمستويات بحيث تستمر التحسينات وتدوم حتى بعد إنتهاء المشروع.

وتتضمن مبادرات الإصلاح الخاصة بالمشروع أربعة أهداف متكاملة وهي تعزيز وظائف تقديم الخدمات وتحسين الإدارة المالية العامة وضمان المراقبة والإشراف على تقديم الخدمات والنفقات العامة ودعم وتمكين عناصر التنمية لمناصرة التغيير والإستدامة. ضمن وعبر أنشطة المشروع، ويعمل مشروع تكامل أيضاً على تعميم منظور النوع الإجتماعي والإدماج الاجتماعي لضمان استفادة جميع الأفراد من النساء والرجال إستفادة عادلة من هذه الإصلاحات. ومن خلال أمر المهمة 4، يعمل مشروع تكامل على تسهيل الفرص الاقتصادية من خلال دعم القطاع الخاص، بما في ذلك الشركات الصغيرة والمتوسطة الحجم، للحصول على التمويل. وقد بدأ مشروع تكامل هذا العام في تنفيذ أمر المهمة 6 لدعم مبادرات إدارة التغيير المناخي في القطاعات ذات الأولوية وإصلاح الإدارة المالية العامة للتغيير المناخي.

يغطي هذا التقرير السنة الرابعة من مشروع تكامل. فقد عمل المشروع بكثافة عبر جميع الأهداف وأوامر المهام الأربعة. وحقق عدداً من النجاحات الملحوظة خلال هذه الفترة على خلفية نقشي الوباء العالمي، بالإضافة إلى تباينات سياسية متفرقة أدت بالبلاد إلى إجراء إنتخابات وطنية المبكرة إستجابة لمطالب مظاهرات عام 2019 التي إجتاحت البلاد. وازنت أنشطة العام الرابع من عمر مشروع تكامل بعناية بين دعم المشروع الشامل لجميع أصحاب المصلحة وتسهيل تحسين التواصل الهش بين الحكومات المحلية والمجتمع المدني. إن تأثير فيروس كورونا على البلاد والإنخفاض الكبير في أسعار النفط والإستعدادات للإنتخابات المبكرة هي بعض العوامل التي ساهمت في الصعوبات التي واجهت موازنة الحكومة العراقية لعام 2021 مما أدى إلى عجز في الموارد المالية للحكومة العراقية لمعالجة أولويات تقديم الخدمات بشكل أفضل في جميع أنحاء البلاد.

وعلى الرغم من الديناميات السياسية المتقلبة في العراق، استجاب فريق مشروع تكامل للتغييرات المستمرة باستخدام نهج الإدارة التكيفية والعمل بإستمرار مع أصحاب المصلحة في المشروع، بما في ذلك الحكومات الاتحادية والإقليمية والمحلية ومنظمات المجتمع المدني بغية تنفيذ المبادرات والإصلاحات المستدامة لتحسين تقديم الخدمات.

هذا العام، كنهج تصاعدي، توسع المشروع وأجرى العديد من الأنشطة الناجحة، مثل بناء القدرات ومشاركة الإدارة المالية العامة، وإعد نظام مشتريات مطور بإستخدام وثائق العطاءات القياسية أصدر إرشادات بشأن تخصيص الأموال الاتحادية لجميع الحكومات المحلية في المحافظات الخمس عشرة في العراق.

كنهج تنازلي، على المستوى الاتحادي، عمل المشروع على نطاق واسع مع وزارة المالية ووزارة التخطيط سكرتارية الهيئة العليا للتنسيق بين المحافظات والأمانة العامة لمجلس الوزراء ووحدة الإصلاح الاقتصادي التابعة لرئيس الوزراء، والتي تسمى الآن خلية الإصلاح الإداري. وعلى المستوى الإقليمي، عمل المشروع بعمق مع العديد من مبادرات الإصلاح في وزارة التخطيط ووزارة المالية ومكتب نائب رئيس الوزراء في حكومة إقليم كردستان. من بين إنجازات مشروع تكامل في السنة الرابعة:

الهدف الأول: تعزيز قدرة الحكومة العراقية على تقديم الخدمات

- العمل مع وزارة التخطيط والحكومات المحلية لإضفاء الطابع المؤسسي على وثائق العطاءات القياسية لقطاع المشتريات للمشاريع الصغيرة والمتوسطة. وقد أحوالت الحكومة العراقية هذا العام 50 عقداً بقيمة تزيد عن 400 مليون دولار نتيجة لدعم مشروع تكامل، وبذلك يصل مجموع المشاريع المحالة بإستخدام الوثائق القياسية إلى 187 مشروعاً بقيمة 910 مليون دولار منذ بداية مشروع تكامل. حيث تُعد هذه خطوة كبيرة في تسريع قطاع المشتريات، مما يجعله أكثر شفافية ويمكن الوصول إليه، وتوفير مشاريع خدمية عامة وخلق فرص عمل. والأهم من ذلك، إن السهولة النسبية للتطبيقات ستساعد على نمو القطاع الخاص من خلال تشجيع الشركات الصغيرة والمتوسطة الحجم على المشاركة في العقود الحكومية، وبالتالي المساهمة في تنشيط الاقتصاد العراقي.

- التركيز على خدمات قطاع المياه – بدءاً من تحسين صيانة محطات معالجة المياه والصرف الصحي وتشغيلها إلى تقييم البنية التحتية للمياه، وتوفير التدريب العملي على إدارة المشاريع لمديري ومهندسي مديريات الماء في السليمانية والأنبار وواسط، مما أدى إلى القدرة لتقليل التكلفة والوقت في تسليم المشروع. لقد أدت تدريبات مشروع تكامل إلى زيادة بمعدل 30 في المائة من أوقات تزويد المواطنين بالمياه في ست محافظات من خلال العمل مع 63 محطة لمعالجة المياه وتحسين الصيانة والتشغيل.

الهدف الثاني: تحسين الإدارة المالية العامة للحكومات الاتحادية المحلية

- تمكين اللجنة الوطنية لمراقبة الإيرادات الاتحادية من تشغيل وإنهاء نظام تخصيص تمويل ومراقبة توزيع الإيرادات الاتحادية للمحافظات المقترح، والذي قُدم إلى رئيس الوزراء العراقي لمراجعته والمصادقة عليه. وهذا تعهد كبير نحو تعزيز اللامركزية المالية من خلال تحديد إدارة الإيرادات الاتحادية المخصصة للمحافظات لتلبية احتياجات مواطنيها.
- تيسير ودعم لجنة وطنية رفيعة المستوى لاستكمال مسودة تعليمات قانون الإدارة المالية العامة التي توضح أدوار ومسؤوليات وزارة التخطيط ووزارة المالية والأحكام العامة للإدارة المالية العامة المتعلقة بتخطيط الموازنة وعملية التنفيذ وتعبئة الموارد والإدارة النقدية والمحاسبة واعداد التقارير المالية. وعند المصادقة عليها، ستعمل هذه التعليمات على تعزيز الشفافية والمساءلة وتوفير إرشادات واضحة لجميع المستويات الحكومية وتحسين أداءها.
- تقديم خدمات إستشارية إلى خلية إدارة إصلاح الورقة البيضاء ووزارة المالية ومكتب نائب رئيس الوزراء في حكومة إقليم كردستان لتنفيذ مبادرات الإصلاح الاقتصادي والمالي. حيث يدعم مشروع تكامل 22 برنامجاً إصلاحياً من أصل 64 برامج أخرى رئيسية واردة في الورقة البيضاء. وكجزء من هذه الخدمات، عمل مشروع تكامل مع فريق تكنولوجيا المعلومات في مكتب نائب رئيس الوزراء لإنشاء موقع الكتروني رسمي ومنصات وسائط اجتماعية لخلية إدارة الإصلاح. حيث يحتوي الموقع الإلكتروني <https://rnc.gov.iq/#> على معلومات محدثة عن تنفيذ إصلاحات الورقة البيضاء. وسيعمل فريق خلية إدارة الإصلاح على تحديث الموقع دورياً بالمعلومات الجديدة ومبادرات المشروع وقصص النجاح. ويساعد مشروع تكامل فريق خلية إدارة الإصلاح في التنسيق والرد على الأسئلة والمتابعة مع الوزارات والهيئات ذات الصلة.

الهدف الثالث: تعزيز الرقابة والإشراف على تقديم الخدمات والإنفاق العام

- ردم الفجوة وتعزيز التعاون بين المواطنين والحكومات المحلية في محافظات الأنبار والبصرة وبغداد وبابل ونيوى والنجف وواسط عبر إعداد اجراءات العمل القياسية والتكامل بين مكاتب منظمات المجتمع المدني مع دائرة المنظمات غير الحكومية والتنسيق مع أقسام تقويم الأداء ومجالس التخطيط والتنمية وأقسام تمكين المرأة في المحافظات ومنظمات المجتمع المدني المحلية.
- إنشاء قنوات للعمل المشترك بين الحكومة والمواطنين لتحديد المصالح المشتركة وتطوير آليات التواصل بين المواطنين والحكومة وبناء قدرة المواطن على تحديد الأولويات وتحديد احتياجاتهم لغرض ادراجها في الموازنة. وتسهم هذه النشاطات في دعم جهود مشروع تكامل لتشجيع مبدأ الحكومة المفتوحة والشفافية، وأجرى المشروع بهذا الصدد ورشة عمل عبر الأنترنت لسبعة محافظات هي الأنبار والبصرة وبغداد وبابل ونيوى والنجف وواسط للإرشاد حول الممارسة الجديدة المتمثلة بمساهمة الجمهور في عملية إعداد الموازنة. اما فيما يخص إقليم كردستان، فقد عملت منظمات المجتمع المدني بالتنسيق مع وزارة التخطيط على القيام بحملات توعية واستبيان آراء المواطنين عبر الاستبيانات الالكترونية وعُقدت جلسات إستماع لتمكين المواطنين من عرض احتياجاتهم وأولوياتهم لأخذها بالاعتبار عند التخطيط للموازنة.

الهدف الرابع: دعم عناصر التنمية من العراقيين (هدف متقاطع مع جميع الأهداف الأخرى)

- تدريب 199 موظفا (98 امرأة و101 رجلا) وتسليم منهج تدريب من إعداد مشروع تكامل يهدف الى تحسين الخدمات واستدامة جودة التدريب لمراكز التدريب الوطنية والإقليمية التابعة لوزارات المالية والتخطيط والاسكان والإعمار والبلديات والاشغال العامة ومعهد كردستان للإدارة العامة.
- تطوير مهارات 93 شخصا من عناصر التنمية من مختلف المستويات الحكومية والمجتمع المدني يمثلون 12 محافظة من كل أنحاء العراق. وشمل التدريب موضوعات المناصرة والتواصل الفعال وبناء التحالفات والقيادة. وقاد عناصر التنمية نشاطات المناصرة في محافظاتهم لتناول الاحتياجات الملحة فيها. وقدم المشروع تدريبات لأقسام تمكين المرأة في المحافظات في بابل والنجف وكركوك ونيوى والمثنى وذي قار والقادسية من حيث بناء قدرات تلك الأقسام لتفعيل عضويتها في مجالس التخطيط والتنمية.

أمر المهمة الرابعة: مبادرة تسهيل الإستثمار في نينوى

- تسهيل عمليات التمويل لعشرة مشاريع تتضمن مشروعا للأقلية الأيزيدية. وقدم المشروع خدمات تطوير الأعمال لـ 109 شركات تضمنت تحسين جوانبها التشغيلية والإدارية ليلبغ عدد الشركات الصغيرة والمتوسطة التي اجتذبت دعما فنيا ممولا من الحكومة الأميركية 452 شركة. وعمل مشروع تكامل على تحويل 210 منها الى مؤسسات تمويلية مختلفة ومستثمرين متعددين ليستلموا قروضا وصل مجموعها الى 42 مليون دولارا.
- كما أدار المشروع برامج في ريادة الأعمال شملت 52 مشاركا في ابرز جامعتين في نينوى. وتستعد المبادرة لأداء برامج مماثلة في جامعات واسط والأنبار والبصرة والنجف خلال الفترة المتبقية من عمر المشروع. كما انجزت المبادرة دراسة تحليل سلسلة القيمة الزراعية لمحافظة نينوى ودراسات تحليل سلسلة القيمة لمحاصيل الطماطم والتمر والحنطة في بغداد والبصرة ونيوى.

المهمة السادسة الجديدة في مجال النشاطات الخاصة بالحكومة في مجال التغير المناخي حيث عمل المشروع على موضوع الحكومة في التغير المناخي في أهم القطاعات المتمثلة بقطاعات الكهرباء والماء وإدارة المخلفات الصلبة والزراعة. كما بدأ المشروع بالعمل في هذا الصدد على مستوى المحافظات عبر إدماج الحكومات المحلية في هذا النشاط عبر تفعيل مجالس حماية البيئة في المحافظات والتركيز على موضوعات مثل ملوحة التربة وإدارة المخلفات الصلبة واستنزاف الموارد الزراعية.

وكان من دواعي سرور مشروع تكامل العمل مع الزملاء في الوكالة الأميركية للتنمية الدولية - بعثة العراق والسفارة الأميركية. ويتطلع المشروع الى التعاون والنصح من البعثة حول تنفيذ برنامج يتسم بالتعقيد ولكنه يتضمن الكثير من الفوائد الجمّة.

CHAPTER I: PROJECT PROGRESS

OBJECTIVE I: ENHANCE IRAQI GOVERNMENT SERVICE DELIVERY CAPACITY

Indicator	Target for FY21	Total Achieved during FY21	% Achieved during FY21
Number of improved business processes implemented by provincial governments as a result of IGPA/Takamul support	6	1	17% ¹
Number of contracts awarded by the GOI as a result of IGPA/Takamul support	46	50	108%
Value of contracts awarded to improve service delivery as a result of IGPA support	\$419,000,000	\$404,071,216.35	96%

¹ One activity under this Indicator is “Activity 1.2.3: Develop a functional organizational structure for the KRG MOE,” of which four BPRs were planned; however, this activity was cancelled due to budget limitation. The second, “Activity 1.1.5: Improve the subscription process for electricity services;” is complete, but IGPA is yet to receive an adoption letter from the MOE-KRG. One of the six processes under the Directorate of the Notary Public in KRG, although planned in Year 3, was completed in October 2020 and was counted under the Year 4 targets. IGPA expects to receive the supporting documents for the rest of the completed BPRs under this Indicator in November 2021.

Service delivery is the foundation of IGPA/Takamul’s “bottom-up” approach. Under this objective, the Project will build on the successes of Year 3 and strengthen the “bottom-up” functions directly impacting essential service delivery as part of the value chain of utility services. Specifically, IGPA/Takamul will work to develop the capacity of key organizations that were identified as integral to the overall system for service delivery. Simultaneously, IGPA/Takamul will strengthen the “top-down” systematic functions like laws, regulations, instructions, processes, and procedures by providing assistance directly to the federal government.

The following include Objective 1’s accomplishments during FY21:

- Upgraded the equipment standards and material specifications for the electrical network of the Kurdistan Regional Government’s (KRG) Ministry of Electricity (MOE) by IGPA’s developing and handing over a complete reference compendium of equipment and material standards.
- Enhanced the services of the Vocational Training Centers and selected services of the provincial Directorates of Labor and Social Affairs and completed their sectoral development plans.
- Strengthened KRG’s position in engaging the private sector in infrastructure and development projects through the public-private partnership (PPP) regulations developed by IGPA to the Ministry of Planning (MOP),
- Facilitated the review of Iraq’s legal framework for the public procurement system by members of parliament and the Council of States in preparation for its presentation to the Council of Ministers.
- Facilitated the accreditation of 21 MOP employees for the KRG and 15 MOP employees for the Government of Iraq as trainers for public procurement and government contracting.
- Enriched the KRG’s procurement system by developing a manual and standard bidding documents (SBD) for turkey and electromechanical projects.
- Awarded the first renewable energy project using SBDs.
- Awarded 14 projects in Basrah, Muthanna, and Salah al-Din worth \$42.86 million raising the total number of projects awarded using SBDs to 187 worth \$910.5 million since the start of the Project.
- Established new units in selected districts in Anbar, Najaf, Basrah, and Babil aimed to improve service delivery at the local levels and which were approved and endorsed by the provincial governors.
- Enhanced the standard operating procedures and upskilled water operators on management, operations, and maintenance in the Water Directorates of Najaf, Wasit, and Sulaimaniya.
- Significantly improved the management and cut the cost of water project operations of the Water Directorates of Sulaimaniya, Anbar, and Wasit through delivering project management training course to the directorates’ managers and engineers.
- Reduced non-revenue water assets by about 20-30 percent by documenting water asset of Anbar, Babil, Baghdad, Basrah, and Ninewa Water Directorates.

- Completed the assessments for rehabilitation and development of standard operating procedures for the maintenance and operations of two mega water treatment plants in Basrah, paving the way for upgrades and improvements.
- Federal and provincial directives and policies enhanced water systems in Basrah, supporting the goals of the IGPA-created Basrah Water Management Committee.
- Facilitated the deliberation of the solid waste management legal framework by provincial and federal stakeholders in cooperation with the Ministry of Construction, Housing, Municipalities, and Public Works (MOCHMPW) and finalized the final form for presentation to the Council of Representatives.
- Maximized the solid waste collection efficiency of Municipality Directorates in Anbar, Babil, Baghdad, Basrah, Muthanna, Najaf, and Ninewa by adopting IGPA recommendations following a review of the directorates' waste collection and removal systems.

RESULT 1.1 Improve service delivery outcomes in sectors with high impact and visibility

WP² 17: Business Environment

PROCUREMENT

Standard bidding documents (SBD) are tools used to improve the transparency of procurement processes by making it easier for small- and medium-sized enterprises to participate in bidding. IGPA/Takamul developed SBDs to be used as a template based on the procurement budget and facilitates hands-on “learning by doing” workshops to teach provincial procurement officials how to use the SBDs to customize bidding documents for specific public service-related procurements. IGPA’s technical support begins from inception to project concept/specifications, preparation of SBDs including the development of customized forms, the announcement of project, evaluation, and awards.

Improving procurement and project implementation at the Governor’s Offices

This activity aims to enhance the capacity and skills of the governorate’s contract management team on different types of SBDs to manage against overspending and to streamline the processing of payment for contractors.

During FY21, IGPA mentored the staff of Contracting Departments in Babil, Karbala, Najaf, Maysan, Ninewa, Basrah, Anbar, Salah al-Din, Wasit, Qadisiya, and Muthanna. IGPA provided them with technical support through workshops, meetings, and virtual consultations to implement SBDs under the 2021 federal budget, especially on direct contracting method. IGPA conducted eight workshops: two for Wasit, Qadisiya, and Salah al-Din; and one session each for Karbala, Basrah, and Maysan. The total number of participants was 236.

In Q4, 14 projects using SBDs were awarded by the provinces of Basrah, Muthanna, Ninewa, and Salah al-Din with a total award amount of \$42,860,325.21. (See ANNEX 5: Summary of Contracts

² The White Paper for Reform is the GOI’s new government reform initiative program aimed to diversify growth alongside peace, stability, and a better standard of living for Iraqi people. IGPA marks initiatives in this report to illustrate support to the White Paper.

Awarded, FY21 Q4.) Since the beginning of the Project, IGPA assisted SBD preparations for 489 projects worth \$2.567 billion and facilitated the awarding of 187 projects with a total amount of \$910,508,988 (See ANNEX 5: Summary of Contracts Awarded, FY18-FY21.) These projects were awarded by the governorates of Anbar, Baghdad, Basrah, Babil, Wasit, Maysan, Salah-al-Din, and Muthanna as well as Baghdad *Amanat*.

Improving procurement through the Ammana Regulation

The *Ammana* Regulation was issued by the MOP to allow government entities to implement maintenance, construction, and restoration work with total values below IQD 250 million (\$170,000) without going through contractual procedures. The implementation of projects using the *Ammana* Regulations is managed through a committee formed for this purpose. The word *ammana* means “trusteeship.”

Throughout FY21, IGPA/Takamul worked with the MOP’s Legal Directorate to support Anbar, Babil, Baghdad, Basrah, and Ninewa Governorates to implement *Ammana* Regulations on selected projects as an ideal approach to direct implementation. IGPA collected, classified, and submitted information to the MOP to develop appropriate solutions and conducted several meetings and workshops with Contracting Departments to implement projects using the *Ammana* Regulations.

IGPA/Takamul helped the said governorates to award and complete projects in parallel to permitted costs and, in so doing, enhanced the services in areas where the projects are located. These projects included building rehabilitation, road paving, water complexes and lines, electricity, and municipality services for beneficiaries such as the Shabaks, Arabs, Turkmen, and Kurds. In Q3, IGPA’s upskilling and technical support resulted in eight projects worth \$1.6 million awarded by the local governments of Ninewa under the *Ammana* Regulations.

Developing SBD for electromechanical turnkey projects and health “framework agreement” mechanisms

IGPA/Takamul assisted the Kurdistan Regional Government’s (KRG) Ministry of Planning (MOP) to develop electromechanical and turnkey SBDs and guided the KRG staff to manage turnkey infrastructure projects in line with international standards to encourage international companies to compete on the strategic and modern projects in the KRG.



The Beta Bridge project in Babil. This project was awarded using IGPA’s standard bidding documents.

The deputy planning minister formed a committee to review and approve electromechanical turnkey projects and health “framework agreement” mechanism documents IGPA developed. Six members were nominated to the committee to review and approve these bidding documents. In Q3, the first renewable energy project was awarded in KRG. As the procurement mechanisms were undergoing approval, IGPA provided technical support to a “turnkey” project, which is the first renewable energy project awarded using IGPA/Takamul’s bidding tools.

In August, the KRG MOP finalized the modifications required by the MOP committee to create the SBD for electromechanical and turnkey projects for the Kurdistan Regional Government (KRG). The process was discussed during a workshop on July 25-27. With this progress, the KRG will now be able to officially issue turnkey SBD to guide users and implementers in the region. The MOP will officially launch the manual at a nationwide conference and start the training program for involved entities.

First renewable energy project awarded. As the above mechanisms were undergoing approval, IGPA/Takamul provided technical support to a “turnkey” project, which is the first renewable energy project awarded using IGPA/Takamul’s bidding tools. On June 23, Dahuk Governorate awarded a 2-megawatt peak (MWP) solar power plant project using IGPA/Takamul’s standard bidding documents (SBD). The solar-powered energy project, which is a grant from UNDP, covers engineering, procurement, and construction of 25 MVA solar plant in Dahuk City (a turnkey project) with an award value of \$1,972,988 for a 365-day implementation period. IGPA provided technical support in all stages leading to the award of this contract. The assistance included direct training for the contracting staff, site visits, and online technical support, ensuring that procurement documents were compatible with the KRG general contracting rules and regulations.

Developing a manual for executing government contracts

IGPA supports the development of a procurement manual in coordination with the KRG MOP to guide departments and procurement staff on the application of the SBDs, including amendments in instructions and regulations with detailed explanations and examples.

In June, the first draft of KRG Procurement Manual was completed. The draft manual covers 26 sections regarding amendments in procurement regulation, standard bidding documents (SBD) application, and examples to aid the procurement staff in KRG ministries and governorates.

In Q4, IGPA worked to finalize the procurement and contracting manual through a workshop held on September 5-9 with the attendance of the construction deputy minister who joined the MOP committee members who consolidated the final manual. IGPA/Takamul updated and reviewed the procurement manual according to the recommendations made at the workshop. During the next reporting period, the KRG will formally launch the manual for use by concerned entities.

Developing standards in implementing annual project plans

IGPA/Takamul helped the provincial Contracting Departments to develop standard key performance indicators to measure project implementation, which are considered critical to benchmark Governor’s Offices efficiencies. Adhering to these indicators will improve the Contracting Department’s ability to track and measure the performance of the Governor’s Offices in Anbar, Babil, Baghdad, Basrah, and Ninewa. The indicators will allow the governorate to measure how effectively it achieves its key objectives and strengthen transparency in government procurement

processes. These indicators monitor and control the quality of procurement procedures from advertising through project completion, as well as the benefits of an annual investment projects plan.

As a result of frequent meetings and technical support provided to governorates upon their request, IGPA/Takamul also received official confirmation from Najaf, Wasit, Salah al-Din, and Muthanna ensuring the adoption of key performance indicators. This activity is completed.

Building KRG's capacity in implementing the new SBDs for small work and non-consulting services.

This activity addresses the general need for improved project management, contract management, and construction supervision activities. Last year, IGPA developed two new SBDs for the KRG. In coordination with the MOP, the two SBDs were officially launched but the staff of the provincial contracting departments were not sufficiently trained on their application.

IGPA/Takamul conducted the first workshop for the SBD for small works in Erbil in January for 19 participants; 19 from Erbil and two from Dahuk, from different departments involved in contracting in the Electricity Transmission Directorate. In the same month, the training was also delivered for the Sulaimaniya staff.

In Q4, IGPA delivered on September 14-16 the final workshop for 41 provincial staff of the Ministry of Electricity (MOE) in Sulaimaniya and Halabja. At this workshop, the participants were given exercises to fill the targeted bidding document and to gain information on preparing tenders by using this technique. Three of the 21 graduates of IGPA's intensive Training of Trainers (TOT) on Procurement and Contracting for MOP delivered training for provincial staff of the Ministry of Electricity in Erbil, Dahuk, Sulaimaniya, and Halabja.

KRG MOP accredits a pool of procurement trainers. On January 19, IGPA and the KRG's MOP conducted a ceremony to award international accreditation certificates to 21 graduates, all KRG employees, of the TOT course on procurement and public contracting for the Kurdistan Region. This activity created a cadre of internationally certified trainers in procurement and contracting with competencies in international standards and in accordance with the existing laws of the KRG. The procurement training was completed in March 2020, but due to the pandemic, the qualifying exam was delayed to November.

GOI MOP certifies 15 national procurement training experts. Fifteen staff who completed the training program on procurement and contracting for the federal MOP that began in 2019 are now certified international procurement trainers. The program consisted of a series of basic and advanced trainings for selected procurement and contracting staff from the MOP and 12



governorates. The National Center for Management Development and Information Technology (NCMDIT) administered the test and certified those who passed the examinations.

This pool of trainers will serve as an accredited certified procurement resource for Iraq's government institutions and will result in saving funds from engaging external procurement and contracting consultants. The training is part of the sustainability strategy adopted by IGPA, ensuring that contracting and procurement knowledge remains within ministries and directorates long after the life of the project. **WATCH** [Planning Deputy Minister Zagros' message at the KRG graduation of procurement of trainers.](#)

WP 50: Water, Sewerage, Solid Waste Management

WATER SECTOR

Improving water management, operations, and maintenance

This activity aims to increase the water supply hours to citizens in target provinces through improved operations and management of selected water treatment and pumping facilities and reduction of downtime due to operational failures. Target provinces for this activity are Diyala, Muthanna, Najaf, Sulaimaniya, and Wasit. Under this activity, IGPA/Takamul delivers a training course on operation and maintenance (O&M) of water treatment plant technical staff and operators through classroom techniques, open discussions, and practical exercises.

Specifically, through these upskilling sessions, IGPA will produce a new O&M standard operating procedures (SOP) to improve the proper and safe operation of the water treatment plants as well as to provide operators with appropriate skill levels to properly operate the plants and water distribution systems. The goal is to improve the ability of the Water Directorates to deliver a safe and reliable supply of drinking water to citizens and that the allocated O&M and capital expenditure funding is more economical and utilized efficiently.

Under this activity, the first technical training course for the Najaf Water Directorate was successfully completed. In Q4, the training course for Sulaimaniya Water Directorate staff was held on September 19-30. This activity is ongoing, and the groundwork for capacitating the water treatment plant operators in Diyala, Muthanna, and Wasit continues into the next program year.

Water asset documentation. In Q2, IGPA executed water asset documentation, a comprehensive recording of the Water Directorates' resources related to water generation and distribution – from the water source, to treatment plants, and finally to consumers. The activity includes the development of a comprehensive database of water consumers and current subscribers, including their locations and demographics, and records of the population not yet connected to the water system. This meticulous recording is the first of its kind completed by the Water Directorates. The directorates of Anbar, Babil, Baghdad, Basrah, and Ninewa collaborated with IGPA in the asset documentation process.

The overall goal of water asset documentation is to improve water service delivery to citizens through improved planning, reduced non-revenue water losses, and increased social inclusion. This activity also includes detailed customer census in a well-defined geographic area serviced by the system as well as databases and maps, including all data and information collected during field work to constitute decision support and planning tools for provincial water directorates to improve services and social inclusion.

WATER ASSETS MAPPING

The lack of comprehensive asset inventory data of water systems limits the capacity to effectively manage water systems and understanding needs and demands of water subscribers

How water asset mapping supports Water Directorates



Builds capacity for Iraqi government service delivery



Addresses water supply issues and effectively improve services



Improves governorate's public financial management



Strengthens monitoring and oversight of service delivery and public expenditure

IGPA helped the Water Directorates to



Reduce water leaks in distribution systems



Curb the illegal use of potable water

IGPA/Takamul completed water asset documentation in Baghdad, Ninewa, Anbar, Babil and Basrah



Documented and mapped water supply assets through GIS in selected areas



Conducted complete census in selected areas



Developed essential staff capacity to use GIS to replicate this practice

Mega water plants rehabilitation and development of SOP in Basrah. The overall objective of this activity is to increase the water supply and water production level of two mega water treatment plants (WTP), the al-Jubaila and al-Garmah I in Basrah. IGPA also developed standard operating procedures (SOP) to improve the operation and maintenance (O&M) procedures used to run these plants.

In Q2, IGPA/Takamul conducted a training for 30 participants from the Basrah Water Directorate over a period of 20 days of in-class and on-the-job practical training from January 30 through February 18. The post-training evaluation showed that the training improved participants' knowledge and understanding of best practices and their application in their daily work, with a specific concentration on the mechanical, electrical, civil, and chemical requirements in both the WTPs in al-Jubaila and al-Garmah I. Participants' education level ranged from diploma to bachelor's degrees with specialized backgrounds in mechanical, electrical, chemical, and civil engineering.

In addition, IGPA/Takamul delivered a five-day training of trainers (TOT) for seven staff members of the Basrah Water Directorate from February 21-25. The training covered operations and maintenance of WTPs, including complex topics such as reverse osmosis systems, advanced electronic best practices procedures, and chlorination disinfection safety. The trained participants shared these skills learned with other water operators and technicians across the province.

WATCH how IGPA/Takamul improves water services:

[Erbil's Ifraz Water Treatment Plant](#)

[BPR for Erbil's water services](#)

[Baghdad's water services](#)





Baghdad's al-Mahmoodiya wastewater treatment plant

SEWERAGE SECTOR

Improving wastewater management planning and strategy development

This activity aims to develop a wastewater management plan and strategy for the approved catchment areas in Baghdad and Basrah provinces. The plan and strategy will guide the provinces on how to best allocate limited resources to reduce any environmental impacts and maximize the beneficial reuse of treated wastewater.

As part of the initial activities, IGPA assessed al-Mahmoodiya, the selected wastewater treatment plant (WWTP) of the Baghdad Sewerage Directorate and the al-Thager for Basrah's. The assessments gave a picture of the wastewater plant's size, components and performance of the selected WWTPs, wastewater – rainwater networks, lift stations and future upgrade plans, together with the identified shortcomings possibly requiring short, medium and long-term improvements and upgrades.

In previous months, IGPA found that most of wastewater treatment plants are operated inefficiently and at high costs. Following data gathering and assessments, IGPA recommended measures to reduce operational costs by controlling the percentage of dissolved oxygen.

In Q4, IGPA delivered training for both the Baghdad and Basrah's WWTP operators and technicians held in Sulaimaniya in July. At this event, IGPA/Takamul illustrated to both directorates how to achieve the economical operation of the equipment and devices of the WWTP, measure the rate of disposal per capita per day of wastewater, and to plan for achieving the periodic and emergency maintenance activities.

Results under this activity includes operators of these wastewater treatment plants executing simple lab tests to measure wastewater characteristics instead of calling lab operators to perform them. IGPA also provided operators with practical means to know the wastewater participation rate in the secondary clarifier, sludge thickness, and flow rate using manually manufactured devices. In Baghdad, al-Mahmoodiya wastewater treatment plant followed IGPA's recommendations to repair the aerators and unblock the aeration tanks. These plants now measure flow characteristics using simple ways designed by IGPA. The Project also advised these plants to inspect the effluent to ascertain that it has no hazardous effect on aqua and human lives. In Basrah, the amount spent to operate Basrah's al-Thager wastewater treatment plant was reduced by half as a result of IGPA's technical assistance to improve wastewater management. The cut in cost was the consequence of cutting the tank aeration operations in half. The Project also ensured that the quality of effluent discharged into the Tigris river and dried sludge bed do not affect aqua life or the environment and are not hazardous to

human health. This technical know-how will be replicated in WWTPs across Basrah as directed by the governor.

SEE video: [al-Mahmoodiya Wastewater Treatment Plant](#) or in [IGPA/Takamul's Facebook page](#)

SOLID WASTE MANAGEMENT SECTOR

Maximizing the waste collection efficiency and removal

IGPA/Takamul is working with the Municipalities Directorates to improve waste service collection efficiency and efficacy. This activity involves undertaking a zero-based fundamental review of collection services, with a view to potentially redesigning the entire system. This activity is implemented in the Municipality Directorates of Mosul, Ninewa; Najaf, and al-Zubair, Basrah.

The specific objectives of this activity includes: 1) Ensure that updated and accurate projections are made of population and waste generation quantities within the service area; 2) Collate all available information on the collection and haulage fleets to better understand the current key issues limiting efficient collection and haulage services; 3) Investigate options for upgrading the collection fleet to meet the overall objective of improving service efficiency and efficacy; 4) Clarify the roles of different players in the delivery of solid waste services and avoid any overlaps and duplications; and 5) Investigate the opportunities for outsourcing or further privatization.

This activity includes a fundamental review of collection and conveyance services, with the goal of completely redesigning the collection and conveyance system. Part of this will be the introduction of appropriate administrative controls to provide a higher level of the current service and improve the mechanism for optimal use of available resources (financial and human) in the stages of collecting and transporting solid waste.

IGPA held two workshops for three provinces in support of this activity: First in Erbil in February, where IGPA presented the theoretical principles of the solid waste collection and removal/ hauling and explained how to measure the field data; and second in Karbala in June to discuss and update the assessment of solid waste collection and removal for the current year and the next 20 years.

In Q3, the directorates succeeded in classifying solid waste generated in localities, determining the waste density and moisture content, and learning how to measure the quantity of the recyclable



material and waste-to-energy parts of wastes. They learned the real cost and expenditures of their fleet compared with the private sector cost, which made them rethink of moving towards contracting the private sector to collect and move the waste in a number of neighborhoods.

As a result of this analysis and as recommended by IGPA, the Najaf Municipality Directorate outsourced the directorate's services to a private service provider. Furthermore, the three provinces planned to redistribute the refuse collection vehicle (RCV) according to the route criteria designed by IGPA and the quantity of solid waste collected from the neighborhoods. Each province will plan for new RCVs collection routes to minimize the cost and the time with high collection efficiency. IGPA advised the directorates to use a new IGPA-designed solid waste management (SWM) system using the current fleet to achieve a more efficient and economically smart collection and removal system. Many directorates, other than those trained by IGPA, followed the same activities to determine ways to improve their services. This activity was completed in June.

WATCH how IGPA/Takamul works to improve solid waste services in [al-Kojali Ninewa Landfill](#)

Improving SWM data gathering and assessment activity

IGPA supports six Municipality Directorates in the provinces of Anbar, Babil, Baghdad, Basrah, and Ninewa to establish a data structure to effectively manage their solid waste programs. Selected under this activity are the six directorates in five provinces—Ramadi's Municipality Directorate in Anbar, Mosul's in Ninewa, Hilla's in Babil, Basrah's in Basrah Province; and al-Rasheed and al-Jsir's in Baghdad. The aim is to establish a data structure by collecting the required data in a systematic and organized method to be useful for the municipality, investors, and other entities.

Through this activity, IGPA will specifically ensure, through an inclusive and staged process, that the Municipality Directorates have a complete, accurate, and reliable data set required for planning, monitoring, and advocacy; and promote, make accessible, and update the data set to relevant entities to enable the directorates to ensure sustainability.

This activity is in progress and will continue into the next program year.

Rehabilitating landfill and transfer stations

IGPA supports six Municipality Directorates from the provinces of Wasit, Najaf, Maysan, Muthanna, Salah al-Din, and Diyala to improve the standard of operations at waste transfer sites, and in parallel, to rehabilitate/clean-up the existing site to reduce the environmental and health impacts from the current facilities. This is an ongoing activity that will continue into the next program year.

For landfill rehabilitation, IGPA will support three Municipality Directorates in Wasit, Najaf and Muthanna to improve the socio-environmental standard of their waste disposal sites, and in parallel, extend the life of the facility. Part of this intervention will be to rehabilitate the existing dump sites to reduce the environmental and health impacts.

For the transfer stations, IGPA will engage with three Municipality Directorates in Maysan, Salah al-Din, and Diyala to improve the standards of operation at waste transfer sites, and in parallel, to rehabilitate and clean-up the existing site to reduce the environmental and health impacts.

WATCH how IGPA provides technical assistance to reduce environmental and health impacts in al-Mahmoodya dumpsite operation and to prolong the life of the landfill. Watch in [Facebook](#) and [YouTube](#).



SUCCESS STORY

Cashing in on trash

With the right know-how and technology, coupled with the management's desire for excellence, Baghdad's al-Mahmoodiya recycling plant sprang back from the ashes and is now partially self-sufficient.

Al-Mahmoodiya recycling plant is a modern facility situated within the sanitary landfill in a Baghdad district of the same name. Established in 2013, the recycling plant sorts and recycles up to 200 tons of plastic, rubber, glass, iron, aluminum, and other materials per day. A person in the vicinity would not miss the landfill as it was enveloped with the telltale stench and smoke. Spontaneous fires were also common in the landfill because of the accumulation of combustible gases and flammable materials. Not surprisingly, a big fire occurred, damaging the recycling plant's machinery and causing it to shut down.

IGPA/Takamul noted that many of the existing waste disposal sites in Iraq are not being operated to a suitable standard. This negatively impacts human health and the environment. Also, most of the landfills are not maximized and are filled up before their effective life. In 2018, through a technical assistance package, IGPA helped the provinces of Baghdad, Basrah, Anbar, Babil, and Ninewa to re-engineer their operations and introduce efficient rehabilitation approaches that mitigate environmental and health impacts while maximizing economic return.

Adel Ali, plant manager of al-Mahmoodiya landfill, related: "IGPA did a top-to-bottom review of the landfill and recycling plant. In coordination with our management, IGPA prepared detailed studies and plans and developed an operations manual.

They trained us on the correct way to execute different processes in the plant like sorting, recycling, machinery operations, and overall plant maintenance."

The Baghdad provincial authorities adopted IGPA's suggestions, repaired the plant machinery and instituted the re-engineered processes. The new standards conformed with best practices, were easy to implement, and promoted cost efficiency. Four months after IGPA's training, the recycling plant reopened, and the regular workers and laborers returned with a renewed zeal.

Mr. Ali recalled how when the plant closed, a laborer who was the sole provider for his big family was so frustrated and hopeless that he kept coming to see if any jobs in the landfill may be found. "Today, he is back in the recycling plant as a regular worker and with a higher pay!"

The plant operates yearlong and sells the recyclable materials through public bidding done every quarter. In 2021, the plant's highest quarterly income was around IQD300 to 400 million (\$202,000-269,000), which now pays for fuel, machinery repair, and labor. "We are not 100 percent self-sufficient yet, but the plant is able to pay for the bulk of the expenses," the plant manager disclosed.

ELECTRICITY SECTOR

WP 41: Electricity Fees Revenue

Improving customer subscription for electricity services

The objective of this activity is to assist the KRG MOE Distribution General Directorate to improve the customer subscription process for electricity services in the Kurdistan Region of Iraq (KRI). This activity will improve the delivery of electricity services in the KRI by using efficient business processes and work procedures designed to meet customer needs more proactively and applying a standardized approach across the KRI. When fully implemented, the technical capacity of staff will be enhanced to better perform their duties and deliver a more streamlined service to residents and other electricity consumers in the Kurdistan Region.

IGPA led two workshops in June for 21 participants from the Directorates of Electricity in Erbil, Sulaimaniya, Halabja, and Dahuk Provinces, who are engaged in customer service departments at their respective directorates. The workshop analyzed the current process called “As Is” model as a foundation for the “To-Be” model, which is the improved process using the business process re-engineering (BPR). In Q4, the second workshop was held in August, where participants exercised group activities to fill in the necessary forms to ease the process of producing the new model.

As a result of using the BPR tools, the previous 14-step process was down to 10 and the number of days used to process an electricity service subscription application was down to 2-3 from 6-7 days. The new model, when implemented, is anticipated to reduce illegal connections to the electricity network and will entail subscribers to seek legal assistance, which could lead to increased government revenues.

WP 39: Electric Energy Distribution and Transmission

Updating the electrical transmission technical specifications

This activity assists the KRG Ministry of Electricity’s (MOE) General Directorate on Transmission to ensure up-to-date equipment technical specifications for Iraqi environmental conditions and recommend a standardized strategy for transmission equipment to improve service delivery by reducing technical loss using proper specifications. IGPA/Takamul worked with the Ministry of Electricity (MOE) to develop a standard materials stocking system to unify the specifications of materials, such as circuit breakers, transformers, and cables for all Electricity Directorates. Using proper specifications increases network performance, achieves economies of scale, and reduces maintenance time.

This technical assistance provided the MOE with a clear methodology and appropriate reference compendium of equipment and material specifications that align with the Iraqi environment, also called the standard stock system. Previously, product selection was often done incorrectly, affecting the operations of the electrical network. Standardization will also reduce difficulties in awarding bids and create a uniform and transparent purchasing procedures.

In a ceremony conducted on April 26, IGPA/Takamul handed over an updated distribution specifications compendium to directors-general of MOE’s Transmission and Planning, marking the completion of the Project’s standard materials stocking system support for the KRG MOE.

SUCCESS STORY

Earth-friendly sewerage treatment is cost-efficient

A holistic approach to managing wastewater treatment plants cuts the operating costs in half and promotes environmentally safe practices.

Wastewater treatment in Basrah's al-Thager Wastewater Treatment Plant turned into a cost and energy intensive problem and created harmful residue in its wake. The situation was not a product of outright wasteful practices in themselves but more of an eagerness to operate "right" and a lack of technical know-how.

Al-Thager Wastewater Treatment Plant's challenges were manifold, among them: high electricity costs as all systems were running at full capacity all the time; an inordinate volume of sedimentary deposit in the treatment tanks; and environmentally unsafe effluent as a by-product.

Nima Thijeel, a technician at al-Thager Wastewater Treatment Plant, explained: "There was a high concentration of dissolved oxygen in the wastewater as a result of aerating 24 hours a day. Apparently, it was unnecessary and was actually harmful. We didn't know about that until IGPA/Takamul conducted a training."

High levels of oxygen in the effluent results from over aeration, which then promotes bacterial and algal growth and an abundance of sludge. This kind of wastewater harms human and aquatic life when discharged. Moreover, sludge bogs down plant operation. The treatment plant's current practice uses up too much energy and shortens the life span of the aerators and other equipment.

USAID's IGPA/Takamul's Project observed that there was an urgent need in Iraq to integrate the overall

planning of the wastewater system to minimize costs and environmental impacts and maximize the beneficial use of the treated liquid and solid wastes. IGPA's approach was to look at the issue as a whole instead of the current practice of attacking problems in isolation. To effectively resolve these issues, the Project recommended steps to achieve energy efficiency and overall optimization of work across the various water treatment steps.

During the training, the plant experimented on the right amount of aeration and determined that the optimal time is 12 hours a day. Other technical improvements and management systems were likewise introduced to make all the aspects of the water treatment efficient.

"By adopting new environmentally-friendly technologies, we not only saved our resources, we also ensured that the wastewater discharged into rivers poses no hazard to man and marine life," declared Qusay Shakir, chief engineer and head of the treatment plants unit at the Basrah Sewerage Directorate.

Two months into the implementation of the recommended adjustments, the Basrah Sewerage Directorate reduced energy use by half, saving up to IQD 6.5 million bimonthly. The Basrah governor was very pleased with the results and he ordered other wastewater treatment plants in the province to adopt and replicate the tools and systems used in the al-Thager Plant.

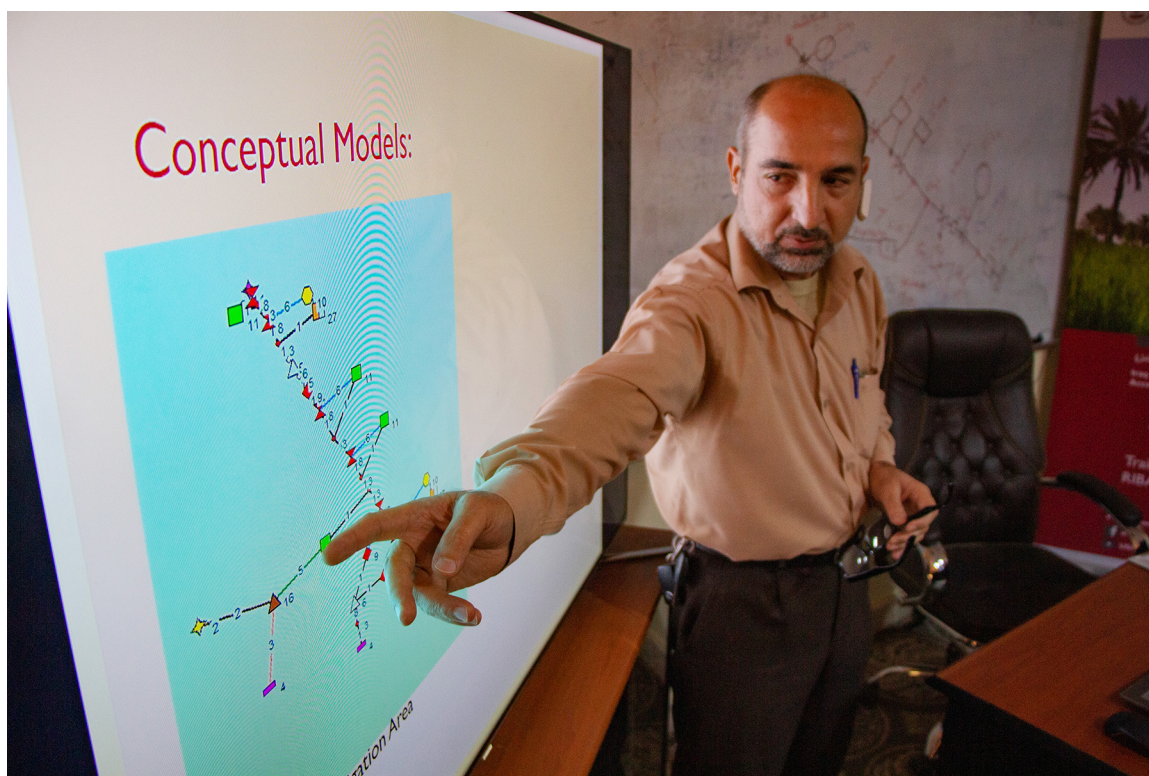
RESULT 1.2 Strengthen the strategic approach and capacity of line ministries and provincial directorates to better align service delivery outcomes with the priorities of provincial governments and local populations

WP 30: Water Resource Management

MINISTRY OF WATER RESOURCES

Support to MOWR to adopt a management decision support tool

IGPA/Takamul supports the Ministry of Water Resources (MOWR) in developing the Iraqi Water Resources Planning Decision Support Tool (IWRPDST) to help the ministry make informed decisions on water resources and the impacts of climate change. This mechanism will help the ministry in making decisions concerning water allocation, data management, flood control, and water quality.



On March 18, IGPA/Takamul conducted a kick-off meeting with the Strategic Planning Department of the federal MOWR to initiate the water planning support tool. During the meeting, IGPA presented its technical approach, which will be based on three pillars: demand-driven water resources planning and management; participatory development of the decision support tool; and, capacity building and sustainable decision support services.

In April, IGPA coordinated with MOWR on data collection procedures, training on the River Basin Simulation (RIBASIM) using the *PowerSim* software, and hydrological models and tools to be used in conjunction with the new software. In May, the Project officially introduced the management decision support tool to the MOWR. The advisor to the MOWR minister expressed his gratitude to

USAID and IGPA for this initiative, noting that the project “is highly important to improve the ministry's ability to have a good planning on water management and address the current and continuous challenges in improving water security in Iraq.”

In June, IGPA delivered a two-week training for 15 specialists (10 women) from the MOWR’s Strategic Studies Department to teach them to run the *PowerSim* software used to update river basin planning and management. At the conclusion of the training on June 24, the software was uploaded to six laptops the Project provided to the ministry for this purpose.

Succeeding undertakings under this activity were migrated to IGPA Task Order 6 – Climate Change Governance Activity.

WATCH how the River Basin Simulation works here [RIBASIM training](#)

WATER DIRECTORATES

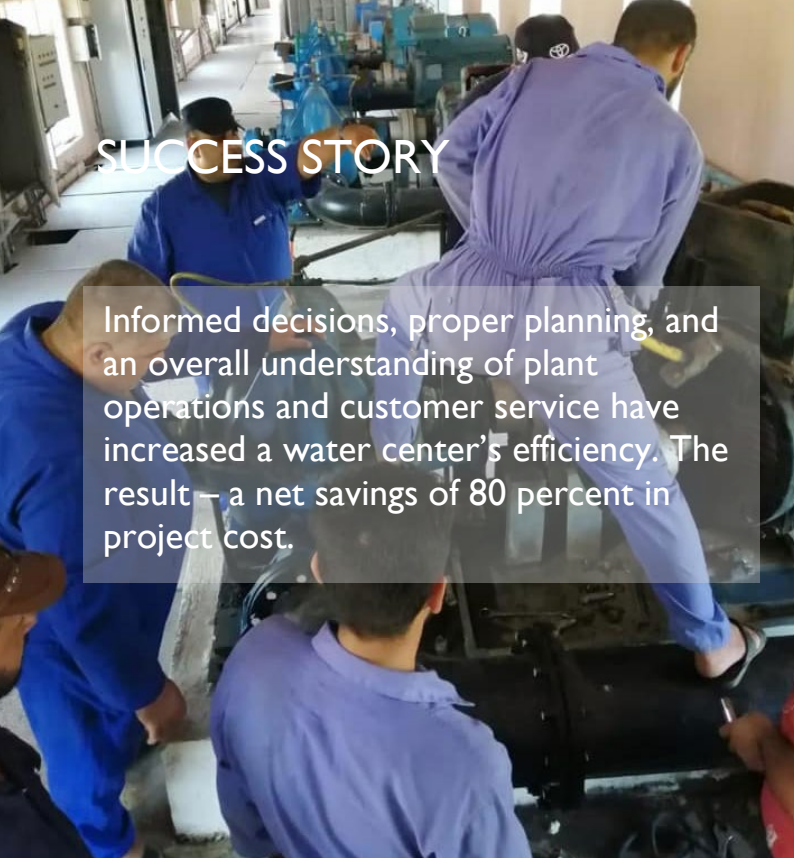
Delivering professional management training course for Water Directorate managers

This activity aims to address the lack of appropriate skills of newly appointed senior officers in the Water Directorates of Anbar, Wasit, Sulaimaniya, and the General Water Directorate in MOCHMPW to enable them to perform professional-level project management skills.

In July, August, and September, IGPA/Takamul conducted a three-day workshop for managers and technical staff of Water Directorates of Baghdad, Anbar, Sulaimaniya, and Wasit and from the Ministry of Construction, Housing, Municipality, and Public Works (MOCHMPW). The training covered topics on the scope of work management, bill of quantity development, cost estimation, pre-feasibility and feasibility fundamentals, cost estimation, and project evaluation. The participants agreed that their current project management methodology is insufficient for their needs and that the methodology proposed by IGPA for the management of projects is more effective. Consequently, a Project Management Office (PMO), which will adopt the methodology presented in the mini Project Management Professional administrative fundamentals, will be established.

IGPA also conducted follow-up sessions with participants of the mini Project Management Professional (PMP) training course from Anbar, Baghdad, and Sulaimaniya to provide assistance on the actual application of knowledge and learning gained from the course. The course covered management of project framework, integration, scope, scheduling, cost, quality, resources, communication, risk, procurement, and stakeholder expectations. Below are outcomes reported arising from the training:

- A trainee from Anbar Water Directorate applied the methodologies he learned to increase the productivity of the maintenance team and decrease operations and maintenance cost. Another participant applied compression techniques in scheduling management processes to organize schedules in less time and cost.
- A trainee from the Sulaimaniya Water Directorate is using the estimation formulas with cost management processes in her work as an accountant and is now able to link every expenditure with the corresponding activity in a project.
- A trainee from Baghdad’s General Water Directorate applied the knowledge he gained from the mini PMP course to systematically break down the contract cost and record assets. He considers previous practices as lessons learned.



SUCCESS STORY

Informed decisions, proper planning, and an overall understanding of plant operations and customer service have increased a water center's efficiency. The result – a net savings of 80 percent in project cost.



Anbar's Water Directorate scores significant savings through proper planning

Iraq's recent financial crisis caused by the decline in oil revenues negatively affected the operating budget for governmental services, including the water sector. The Water Directorates had to mitigate this shortfall. One solution was to look at the overall operations of the directorates and water centers to see if expenses could be lessened.

Seeing that many of the water projects were not optimally managed, IGPA/Takamul conducted a mini-project management professional (PMP) training course beginning in April 2021. The PMP was an intensive seven-day program for managers of water facilities in five provinces in Iraq and four provinces in the Kurdistan Region.

Omar Hamad, head of Amriyat al-Sumod Water Center in Anbar, was one of the participants of the PMP course. "Our usual procedure when a new project or activity was to be done was to get busy right away with implementing it. We did little in terms of comprehensive planning as, at that time, it seemed to us that our standard operating procedures were sufficient," Mr. Hamad revealed.

IGPA/Takamul's PMP course covered the whole gamut of management fundamentals and methodology,

including management of project framework, project scope, scheduling, cost, quality, resources, communication, risk, procurement, and stakeholder expectations. At the end of the course, the participants were expected to initiate a project and develop a project management plan.

When the water center crew studiously applied the principles and techniques learned from the training, they were very pleased with the results. In an official letter to IGPA in September 2021, Mr. Hamad reported that the Amriyat Water Center had reduced the implementation time of a drinking water project by 75 percent through direct implementation. By using UPVC pipes instead of ductile pipes, they reduced the project cost by 80 percent. And by thoughtfully selecting the water network route based on certain aspects, they improved the overall delivery of drinking water to residences.

"All of these resulted from pre-planning and better management," said Mr. Hamad. "The PMP course was very useful. My biggest learnings were on cost analysis and preliminary studies, which I realize now are a must before the start of any project."

- A trainee from the Wasit Water Directorate requested IGPA's assistance for a strategic solution on maintenance and associated costs. The Project recommended to develop a documented (video and photos) executive maintenance manual for all the equipment and mechanisms in the stations with sequential steps that allow diagnosing faults, routine repair, and maintenance steps.

IGPA also received impactful positive feedback from the General Water Directorate upon applying the IGPA/Takamul's project management fundamentals and methodologies. In Baghdad's Nehrawan water project, the completion rate increased to six percent, with cost savings of \$1.5 million. In the city of Kirkuk, using stagnant warehouse materials and transferring between project resources according to priorities and completion rate helped in saving \$2.6 million. The Diyala Governorate also benefitted from conducting a cost-benefit analysis and re-prioritizing projects, freeing up \$12.5 million to tackle raw water issues in the Khorasan River for water projects in Diyala.

In Anbar, the Water Directorate reported significant positive impacts upon applying IGPA/Takamul's project management fundamentals and methodologies. According to the directorate, the amount spent to produce 20 million liters of water per day is reduced by 80 percent as a result of IGPA's recommended cost-saving project management mechanisms. The directorate will also save up to 20 weeks, or a 75-percent time reduction, by opting for direct procurement and implementation by using unplasticized polyvinyl chloride or UPVC pipes instead of ductile. IGPA delivered professional management training courses to address the lack of appropriate skills of newly appointed senior officials in Water Directorates to enable them to perform professional-level project management skills, improve water quality and quantity, and cut the cost in the delivery of water services.

The conduct of activities for other targeted provinces will spill over into the next program year.

Training Water Directorate O&M staff on standby power generation systems

This activity aims to increase the commercial power of water treatment plants and pumping stations to continuously operate entire water systems through a functional standby power system. With a stable power system, communities will be able to obtain potable water supply in homes and not from commercial water delivery trucks, which often provide water that may be unsuitable for drinking. Moreover, IGPA will develop the technical skills of the O&M staff to enable the Water Directorates to improve the upkeep of their standby power systems, thus reducing expensive repairs and waste of capital expenditures funds. With stable power and appropriate skills, the Water Directorates will be able to provide larger quantities of water and longer service hours.

Under this activity, IGPA will provide the operations and maintenance (O&M) staff of Water Directorates of Basrah, Diyala, and Erbil with both classroom and hands-on training on the O&M of standby power systems. The training support will also include the development and use of O&M manuals as well as spare parts inventory list and procurement guide for materials routinely needed to perform O&M.

In Q4, IGPA visited and assessed the integrity of standby power generators of water plants nominated by the Water Directorates: Al-Gharma in Basrah, Baquaba in Diyala, and Ifraz 3 in Erbil. The outcome of these assessments will be the basis of recommendations to guide the Water Directorates on how their emergency power systems could be upgraded or modified to gain improved electricity generation, reduce noise, protect the environment, as well as recommend measures on safety, fuel economy, and better equipment life expectancy. These recommendations

will help the Water Directorates in planning new equipment repairs and upgrades as well as capital expenditures for emergency power production needs.

IGPA/Takamul delivered a five-day technical training for trainers (TOT) for nine O&M Water Directorate staff as well as a representative from the Ministry of Construction, Housing, Municipalities, and Public Works (MOCHMPW) provincial training center so that they can deliver similar training in the future to other Water Directorates.



During the reporting period, IGPA/Takamul finalized the SOP for the Electrical and Mechanical Departments of Water Directorates of Basrah and Diyala. The Project also completed the first phase of standby power facilities assessment and shared the inventory of spare parts and maintenance protocols with both directorates. For Ifraz 3 in Erbil, IGPA has prepared the initial assessment report of the existing generator sets, as well as the inventory of spare parts and maintenance tools. This activity is ongoing and will continue into the next program year.

BASRAH WATER MANAGEMENT COMMITTEE

Supporting Basrah Water Management Committee's plans and activities

In response to the 2018 Basrah water crisis, IGPA/Takamul proposed establishing a mechanism for coordinating water-related decision making in the province, which led to the creation of the Basrah Water Management Committee (BWMC). The committee is a platform for coordinating the different entities, including donors, providing water services in Basrah. Its aims are to improve the quantity and quality of both potable water and water for agricultural use, power generation, and injection in oil wells and factories.

Since the committee was established, IGPA/Takamul built the skills of the BWMC members on developing a strategic plan, coordination, and communications along with representatives of government entities and external development actors responsible for managing Basrah's critical water issues. These skills were used by the BWMC to prioritize water treatment system rehabilitation and new constructions, upgrades of existing water treatment plants, and other projects and initiatives to improve and maintain the quality of the Tigris, the Euphrates, Shatt al-Arab rivers, and other waterways.

On March 16, members of the Basrah Water Management Committee (BWMC) approved a new database presented by the University of Basrah. The database contains comprehensive information from all the concerned entities and will assist the BWMC in making informed decisions. During the meeting, the BWMC discussed its emergency response plan (ERP), which sets out roles and responsibilities, priority steps, and tasks to be implemented when an emergency is declared. IGPA/Takamul collaborated with the committee and Social Accountability Groups (SAG) to develop an ERP in case of a water contamination emergency in Basrah to ensure a timely and organized response to an unexpected crisis. *(More information on IGPA's support to the development of ERP is found in the Objective 4 section.*

IGPA also supported the committee in identifying and implementing long and short-term solutions that ensure rapid service delivery improvements and applying data gathering and analysis methodologies to use data for preparing a strategic plan.

As a result of IGPA's interventions, several policies and directives were issued supporting the BWMC's goals, including the following:

- Prime Minister al-Khadhimi's directed the partial operation of Basrah's desalination plant to enhance water quality and decrease the total dissolved solids levels (TDS) in water supplied to households.
- At an irrigation channel that originates from the north of Basrah to the south, the Basrah Water Directorate connected the Shat Al-Arab water plant to the Abu al-Khaseeb water plant in this irrigation channel to feed raw water into the water treatment plants.
- The Basrah Water Directorate also increased the water in the al-Bada'a channel to 6 m³/sec to support the flow of raw water to the water plants dispensed from Shat al-Arab water plant.
- To address local opinion feedback, the Basrah governor committed to operating the Mehella water desalination plant to 3000 m³/hr. This pledge will be realized after the election season in October.
- In July, the federal water resource minister visited Basrah to address issues related to water release and ordered the increase from 85 m³/sec to 120 m³/sec of water released from the Qalat Salih dam in Maysan Province to push back salts to Shat al-Arab River.

WP 58: Government Performance

HIGHER COMMISSION FOR COORDINATION AMONG PROVINCES SECRETARIAT (HCCP_{Sec})

Supporting HCCP_{Sec} in its decentralization efforts

The Higher Commission for Coordination among Provinces Secretariat (HCCP_{Sec}) provides the secretariat function to the Higher Commission for Coordination among Provinces (HCCP), which is headed by the prime minister. The Secretariat implements HCCP recommendations and instructions and facilitates communication between local governments, the prime minister, and the Council of Ministers (COM). IGPA/Takamul considers HCCP_{Sec} a key partner, particularly in providing federal support for improving services at the provincial level.

The HCCP members include 15 provincial governors and eight ministers of decentralized ministries.³ Among HCCP's mandate and functions, is to gradually decentralize sub-directorates, departments, tasks, services, and competencies now executed by ministries, coordinate among the provinces on issues related to provincial affairs and local administrations and tackle related problems and obstacles.

During Q4, IGPA undertook the following activities to support HCCP:

Action plan for the National Commission for Monitoring Federal Revenues (No. 55, 2017). On May 9-10 workshop, participants recommended to HCCP and provincial governments to activate the federal commission to manage federal-local revenue sharing (Law 55). Federal Court Decision No. 58, of 2017 established the National Commission for Monitoring Federal Revenues (NCMFR) mandated to create and implement a system with standards and indicators for calculating, managing the allocation of federal revenues to provinces, and monitoring progress and results. Minister of State for Parliament Affairs Heam Nimat was named as chairman by the Council of Ministers based on Resolution No. 177 of 2021. In June, IGPA completed a plan that defines approaches and actions for establishing and operationalizing the commission. The action plan also included steps to complete the nominations of deputy, representatives, and experts from the federal government, region, and provinces.

Since the appointment of the commission chairman, IGPA continued to provide technical support to the commission, including developing a proposal for equitably distributing federal revenues to provinces based on standards and indicators. IGPA facilitated a workshop held in Erbil on September 9-10 for NCMFR members to present the proposed revenue allocation system for the members to consider and approve. The workshop came out with a preliminary draft to develop a system of standards and procedures for the NCMFR to monitor federal revenues allocations. (See *related information in Objective 2 section*). IGPA continued to support the NCMFR in writing instructions and defining the roles and tasks of the board of directors to enable to implementation of the system of standards and procedures.

Committee approves definition of public policy. IGPA held a series of meetings with officials from each of the targeted ministries soon after COMSec approved the creation of a federal committee (i.e. Ministerial Order No. 39, 2021) to seek a clear definition and mechanism for public policy, Article 45 of Law 21, as amended. These are the Ministry of Agriculture; Ministry of Construction, Housing, Municipalities, and Public Works (MOCHMPW); Ministry of Labor and Social Affairs (MOLSA), and Ministry of Youth and Sports. The provinces of Baghdad, Anbar, Qadisiya, and Basrah were made members of this committee.

On July 12, the first committee meeting discussed the definition of public policy with 16 participants presided over by the HCCP chairman. IGPA provided the committee with public policy documents with clear and explicit definitions, which was adopted by the committee. The definition was sent by the HCCP on August 29 to the Council of Ministers Secretariat's (COMSec) Cabinet Affairs Department in order to include the document into the Council of Ministers (COM) agenda. The purpose is for the COM will discuss, approve, and circulate them to ministries and provinces to ensure that roles and responsibilities of actors at the federal and local levels are well defined in

³ Decentralized ministries are 1) Education, 2) Health, 3) Youth and Sports, 4) Agriculture, 5) Municipalities, Housing, and Construction, 6) Finance, and 7) Labor and Social Affairs. The Ministry of Municipalities was merged with the Ministry of Housing and Construction after decentralization took effect.

developing public policies and implementing administrative decentralization. This definition should play an important role in coordinating the setting of public policies between the ministries and provinces and ensuring that these policies are executed properly at the provincial level.

Addressing chlorine supply issues in provinces. The Iraqi Prime Minister's Office (PMO) directed relevant ministries and local governments to provide chlorine to disinfect contaminants in water projects around Iraq. The use of chlorine was recommended at the IGPA-sponsored workshop in coordination with HCCP's Performance Evaluation Department (PED). The directive ordered the Ministry of Finance to provide emergency assistance for provincial water projects to purchase chlorine and delay imposing taxes on imported chlorine. It also encouraged the Ministry of Industries and Minerals to establish new industrial projects to supply chlorine and the Ministry of Trade to permit provincial water projects to use import certificates for more than a year.

As a result of this directive, the Babil Governorate procured 5.5 tons of chlorine, covering the disinfection requirements of 12 hours per day for 100 days to ensure the safety of potable water in small- and medium-sized water treatment plants. The purchase was under the emergency assistance category, which was one of the recommendations that emerged from the workshop described above. Babil is now purchasing chlorine from the local market encouraging local businesses to meet the province's chlorine demand. The Wasit Governorate is following suit, with the provincial Water Directorate purchasing chlorine locally to disinfect water plants across the province.

Assessing MOLSA's special services in the provinces. With IGPA/Takamul's assistance, the HCCP Provincial Evaluation Department (PED) developed and implemented an action plan to identify targeted Ministry of Labor and Social Services (MOLSA) services to assess gaps in the decentralization process with a focus on their function and authorities based on Law 21, as amended. In April 2021, IGPA conducted three separate online sessions for Babil, Anbar, and Basrah and discussed with representatives from the Directorates of Labor and Social Affairs (DOLSA) as well as key provincial government officials, including the governor's advisors, the criteria proposed by Takamul team to identify MOLSA special services. These discussions led to the PED's work with DOLSA's Vocational Training Center (VTC), People with Disabilities and Special Needs Department, and Center for Occupational Health and Safety Department in Anbar, Babil, and Basrah. This work consisted of two major components:

- Identified incomplete transition of functions and authorities for action to be taken by the federal government to improve services.
- Reviewed delegated authorities to the DOLSA, particularly the vocational training center to ensure directorates have enough authority to sustain and improve services.

Activities under this IGPA assistance, including assessments of the effectiveness of MOLSA's decentralized functions and authorities, can be found under the MOLSA section.

Incubating progress

The Provincial Planning and Development Center plays a quintessential role as originator of development plans to ensure that the needs of citizens across Iraq are served.

The Government of Iraq recognizes the fundamental role of planning in bringing progress across different sectors of the country. The Provincial Planning and Development Councils (PPDC) were established in 2012 but had not been as engaged as it should for some time. To support the government, IGPA/Takamul reactivated the PPDCs in 2018. In all 15 federal Iraqi provinces, the planning councils sprang to life with new purpose as they were placed in the middle of the development planning space. In Muthanna and Qadisiya, the PPDCs were being assisted by the Swedish International Development Cooperation Agency.

IGPA/Takamul provided intensive multiple capacity building activities to keep the PPDCs equipped and armed with essential knowledge and skills. This proved useful in 2020 when the PPDCs embarked on developing nationwide sectoral plans for basic service sectors, specifically water, solid waste management, and labor and social welfare.

“The IGPA/Takamul Project-facilitated workshops gave us a lot of practical experience as we tackled the sectoral development plans,” stated Mr. Radhwan Munthir, head of the Ninewa PPDC Secretariat.

The PPDC thus confidently slipped into its role in defining the provinces’ capital investment priorities through citizen-centric planning. The 39 sectoral development plans that they developed, with guidance from IGPA, echoed the desires of the citizens for better basic civil services. In Basrah, the governorate awarded school building projects on the basis of citizens’ priorities surfaced by the PPDC in public consultations. In the northern region, Ninewa’s Vision 2025, which was approved by the governor in October 2021, was informed through methodic consultations with the populace. In many provinces, capital investment plans and local policies were formulated based on people’s recommendations that came to light during the PPDC consultations.

Going even further, the Ninewa PPDCs launched *Ninewa and the Future*, a weekly show on Radio al-Madina FM and its social media sites, to educate the public about the importance of prior planning for programs, projects, and policies. “I am proud to say that the show has earned the approval of citizens and is a good communications tool. I believe that the successful implementation of a plan depends on the support of citizens, and the radio program is helping us communicate with the people,” declared Mr. Munthir.

Developing the Governorate’s Manual of Operations. While Law 214 and other relevant regulations provided guidelines about the roles of provinces and authorities given to them, there were no references about functions handled by these provinces and how they should be implemented. This led to discrepancies in functions performed by the local governments impacting their governance roles in the provinces. IGP/Takamul supported defining the roles of provinces in the delivery of services, and how these different functions are used by preparing an operations manual that included organizational structure and roles; technical relationships and accountability framework; and governor’s authorities. The manual addresses legal, financial, administrative, and service delivery aspects of local governance and serves as a tool for Iraqi government officials as they move forward with decentralization. The manual serves as a comprehensive reference for local governments at the legislative and executive levels and directorates. It will guide them to manage their local affairs in accordance with the principle of administrative decentralization and deliver better service to citizens.

In September, the updated manual was presented to the HCCP Sec. The chairman communicated with the Prime Minister’s Office, requesting the office to write the manual’s preface.

Revisiting the HCCP Sec’s bylaws. Based on Article 45 of Law 21, as amended, it is among the roles of the HCCP Sec to address issues related to the transition to decentralization, coordinate issues related to non-decentralized ministries, and address issues among provinces as they arise. The HCCP Sec also plays an important role in coordinating the setting of public policies between ministries and provinces and ensuring that these policies are executed properly at the provincial level. However, there is no particular by-law since 2008 that addresses the distribution of roles, responsibilities, and transferred authorities from the ministries to provincial governments.

Upon the HCCP Sec chairman’s request, IGPA researched and analyzed relevant documents and policies and proposed a by-law for the HCCP to address this deficiency, and which the prime minister approved in August. The draft by-law is scheduled to be a main topic in the next meeting of the HCCP, which is anticipated after this reporting period. Furthermore, in coordination with HCCP representatives, an organizational structure and job description for the HCCP were developed consistent with its tasks to enable the secretariat to support provinces in providing better services to the citizens.

Other IGPA support to HCCP Sec in obtaining federal support to provinces

Diyala. In February, the governorate sent an official letter to the HCCP Sec to urgently request for federal support regarding the risk of drought and water shortage in Diyala due to its reliance on Lake Hamrin whose water levels dropped significantly, affecting irrigation, agriculture, and even consumable water. IGPA helped facilitate the route the request of the Ministry of Construction, Housing, Municipalities, and Public Works (MOCHMPW) through HCCP Sec letter to take action on the request. As a result of this assistance, the ministry:

- Supplied 3,200 water pipes

⁴ Iraqi Law 21, also known as “Law of Governorates not Incorporated into a Region,” gave provinces not associated with a region the right to legislate local revenue laws. Provinces have the right to collect and manage these revenues and use them to deliver services in the province.

- Conducted maintenance services to the raw water network in coordination with the Ministry of Water Resources.
- Increased the length of the water intake channels and provided water pumps for water projects.
- Designed and implemented a compact unit to support water projects in Ba'qubah City.
- Designed and implemented water networks for the raw water supply services
- Followed up with the Ministry of Planning, Ministry of Finance and the COMSec to provide emergency funds around IQD 10 billion to support the water projects.
- Prepared a detailed study to provide water services to Mandali and Qzinah.

Qadisiya. The potable water supply in Qadisiya's al-Mala City significantly improved through the joint efforts of the Qadisiya PED and Water Directorate to conduct maintenance works for the water compact units. The Water Directorate, in cooperation with the PED, also completed site electrical works for a water pump station in al-Siniah District that included lighting and rewiring funded from local revenues. Both PED and the directorate conducted training and capacity building for the staff who are working on the above water projects.

The PED also helped address the Agriculture Directorate's workforce problem. After the governor's approval as aligned with decentralized regulations, the directorate was provided with enough specialists in al-Shamya al-Shafa'a agriculture section. The PED and the Agriculture Department facilitated the provision of pesticides from local markets to support the farmers. This local solution significantly reduced the gap in agriculture services from 46 to 12 percent.

WATCH how the Performance Evaluation Department works in [PED Baghdad](#)

WP 7: Investment Priorities

MINISTRY OF LABOR AND SOCIAL AFFAIRS (MOLSA)

As part of IGPA/Takamul's assistance to the HCCPSEC to further decentralization efforts, the Project selected to assist the provincial directorates of the Ministry of Labor and Social Affairs (MOLSA). The effectiveness of MOLSA's transferred functions and authorities to provinces has not been evaluated by the HCCPSEC Performance Evaluation Department (PED), and issues and challenges arising from incomplete transfer of functions and authorities have not been identified. Part of IGPA's assistance is building the capacity of the HCCPSEC PED to evaluate and report on the services of Directorates of Labor and Social Affairs (DOLSA), particularly on services of the vocational training centers (VTC) and compose a gap analysis for federal entities to act to improve services.

Assessing the effectiveness of MOLSA's decentralized functions and authorities

IGPA supports the Higher Commission of Coordination among Provinces Secretariat (HCCPSEC) to develop an effective and comprehensive analysis related to the transferred functions and authorities for selected services under the Ministry of Labor and Social Affairs (MOLSA). IGPA will help identify incomplete transition of functions and authorities for appropriate action by the federal government to improve services.

SUCCESS STORY

Mobile repair shops keep government services rolling



The Najaf Municipalities Directorate has devised an ingenious way to facilitate servicing of government vehicles and machinery.

Not too long ago, when a garbage vehicle or a piece of machinery in a landfill malfunctioned in an outlying district in Najaf, that broken vehicle or mechanical part would have to be towed or brought to the city for repairs. Not any more these days. Najaf's fleet of eight roaming service vehicles, which they call mobile workshops, fixes the broken machinery on site.

Ahmed Furat Kadum, Assistant Manager of Najaf Municipalities Directorate, and the Performance Evaluation Department (PED) were responsible for this innovation. With the help of IGPA/Takamul, Ahmed oversaw the establishment of eight mobile repair shops that cover Najaf city, as well as districts and subdistricts. These repair shops on wheels can be mobilized immediately to any location to troubleshoot or repair vehicles, water pumps, or any piece of malfunctioning machinery.

With the repairs done on site using these fully equipped repair shops, the directorate saves time, money, and effort in bringing the defective parts to the directorate's maintenance center in the city.

"When old garbage trucks break down, citizens don't have to wait for days for their trash to be collected because we can do the repairs right there and then," he continued.

In mid-2020, the mobile repair shops was piloted in al-Abbasyia, with great results. The PED and the Municipalities Directorate then successfully secured the Najaf governor's approval to scale up the activity in the Municipality Directorates of Kufa, al-Huria, al-Haidaria, al-Abbasyia, al-Qadisiya, al-Mishkab, and al-Manather.

"I have collaborated with several USAID projects in the past, but this achievement, done in partnership with IGPA/Takamul, is something special. Implementation was not always smooth with shortcomings here and there, but in the end, I think we did a great job," Ahmed declared.

The poster above (in English): "Mobile maintenance workshop, Najaf Municipalities Directorate, al-Abbasyia Municipality"

IGPA's initial activities included data collection and hosting a series of workshops to review decentralization laws and determine conflicts in federal laws and regulations. From June 20-22, IGPA held a workshop for 26 DOLSA and selected VTC staff, including representatives from the Governor's Offices and the Provincial Evaluation Departments (PED) from Anbar, Babil, and Basrah, and HCCPsec staff. The outcomes of this workshop are recommendations to federal and local levels to ensure directorates have enough authority to sustain and improve services. These are:

- Organize working groups to study legislations related to the labor and social affairs sector that conflict with administrative decentralization or those that impede the provision of services to citizens and propose new or amend existing legislations.
- Facilitate opening a current account and an independent budget for the DOLSA, similar to those whose authorities were decentralized such as provincial Water and Municipalities Directorates that own a current account and independent annual budgets.
- Direct the provincial governments to provide operating expenses to DOLSAs.

In August, representatives from MOLSA, HCCPsec, and the Ministry of Finance (MOF) attended a three-day IGPA sponsored workshop in Karbala Province to discuss and analyze the above recommendations. The final report and recommendations were officially submitted to the chairman of the HCCPsec for action. The HCCPsec PED committed that these recommendations will be tabled on the agenda of the next HCCPsec meeting to ensure DOLSAs have enough authority to sustain and improve services while the other recommendations will be officially presented to the relevant federal entities.

VOCATIONAL TRAINING CENTERS

Improving the provincial government's capacity to manage resources of Vocational Training Centers

Under this activity, IGPA helps to strengthen the overall management capacity of the Vocational Training Centers (VTCs), allowing them to effectively manage their resources and strengthen the provincial government's ability to manage them.

When VTCs were first established, they were under the authority of MOLSA and had little to no interaction with Governors' Offices. However, as a result of recent decentralization, VTC management was moved to the control of the Governor's Offices. Thus, both Governors' Offices and VTCs require support in effective VTC management to ensure that services are optimized and available resources are used more efficiently.

This activity is part of IGPA's integrated approach to support to VTCs along with other IGPA Objectives. During this reporting period, Objective 2 worked to improve the VTCs' financial management capabilities; Objective 4 assisted provincial governments to use existing community outreach mechanisms to increase citizen awareness of VTC services; and Objective 4 identified and trained Change Agents at the VTC and GO level to lead and oversee the mechanisms that IGPA helped put in place. Coordination with other IGPA Objectives will ensure that each phase of support to the VTCs and provincial governments is optimized to achieve sustainable results.

In Q3, IGPA activities included the identification and training of Change Agents representing the VTCs and the local government officials responsible for managing the MOLSA departments and the VTCs. These Change Agents assisted in workshops that produced a list of tools and mechanisms to

manage the VTCs as resources. IGPA met with VTC managers and staff to discuss needs gaps on VTC management and skills of managers and proposed performance standards for services for elderly care, childcare, and VTC management to determine the gap value for each service.

In Q4, this activity was completed and at the conclusion of IGPA's on-the-job training for government employees and VTCs on the proposed management measures and tools, all the five targeted governorates of Anbar, Basra, Wasit, Najaf and Babil adopted proposed measures and solutions, including:

- Creating new units in the administrative structure and requesting its amendment
- Expanding and maximizing VTC's financial revenues by developing new services and imposing fees according to laws and using revenues to expand services to beneficiaries
- Improving training services and developing capacities of staff
- Developing relevant training curricula for VTCs
- Building relationships with institutions and matching their services with VTC courses
- Developing mechanisms to link VTC trainees/graduates with job opportunities in the public and private sectors.

Support PEDs in selected provinces to improve selected MOLSA services

Under this activity, IGPA supports the Provincial Evaluation Departments (PED) in applying methods for evaluating performance for select DOLSA services in Anbar, Babil, Basrah, Najaf, and Ninewa; these include services for orphans, the elderly, and services through VTCs. Operating under the Governor's Office, the PED is a governance tool to monitor and improve the performance of provincial service delivery. IGPA trained PEDs to develop targeted services indicators and tools to gauge performance. The Change Agents of Wasit and Baghdad were engaged in the training to enable them to build the capacity of PED staff of their respective provinces to execute and expand a similar activity.

In July, IGPA conducted an on-the-job training for Najaf, Babil, Basrah, and Ninewa PEDs to build their capacity to apply integration mechanisms in working with relevant governorate departments and the methodology for conducting site visits. The training is meant to build creative cooperation among governorate departments like CSO Office, Provincial Women's Empowerment Department (PWED), PPDC, and the Citizens' Complaints Department. Following this training, the PEDs of Najaf, Basrah, Anbar, Ninewa, and Babil collaborated with their respective CSO Offices to involve civil society groups in fielding a survey to assess the delivery of DOLSA services, specifically vocational training, elderly care, and orphan care, and to determine client and citizen satisfaction with these services.

*What does the Performance Evaluation Department do? **WATCH** in [Facebook](#) and [YouTube](#)*

In Basrah, four IGPA-trained CSOs undertook three surveys on July 28 for the DOLSA facilities in Basrah, which include orphans, the elderly, and trainees in the vocational training centers. Eleven CSO volunteers participated in this survey, where opinions of more than 104 beneficiaries from DOLSA were obtained. The questionnaires were handed over to the PED for analysis and recommendations.

In Ninewa, IGPA conducted a virtual meeting on August 2 to strengthen the PED's integration with relevant departments in the Governor's Office to implement service delivery improvements and site visits and reporting delivery issues methodologies. For example, IGPA stressed the importance of site visits to the DOLSA services to learn firsthand the real status of service performance. IGPA further explained the critical importance of engaging with provincial entities such as the PPDC, CSOs, and Provincial Women Empowerment Departments, from which PED can gain insights from the results of the service evaluations.

On August 23-24, IGPA/Takamul conducted a workshop for the Performance Evaluation Departments (PED) of Najaf, Anbar, Babil, Ninewa, and Basrah provinces as well as for Change Agents from Baghdad and Wasit, and representatives from the service providers of the Directorates of Labor and Social Affairs (DOLSA) and HCCPsec. During the workshop, IGPA explained the importance of developing or updating the DOLSA service standards for vocational training, orphan care, and elderly care. At the conclusion of the workshop, participants identified and completed service standards eligible for updates and recommendations.

By the end of August, PEDs of Najaf, Anbar, Babil, Ninewa, and Basrah provinces have completed the assessments of selected DOLSA services using the new assessment instrument, tools, and standards proposed by IGPA. These PEDs replicated IGPA's training for the service providers of DOLSA in each of these provinces. Consequently, the five provinces were able to complete the service evaluation process and issued audit reports including long- and short-term solutions to address issues related to services delivery. This activity will help PEDs improve DOLSA selected services and coordinate with appropriate federal entities to improve service delivery standards using performance indicators.



An interview at the Orphans' Care Center in Ninewa

Developing sectoral development plans for DOLSA

This activity aims to enhance the capacity of the Directorate of Labor and Social Affairs (DOLSA) in Anbar, Babil, Baghdad, Basrah, Muthanna, Najaf, and Ninewa to plan capital investment projects with high quality services, including developing their capacity to prepare project lists based on feasibility studies. These projects were presented to citizens in public hearings to increase transparency and facilitate feedback.

During this reporting period, all federal provinces, with the exception of Muthanna and Qadisiya, formed task forces and committees to prepare the sectoral development plan to respond to HCCPSECs' directive. The provincial task force was headed by the DOLSA director or his/her assistant; planning manager, IT manager of the DOLSA's Department of Labor and Vocational Training; and the head of the Provincial Planning and Development Council Secretariat.

In May and June, IGPA provided online technical assistance to the DOLSA task force in 13 provinces on holding public hearings as a requirement for preparing the sectoral development plans (SDP). The Project clarified the legal basis for public hearings and citizens' public participation as indicated in Article 7, Paragraph 5, of the Governorates Law No. 21 of 2008, as amended. The task forces were taught in using SWOT and SMART tools for preparing SDPs. IGPA also trained 39 task force members to prepare feasibility studies as part of preparing an effective development plan. In the training, participants were taught the general framework for feasibility studies for projects in accordance with the laws, instructions, and regulations issued by the MOP.

In July, IGPA/Takamul completed the training for all DOLSA task forces in 13 provinces on the methodology for preparing the sectoral development plan. DOLSA produced the sectoral development plans and were presented to the Provincial Planning and Development Council (PPDC) for discussion and approval. After its approval, the plans were sent to the General Planning Department in the Governor's Office to include in the provincial annual projects lists. In formulating the SDP, Najaf's Vocational Training Center (VTC) conducted a public hearing for 62 trainees and job seekers to learn of their priorities and inputs for developing the service delivery integrated plan and strategic plan for 2022. The public meeting was led and organized by a Change Agent, who is also the DOLSA director.

This activity is completed at the conclusion of the development of the sectoral development plans which are currently included in the investment projects for the year 2022.

WP 58: Government Performance

DISTRICT GOVERNMENTS

Improving service delivery management at the district level

IGPA is supporting District Mayors' Offices in select districts to form service delivery units to enhance the district government's ability to manage and improve essential service delivery at the district level. District mayors have limited authority to effectively manage key services at their level, which impacts their responsiveness to citizen issues and complaints. Building off on IGPA/Takamul's experience with the district mayor of Hamdaniya in Ninewa in establishing some service delivery units to manage key services, IGPA is working with the HCCPSEC to replicate the model in other provinces, particularly those with many underserved communities.

By the end of June 2021, governors in the four provinces approved and issued administrative orders establishing these units in the districts cited above. For Anbar, the governor ordered the establishment of "sections" instead of "units" and directed that they be established not only in Fallujah District but in all districts and subdistricts in the province. By finishing this step, IGPA now has helped establish the following units in each of the districts:

Hashmiah District, Babil: 1. Consultancy and service delivery improvement; 2. Citizen service desk; 3. Financial affairs; 4. Performance evaluation; and 5. IT and archiving.

Fallujah District, Anbar: 1. Consultancy and service delivery improvement; 2. Performance evaluation; 3. Financial affairs; 4. Civil society organizations; 5. IT and archiving; and 6. Coordination and follow-up.

Al-Faw District, Basrah: 1. Consultancy and service delivery improvement; 2. Performance evaluation; 3. Financial affairs; 4. Citizen service desk; and 5. IT and archiving.

Meshkhab District, Najaf: 1. Consultancy and service delivery improvement; 2. Performance evaluation; 3. Financial affairs; 4. Civil society organization; 5. IT and archiving; and 6. Citizen service desk.

RESULT 1.3 Enhance regulatory and procedural certainty to attract private sector investment

WPP 17: Business Environment

Developing a legal framework for the procurement system

Iraq's procurement system has a weak legal framework that may potentially turn public investments into significant political and economic liabilities. The procurement system is further obstructed by inconsistent instructions from the Ministry of Planning (MOP) for implementing government contracts.

In FY21, IGPA/Takamul worked with the MOP's General Directorate of Government Contracts to review a draft procurement law that will replace the Procurement Law developed by the Coalition Provisional Authority (CPA) in 2004. The proposed legislation will develop more efficient and high-quality processes for transparent, just, and efficient public procurement. IGPA engaged with the MOP to develop the legal framework to track the progress and arrange communications between the MOP and the Council of State (COS). The draft legal framework was reviewed by the General Expanded Body of the COS, consisting of more than 12 members of consultants who provided their comments.

On June 11-12, in cooperation with the MOP and COS, IGPA/Takamul held a workshop to follow up on the progress of developing the draft legal framework for the public procurement system. Representatives from the Iraqi Parliament and COS were among the 18 participants in the workshop to review the draft. The proposed legislation was submitted to the General Expanded Body for further review and final scrutiny prior to its presentation to the General Secretariat of the Council of Ministers (COMSec). The workshop addressed the legal articles that need amendments following the advice of parliament's Legal Committee and COS advisors. USAID Acting Mission Director Robert Birkenes who welcomed the participants, said, "A solid procurement law signals Iraq is ready for business."

In Q4, IGPA and MOP, in collaboration with the Iraqi Parliament's Legal Committee, reviewed each article in the draft legal framework according to recommendations made in the workshop and arranged the communication between the MOP and the Council of State. As of the end of this quarter, the MOP officially sent the final updated draft to the Council of State and requested an appointment for discussion.

Supporting the legislation of a national solid waste management law

In the GOI, there are currently three versions of draft SWM laws, but each one fails in some respect to meet national requirements. IGPA/Takamul’s immediate focus will be on Law 133, 1996; Law 13, 2001; and the draft SWM Law, 2016 to determine areas of overlap, redundancies, and existing gaps that affect the delivery of solid waste services at the local level. IGPA’s task is to recommend key legal reforms to improve the SWM system, clarify the roles of different players in the delivery of solid waste services, and remove overlaps and duplications. When passed, the law will provide the basis for related local laws.

In Q3, IGPA held individual consultations with representatives of each province in the federal government, where inputs and comments were gathered and consolidated to present in three regional workshops. In May and June, IGPA consulted with the provinces from the south region—Basrah, Dhi Qar, Maysan, and Muthanna; from the central region—Babil, Najaf, Karbala, Baghdad, and Qadisiya; and from the north region—Ninewa, Kirkuk, Salah al-Din, Diyala, and Anbar. Notable presence in these workshops were the Najaf deputy governor and assistant manager of the SWM Department of Baghdad Amanat; and representatives from the Iraqi Parliament, Council of State, HCCPsec, and the Ministry of Health and Environment.



The three workshops discussed the proposed draft law with specialists and technical experts in both the public and private sectors to ensure its inclusiveness. The aim was to make sure that any proposed modifications of the law will meet the needs of the national and local governments in providing better services to citizens and will facilitate the engagement of the private sector. The three workshops, conducted in cooperation with the MOCHMPW, collected provinces’ comments and recommendations and unified their vision on the draft law and also aimed to minimize objections when presented before the State Council.

IGPA will hold focus groups to discuss the proposed draft to be adopted by GOI stakeholders and representatives from the COMSec's Legal Department.

In July, IGPA conducted a focus group discussion with representatives from the MOCHMPW, Baghdad Amanat, Ministry of Health and Environment, Ministry of Trade, COMSec, State Council, and the parliament's Service Committee. In October (FY22), the final draft was adopted by MOCHMPW after detailed reviews of the comments and recommendations from 15 provinces and relevant ministries and entities.

WP 21: Public Private Partnership

Supporting the PPP implementation at the federal government

The absence of a legal public-private partnership (PPP) framework greatly affected the process of proceeding with partnership projects. Past attempts at PPP initiatives through other laws, such as the Companies Law, were unsuccessful due to the absence of a regulated partnership mechanism.

This activity is to provide legal support to the GOI in developing a modern legal framework that facilitates the implementation of PPP projects that enhance the delivery of services to citizens and relieve pressure on the already strained public budget for investment projects. PPPs also help in reducing risks in the implementation of service projects and enhancing the quality of service by setting performance indicators that should be achieved by the private partner.

The PPP draft legislation prepared by the Council of Representatives' (COR) Finance Committee, with assistance from IGPA/Takamul, passed the first reading in parliament in September 2019 and the second reading in November 2019. During this reporting period, IGPA/Takamul continued its advocacy efforts among members of parliamentary committees for economy and investment, finance, and integrity to pass the PPP legislation into law. As part of these advocacy activities, IGPA held numerous technical meetings and provided support to modify and finalize the draft law to make it consistent with current legislations and aligns with the private sector financing for public investment projects as it awaits the final vote.

Supporting PPP implementation in the KRG

Under this activity, IGPA/Takamul supported the KRG Ministry of Planning (MOP) to develop a situational and policy assessment of the public-private partnership (PPP) framework, review the Investment Law and provide recommendations, and build the capacity of the MOP and the Board of Investments in public-private partnership best practices. This activity also included consensus building support within related institutions in the KRG, developing PPP regulations and a projects pipeline, and supporting the implementation of pilot PPP projects.

During this reporting period, IGPA/Takamul provided technical assistance on PPP implementation, including establishing PPP Units in the MOP to streamline coordination and oversee implementation. In creating the unit, the Project also supported the MOP in setting up the workflow with monitoring indicators. On May 30, IGPA conducted a comprehensive presentation to the KRG deputy planning minister on its completed technical support to provide the KRG with its own PPP regulations. The last component to be developed by IGPA was the PPP regulations themselves, which the deputy minister has forwarded to a committee for review before the final step of the Council of Ministers' (COM) approval. IGPA's technical support relative to the PPP included the development of

regulations, by-laws (which were approved by the KRG COM), manuals, guidelines, adjunct documentation, and the blueprint for the organizational structure and staffing of a now established PPP Unit. IGPA's support positions the KRG to strengthen its partnership with the private sector and engage them in infrastructure and development projects.

On September 15, the KRG deputy planning minister informed IGPA/Takamul through an official letter that the MOP accepts the PPP guidelines prepared by the Project and that the MOP is now preparing the final PPP guidelines based on IGPA's draft. The PPP guidelines are now with the KRG COM for review and approval. The KRG is just a step away from undertaking large-scale investment projects with huge job creation potential in partnership with national and international private investors.

PRIVATE SECTOR

Supporting KRG private sector reforms

One of the KRG's most significant labor issues is the demand for public sector employment to secure pension and retirement plans. Overall, over 20 percent of the KRG working population is on the public payroll, which creates significant financial stress on the government to pay salaries. Despite existing laws making private-sector employees eligible to receive a pension and requiring employers to register their employees, the government's mechanism to enroll private sector employees is dysfunctional. The disconnect between business registration and social security enrollments means not all businesses register their employees, nor can the government verify private-sector employees.

In late June, IGPA completed the review of the KRG Labor Law and other related laws like tax laws, commercial code, pension laws, and registration of individual workers and businesses. This initial activity will assist the government in systematically gathering details to match the government's privatization strategy, identify obstacles in existing laws that create barriers to private sector development, and recommend modifications to serve the private sector.

In Q4, at a consultation meeting on July 26, the senior advisor to the KRG deputy prime minister requested that IGPA present the key findings to the minister of labor and social affairs. In August, IGPA prepared to gather all stakeholders to discuss amendments to the Labor Law and draft social security legislation. In September, at a meeting at the Deputy Prime Minister's Office (DPMO), the basic common agreement between the attending parties was to clearly identify the contributory practices before addressing the legal reforms. MOLSA presented the main issues on the KRI's foreign labor market and the existing legal instruments, followed by the Ministry of Interior explaining the issue from their perspective and the coordination the ministry has with MOLSA. This is a thematic committee focusing on the one issue of foreign labor in the KRI. At the end of August, the DPMO signified that it considers the creation of two committees, one to review the proposed amendments to the Labor Law and the second to review the proposed social security legislation for the labor force.

Going into the next program year, IGPA will further review relevant laws to help address the disparity in the KRI's labor force and to support the creation of an improved business enabling environment.

Re-engineering the social security contribution process for KRG’s private sector.

Business process re-engineering (BPR) improves service delivery by streamlining processes. Re-engineering eliminates steps that do not add value and thus lead to reductions in time and cost. During this quarter, IGPA supported the Ministry of Labor and Social Affairs (MOLSA) of the Kurdistan Regional Government (KRG) to re-engineer the social security contribution process of the private sector, which is mandated under Law No. 4 of 2012, Law of Pensions and Social Security for Workers. Following the completion of the BPR, translating the new model to information technology (IT) language is underway. On March 8, MOLSA notified IGPA approving the terms of reference for the automation of the new model which IGPA helped develop.

High-level GOI officials discuss the PFM Law regulations at an IGPA-facilitated workshop



OBJECTIVE 2: IMPROVE THE PUBLIC FINANCIAL MANAGEMENT OF THE NATIONAL GOVERNMENT AND GOVERNORATES

Indicator	Target for FY21	Total Achieved during FY21	% Achieved during FY21
Number of government institutions adopting SOPs as a result of IGPA/Takamul support at the national, regional or provincial level.	28	15	54% ⁵
Number of provincial in-year budget reports produced in accordance with law or best practice as a result of IGPA/Takamul support	10	18	180%
Number of persons trained with USG assistance to advance outcomes consistent with gender equality or female empowerment through their roles in public or private sector institutions or organizations.	40	24	60% ⁶
Number of IGPA/Takamul PFM Reform Initiatives suggested to Federal Entities (for both GOI and KRG)	10	13	130%
Number of IGPA/Takamul PFM Reform Initiatives approved by Federal Entities (in both GOI and KRG).	7	3	43% ⁷

⁵ COVID-19 restrictions for provincial travel resulted in delays in project implementation; to continue activities, IGPA trained the provincial AFADs to replicate workshops to local staff.

⁶ IGPA is working to provide verification documents and anticipates 100% implementation.

⁷ All approvals from both GOI and KRG of IGPA suggested initiatives were not received as of September 30, 2021.

Improved Public Financial Management (PFM) is the foundation of IGPA/Takamul's approach to strengthen governance of public resources that provincial, regional and national government institutions use to perform essential functions that impact the delivery of basic services such as water, electricity, and solid waste management. IGPA/Takamul's main areas of support implemented under Objective 2 include PFM initiatives for high level state-banking reform, budgeting, financial management and reporting, auditing, debt management, and local revenue generation and collection. The Project implements PFM interventions in key national Government of Iraq (GOI) and Kurdistan Regional Government (KRG) ministries including Ministry of Finance (MOF), Ministry of Planning (MOP), the 15 GOI provincial Administrative and Financial Affairs Directorates (AFAD), and the Kurdistan Regional Government's (KRG) provincial finance and accounting units.

During FY 21, IGPA focused on national, regional and provincial PFM activities related to key Government of Iraq's White Paper Initiatives for Public Budget, Government Revenues, Program Budget, Investment Priorities, Government Debt, Government Banks, PFM, MOF Performance, and Preserving Public Money (Compliance Auditing). See *Annex 8: PFM Training Statistics, FY21* for more details.

Major activities under Objective 2 during this reporting period includes:

National level

- Conducted capacity development sessions for the MOF Budget and Economic Departments in budgeting and macroeconomic analysis and forecasting.
- Assisted the restructuring of the MOF Information Technology (IT) Department to become an advisory service unit for MOF programs that include IT systems and proposing IT solutions, supporting the development of a tax registration system, and an online interactive training solution for the MOF training institute.
- Supported GOI key state-owned banking reform efforts through the development of bylaws to improve the governance and management of *Al-Rafidain Bank* operations, and annual financial reporting in accordance with international accounting standards for the Industrial Bank (INDBK), and system requirements for core banking systems for other state-owned banks.
- Collaborated with the MOF Accounting Department to conduct a series of working sessions with local treasuries, ministries, and AFADs to address common accounting errors and financing issues. These working sessions aimed to improve the timeliness and accuracy of the monthly trial balance reports and funding allocations to ministries and provincial directorates for operating and investment expenditures.
- Resumed the Project's technical support to GOI MOP to build the capacity of line ministries and provincial planning units to use the Iraq Development Management System (IDMS) and the *P6 Primavera* project management tools to track and monitor investment projects to strengthen capital investment budgeting.
- Supported the Higher Commission for Coordination among Provinces Secretariat (HCCPsec) with the MOF to move forward with establishing the National Commission on Monitoring Federal Revenues (NCMFR) to monitor and ensure equitable distribution of the allocation of federal revenues to the provinces for budget planning purposes.



PFM Law and Budget Processes

- Multi-year expenditure and planning frameworks – macroeconomic approaches, public investment management framework
- Program-based Budgeting
- PFM Law implementation
- Debt Management



Cash Management/Liquidity

- Capacity building and related support for Treasury Single Account establishment
- Cash management and forecasting



MOF Performance

- Training and capacity building of MOF Budget, Economic and Accounting Department with MOF Training Institute
- IT Directorate training and capacity building to serve as an advisory team to analyze IT projects proposed by MOF entities
- Create a Tax Identification Number (TIN) for all citizens
- Imposing the accounting reporting procedure to strengthen the system, monitoring, and sectoral supervision



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IGPA/Takamul's support to the Ministry of Finance (MOF) and the GOI's economic and other reforms

Banking Reforms

- Industrial Bank financial reporting and auditing reforms
- Al Rafidain Bank restructuring corporate governance reforms through new by laws

E-governance

- Public service reform /extending biometrics in KRG through Phase II work

Fiscal Decentralization

- Establish and operationalize National Commission on Monitoring Revenues
- Petrodollars and other Federal revenues shared with provinces/own source revenues/provincial bank accounts
- Enhancing provincial government capacity in financial management

Other Economic and General PFM Reform Support

- Reform Management Cell Support
- Cost recovery models and financial sustainability plans for KRG and GOI Ministries of Electricity (Electricity Sector Assistance Package Under Objective I)
- Other potential ad hoc short-term support



Regional level

- Finalized the work to improve PFM with the development of a Public Investment Management (PIM) overall framework and feasibility study preparation guidelines for the adoption of the KRG MOP and key sectoral ministries such as the Ministries of Electricity, Agriculture, Water Resources and Housing and Construction. These framework and guidelines are critical in selecting and prioritizing small and large capital projects at the ministerial and provincial levels for improved service delivery.
- Built on the auditing competency framework developed for the Kurdistan Board of Supreme Audit (KBSA) to prepare an audit methodology toolkit for KBSA auditors to conduct compliance audit in accordance with international auditing standards. The Project trained auditors from the Sulaimaniya and Erbil KBSA offices to use the toolkit and train their peers.
- Continued the technical support for the Debt Management Office (DMO) in transferring and institutionalizing its function to the Ministry of Finance and Economy (MOFE) to prepare a debt management strategy to systematically address the KRG outstanding debt and financial obligations, and to improve debt management data reporting.
- Launched a comprehensive PFM capacity building development program in budgeting, accounting, payroll management and internal auditing for the Ministry of Electricity (MOE), Ministry of Municipalities and Tourism (MOMT), General Directorate of Water and Sewerage, and the Kurdistan Region's provincial finance and accounting unit staff to improve budgeting and financial management work.

Provincial level

- Built the capacity development of AFAD to use PFM toolkits for local revenue collection and management, budgeting, and financial reporting for provincial governments to improve fiscal decentralization. These toolkits are essential for the sustainability of the training and capacity building activities implemented since Year 1 of the Project.
- Worked with AFADs to formally adopt the budgeting toolkits for preparing the 2023 provincial budget and 2021 budget execution reports. A total of 12 of federal 15 provinces—Anbar, Babil, Basrah, Baghdad, Dhi Qar, Qadisiya, Karbala, Kirkuk, Muthanna, Najaf, Salah al-Din, and Wasit of formally adopted the Project-developed toolkits for budget preparation and execution.

In Q4, activities and accomplishments included the following:

- Participated in 2022 budget strategy committee meetings led by the finance minister and the prime minister's economic advisors
- Implemented key state-owned bank financial and corporate governance reforms for *Al-Rafidain Bank* and the Industrial Bank
- Realigned MOF IT Department to become an advisory, consulting department on IT proposals from MOF entities including tax registration system, core-banking systems for state-owned banks, and online training system for the MOF training center
- Operationalized the National Commission for Monitoring Federal Revenues (NCMFR) and finalized the system to monitor federal revenue distribution for provinces for the prime minister's review and approval

- Supported the GOI committee to finalize the revised draft PFM Law instructions for the approval of the State Council and Council of Ministers
- The KRG Ministry of Planning officially adopted the IGPA-developed PIM and feasibility study guidelines for improving the management of capital investment projects
- KBSA officially adopted the IGPA-developed compliance auditing methodology toolkit

RESULT 2.1: Strengthen capacities of provincial Administrative and Financial Affairs Directorates (AFAD) and support their conversion into fully operational financial management offices

WP 41: Electricity fees revenues

Supporting the KRG MOE to implement a cost recovery models and financial sustainability plans for planning and budgeting

The electricity sector currently lacks a mechanism for full financial cost recovery for revenues and expenses. For FY 21, the Project planned to implement cost recovery models for planning and budgeting for the GOI and KRG Ministries of Electricity (MOE). This activity is designed to develop comprehensive cost recovery models to ensure the financial sustainability of electricity services. The work also involves building the capacity of the Ministries of Electricity to use the cost recovery models for ongoing planning and budgeting and expense control. With the costs and revenue clearly identified, the Ministries can potentially reduce costs and maximize revenue where possible. IGPA/Takamul developed a comprehensive request for proposals to undertake the cost recovery modelling and financial sustainability work. A proposal is currently under the awarding process and will allow the Project to complete the cost recovery work implementation by June 2022.

WP 1: Public Budget and WP 6: Program Budget

Building the PFM capacity of AFAD, decentralized, and self-funded directorates

Introducing program budgeting for municipal service delivery units. The GOI identified and committed to adopt program budgeting as a major budget reform initiative under White Paper Initiative 6. At the provincial level, the Najaf Governorate requested IGPA's assistance to pilot program budgeting for the 2021 provincial budget process. IGPA/Takamul prepared a basic introduction to program and performance budgeting guide and worksheet tool for service delivery units (i.e., water, sewerage, and municipality) and decided to train and build capacity of municipal and service delivery units in all 15 provinces to use the tool for budget preparation purposes.

The Project conducted a series of five program budgeting workshops and a special session for Najaf, at the province's request, from December 2020 through January 2021 to train the self-funded units of all 15 federal provinces, including heads of AFAD Departments of Planning, Accounting, and Revenues. Service directorates (water, sewerage, and municipality) also attended the workshops. The participants learned how to prepare the program performance budgets in stages classification; define the vision, mission, and goals for the budget; identify the main programs and use program activity classification; estimate costs for programs; and use the IGPA-developed guide and worksheet tool to prepare their 2021 budgets. See *Annex 8: PFM Training Statistics, FY21*.



A working session for the Accounting Departments of 15 provinces in preparing the 2021 annual final accounts and statements.

Seven provinces—Najaf, Basrah, Dhi Qar, Wasit, Salah al-Din, Baghdad, and Muthanna – replicated the workshops, conducted working sessions for additional provincial service delivery unit staff to share budgeting skills and knowledge on the 2021 budget preparation. Najaf and Dhi-Qar submitted their 2021 draft budgets to the MOF as program activity-based budgets.

WFP 6I: Public Financial Management

Strengthening provincial financial reporting

During the reporting period, the Project followed up on a monthly basis with the target AFAD Financial Planning Departments (Anbar, Babil, Baghdad, Basrah, Dhi Qar, Ninewa, Salah al-Din, and Wasit) to submit their monthly financial reports that show how monthly expenditures and how much is needed for salaries and operating expenses for provincial operations and activities. The Project assisted and supported AFADs to address challenges with the financial reporting and to correct errors to facilitate the MOF’s timely release of funds for salaries and operations.

WFP I: Public Budget

Enhancing AFAD HR Department capacity in HR planning and management for the operational budget

During the reporting period, IGPA/Takamul conducted capacity building for provincial AFAD and HR Departments on key HR practices that impact their operating budgets. The Project conducted three two-day training sessions for 72 AFAD and HR managers for 11 provinces.

The training covered HR fundamentals, calculation of service and certification, retirement promotions, bonuses, Civil Service Law No. 24, 1960, as amended, and the relationship between HR and the operating budget. The session included a practical exercise on calculating HR-related costs for the operating budget using a worksheet tool developed by IGPA. The Project conducted the training in collaboration with the MOF Budget Directorate staff. As a result of the training, IGPA prepared a consolidated report on challenges and solutions discussed related to HR planning and management for the operating budget for the MOF to circulate to participants. Additionally, Muthanna Province replicated the HR training on August 29 for provincial HR managers and staff who were unable to attend the training. See *Annex 8: PFM Training Statistics, FY21*.

Enhancing skills of AFAD on PFM using worksheet tools

To improve the provincial AFAD budget planning and execution capacity, IGPA developed budget planning and execution and monitoring worksheet and handbook toolkits. The Project then conducted a series of two-day virtual workshops during April 2021 to train the provincial AFAD on using the toolkits to prepare the annual provincial budget and monthly/quarterly budget execution and monitoring reports. The Project then provided capacity building sessions for each provincial AFAD to reinforce the knowledge and skills learned in the April 2021 training sessions benefitting 15 provincial governments. The IGPA-developed tools and handbooks will improve the governorates' ability to prepare the annual budget and monitor the implementation of the current budget. Fourteen provincial governments have committed to adopting the IGPA-developed tools and handbooks to prepare the 2022 annual budget and to monitor the implementation of the 2021 budget.

As a result, 14 provinces used the budget execution and monitoring worksheet tool. The provinces of Ninewa, Kirkuk, Baghdad, Anbar, Salah al-Din, Najaf, Karbala, Qadisiya, Maysan, Dhi Qar, Basrah, Muthanna, Wasit, and Babil produced the first three months of the year 2021 budget execution report. The budget preparation worksheet tool will be used for the 2023 budget process due to the significant delays in the 2022 budget preparation process.



Supporting AFADs to reinforce its coordination role in annual financial reporting at the provincial level

The MOF and the Federal Board of Supreme Audit (FBSA) have different views on the appropriate role of AFADs in the annual financial reporting process. The MOF suggested that AFADs consolidate the financial reports of provincial directorates and submit to MOF; while FBSA suggested each provincial unit should prepare their own report and directly submit it to the MOF. This had resulted in lack of clarity on the role of the 15 AFADs for the annual financial reporting process.

During Q4, the MOP, AFAD directors, and HCCPsec agreed on a final AFAD organizational structure that will support and enable the AFAD to fulfill its role in managing the provinces' financial affairs. The revised organizational structure and function descriptions requires the AFAD to prepare the annual final accounts for MOF review. The Project met with the FBSA legal director to discuss convening a working meeting with the MOF to develop a working document that will detail how the AFAD will fulfill this role in accordance with MOF and FBSA requirements.

The Project is planning to convene a two-day working meeting in Year 5 with 15 AFAD directors, MOF Accounting Directorate, and FBSA to develop the roadmap and detailed instructions for the AFAD to carry out this role.

WP 61: Public Financial Management

Improving fixed assets tracking and reporting

Government institutions in both the GOI and KRG are currently using a manual, paper-based process for tracking fixed assets, which results in unnecessary asset loss and mismanagement. To address this, IGPA planned to design a fixed assets register for KRG provincial-level finance and accounting units, the Ministry of Municipalities and Tourism's (MOMT) Water and Sewerage General Directorate, MOE's finance directorates., and provincial-level directorates in Anbar, Babil, Baghdad, Basrah, and Ninewa including the AFADs.

Fixed asset registries provide important accounting records. The proper accounting of fixed assets is required for complete financial reporting and internal audit requirements. In addition, information on the status of fixed assets help directorates and offices to properly register, track, and maintain fixed assets following realistic depreciation methods and plan for maintenance and replacement. A complete fixed assets registry is important for full cost recovery analysis for planning and budgeting purposes. The targeted governmental entities operate using the GOI MOF rules and regulations for tracking fixed assets.

IGPA conducted an assessment for the target AFADs, service delivery units, KRG governorates, MOE, and MOMT to determine technical requirements for fixed asset registry software. The Project completed the scope of work based on the initial technical assessment and initiated the RFP process to select a qualified service provider to design the fixed assets registry. The Project decided not to move forward with this activity after determining that the GOI Council of Ministers has yet to clarify the provincial government's authorities related to fixed asset ownership which is important for a fixed asset registry development.

WP 61: Public Financial Management

Enhancing the KRG MOFE financial information communication with provincial accounting units

Current financial laws and instructions are important references for provincial accounting and finance units for planning and implementing provincial budgets for local services. The KRG Ministry of Finance and Economy (MOFE) lacked a process for continuously updating the financial information on their website and disseminating the information to spending units in a timely manner.

During FY 21, IGPA/Takamul facilitated the communication between the MOFE and provincial accounting and finance units to determine how to update, communicate, and disseminate timely financial and budget information to these units. On June 9, the Project held a one-day workshop on improving the communication of financial and budget instruction for MOFE and KRG provincial and accounting units. The workshop included 18 participants, 6 MOFE instruction committee members and 12 finance directors and managers representing Erbil, Sulaimaniya, Dahuk, and Halabja.

As a result of the workshop, the MOFE completed uploading all financial instructions and forms onto the website. This now enables the KRI governorate accounting and finance units to access financial and budget instructions with one simple click rather than waiting months to receive a hard copy. The MOFE instruction committee also organized and arranged the instructions by year and category on the website. MOFE also added a search tab to the website to make it easier to search for instructions and will continue to upload revised or new instructions in a timely manner.

WP 61: Public Financial Management

Enhancing the organization structure and procedures for KRI accounting and finance units

On September 15, IGPA met with two staff of the KRG Prime Minister's Office (PMO) to discuss potential IGPA support for the government's effort to improve the financial capacity and skills of the KRG line ministries and provincial departments. The government is developing an automated budget and financial system to complement the realignment of the KRI governorate organizational structures and new procedures. The Project shared its draft proposal for the revised provincial governorate organizational structure for the review of the PMO staff.

In Years 5&6, the Project will finalize the organizational structure and procedures based on the organizational analysis and design (OAD) methodology in accordance with the feedback from PMO and inputs from the provincial accounting and finance units to be rolled out with the budget and financial automated system for finance units..

RESULT 2.2: Support development of federal oversight mechanisms, such as financial audit procedures, of provincial finances

WP 63: Preserving Public Money

Enhancing the capacity of the KRG Board of Supreme Audit in public sector financial auditing

The KRG Board of Supreme Audit (KBSA) is a key fiscal institution responsible for ensuring the transparency and accountability of public resources to help avoid waste, fraud, and misuse of public funds. The KBSA in recent years has lacked the skills, knowledge, and capacity to conduct full audits to fulfill this role.

During FY 21, IGPA assisted the KBSA in developing an audit competency assessment tool and compliance audit methodology tool to strengthen auditors' capacity for compliance auditing. IGPA then conducted a four-day workshop conducted in April for eight Erbil and Sulaimaniya auditors/team leaders. The project designed and conducted the workshop to enable the six team

leaders to become Change Agents to play a leading role in delivering future audit technical training and capacity building of their staff.



The workshop also aimed to improve the KBSA audit methodology in line with international auditing standards. Participants discussed the current structure of permanent audit files, compliance auditing objectives, the auditing process and stages, working papers and audit reporting.

As a follow up, on June 6, IGPA/Takamul conducted a five-day training of trainers (TOT) session on audit compliance for 20 Erbil and Sulaimaniya Governorate KBSA auditors (6 women; 14 men). The TOT trained KBSA auditors to train their staff on the new compliance audit methodology, using updated auditing templates and working papers, and key auditing concepts. The trained KBSA auditors can now train their staff on modern auditing methodologies and techniques they have learned.

As a result of the workshop, the KBSA has officially adopted the compliance audit methodology toolkit developed by the Project. IGPA will continue providing technical support to the KBSA in Year 5 to use the compliance audit methodology worksheets, templates and working papers for conducting audits.

A first in Wasit: local revenues fund much-needed services

The Governorate of Wasit generated IQD 4 billion (\$27 million) in local revenues and retained the funds to implement development projects in the province instead of remitting them to the national treasury.



As the implementing guidelines for the Public Financial Management (PFM) Law 6 of 2019 take a slow and winding path towards approval, the province of Wasit has managed to take a step or two towards generating their own resources. The PFM Law guidelines and the decentralization law are key to fiscal decentralization and empowering the local governments to chart their own development and progress. IGPA/Takamul has been providing robust support to the Government of Iraq (GOI) and the provinces to enhance public financial management reforms.

Thankfully, another avenue exists for provincial governments to self-finance their development projects. Based on Provincial Law No. 21 of 2008, the Ministry of Finance (MOF) authorized the governorates to open their own bank accounts for self-generated revenues and use them for local development projects. This step approximates fiscal decentralization to a degree. Throughout 2020, IGPA worked with the provinces of Wasit and Babil to meet the conditions of opening a bank account. In November 2020, Wasit became the first province to open a local revenue bank account. The province of Babil followed shortly thereafter.

Mr. Abdullah Surgey Abood, head of Revenues Maximization Department of Wasit Governorate,

proudly shared with IGPA/Takamul that they have so far generated around IQD 4 billion (roughly \$27 million) from fees collected at the Zurbatiyah border crossing, Iraq's busiest port of entry from Iran in the eastern side. "Without IGPA's support to develop local revenue legislations and open a bank account, these revenues would have gone straight to the national treasury," he said while adding that the revenues generated are on the low end because of the COVID-related travel restrictions.

Indeed, the revenues funded a myriad of projects, including the much-needed support for youth programs; a firefighting system for the province; media campaigns on coronavirus safety measures and installation of sanitation facilities at the Zurbatiyah border; rehabilitation and maintenance of sewerage systems, roads, a school building, and street lighting; and support for indigent patients and an orphanage; including paying the daily wages of contractual workers in a timely manner.

As Mr. Abood pointed out: "These projects would have taken months and months, if at all, to be approved by the federal government, but having our own funds enabled us to quickly respond to citizens' needs."

RESULT 2.3: Enhance provincial revenue generation, collection, and management from outside the oil sector

WP 2: Government Revenues

Strengthening local revenue generation and fiscal decentralization at the provincial level

Local revenue guidebook for enhanced non-oil revenue generation, collection and management. During the reporting period, IGPA prepared a comprehensive guidebook for governorates on local revenue management and organization. It is a reference for local governments on the legal framework for local revenues and clarifies the types of revenue that local governments can generate and other resources available to them. The guidebook includes information on the key steps to generate, implement, report on, and audit local revenue with forms and templates. The Project shared the final draft of the guidebook with the Wasit and Babil AFAD directors for their input and feedback before rolling out the guidebook.

The Project then collaborated with the HCCPsec and MOF to conduct two two-day training events for 58 (11 women; 47 men) local revenue and legal department staff from the 15 provinces. The HCCPsec chairman with his advisors and the MOF Accounting and Budget Department managers also participated. The workshop aimed to train participants to use the guidebook and templates to maximize revenues in accordance with the MOF and auditing rules and to build AFAD staff capacity on procedures for local revenue legislation and local laws. The workshop also discussed how to address problems and obstacles provinces face to open local revenue bank accounts. See *Annex 8: PFM Training Statistics, FY21*.

IGPA recommends measures to maximize local revenues. As a result of the training sessions, IGPA submitted recommendations to maximize local revenues for provinces to the HCCPsec for consideration. An agreement was reached on action items for MOF and provinces to implement to maximize local revenues, including:

For the MOF to:

- Approve the opening of bank accounts for provincial AFAD to collect local revenues in accordance with local revenue legislation issued by the councils of Basrah, Baghdad, Salah al-Din, Anbar, Ninewa, Dhi Qar Provinces;
- Approve estimated local revenue budgets for the provinces;
- Approve the opening of bank accounts for local revenues that provinces are authorized to generate and collect in accordance with Article 44 of Law 21 of 2008; and,
- Develop standards for estimating and calculating federal and local revenues based on the provisions of the current laws.

For provinces to:

- Adopt the IGPA-developed local revenue handbook on planning and budgeting for collecting, managing, reporting, and auditing local revenues;
- Establish a database of local revenues that meet legal and financial requirements; and,

- Consider offering temporary employment contracts for workers to collect local revenues and cover their wages from local revenues collected.

Wasit Governorate generates local revenues for service improvements with IGPA support. With IGPA/Takamul assistance, Wasit was the first province to open a local revenue bank account in November 2019. Since then, the province has collected a total of about IQD4 billion from a border crossing fee imposed and allocated for improved health, education, and civil defense services as well as rehabilitation and maintenance of streets and sewerage network, and purchase of local electric transformers. The province estimated a total of IQD8 billion to be collected but generated about half due to the corona virus impact on government operations and services and continued instability and security issues. The Wasit government expects local revenues to increase once the pandemic subsides and there is political and security stability See success story on page 48.

National Commission on Monitoring Federal Revenues

Establishing the National Commission on Monitoring Federal Revenues. IGPA/Takamul is supporting the GOI, through the HCCP/Sec, to further fiscal decentralization by defining the management of federal revenues allocated to governorates for improved service delivery. In early 2021, the HCCP/Sec convened a two-day working session in Karbala with assistant governors for financial affairs from 14 provinces to develop an action plan with timelines. The stakeholders also started nominating federal, regional, and provincial representatives for the National Commission on Monitoring Federal Revenues (NCMFR) to be established under Law 55 of 2017.

As a result of the two-day working session, the participants developed a clear approach and action plan to activate the NCMFR with the following steps:

1. Establishing and operationalizing the commission:

- The committee convenes to complete the nominations for the chairman, deputy, representatives, and experts from the federal government, region, and provinces.
- The committee begins its work after the confirmation by the Council of Ministers' Legal Department.

2. After the commission is fully established:

- Stakeholders provide logistical support to set up the headquarters and appoint staff.
- Create and implement a system for monitoring the calculation and distribution of federal revenues to the provinces with standards and indicators to monitor progress and results.
- Develop an internal system for the commission's operations under the chairman to manage and facilitate the commission's work.
- The chairman drafts and issues internal instructions and regulations to implement the provisions of Law 55 on monitoring federal revenues allocated to provinces.

Following the workshop, IGPA supported the Commission to become operational after the government appointed the chair of the commission, State Minister Hiam Nima Mahmoud, in June. The Commission's main mandate is to ensure that federal revenues allocated to the provinces are managed and spent as authorized under federal laws including Law 55, the PFM Law, and Law 21 of 2008, as amended. Activating the commission enables governors and provincial officials to know the federal revenue amounts available for provincial budget planning and preparation purposes. IGPA



(Left) National Commission on Monitoring Federal Revenues Chair, Minister Hiam Nima Mahmoud; and (Right, extreme left) USAID Deputy Mission Director, Bob Birkeness with workshop participants.

continued supporting the HCCPsec and MOF with the process to nominate experts and representatives from the 15 governorates to serve on the commission. The Project’s support also involves developing the commission’s standard operating procedures and guidelines.

Developing a system for monitoring federal revenue sharing for provinces. On September 9-10, the NCMFR convened a workshop for the commission members to present a proposal for a system to monitor federal revenues allocation to provinces and the set-up and operationalization of the newly established commission. NCMFR Chair Hiam Nima Mahmoud and USAID Deputy Mission Director Bob Birkenes opened the workshop in Erbil, welcoming the participants.

The NCMFR members include the deputy governors of the 15 federal provinces; and officials from the MOF, MOP, the Ministry of Oil, and, the FBSA. IGPA/Takamul supported the NCMFR to prepare the proposal for monitoring equitable distribution of federal revenues to provinces presented at the workshop. The NCMFR members agreed on the following next steps for finalizing the draft federal revenue system for the Council of Ministers’ (COM) approval:

1. A series of committee meetings will be held to discuss and address the questions and observations on the federal revenue distribution system discussed during the workshop.
2. The committee will review the draft federal revenue system of standards and indicators and prepare an official report of the workshop proceedings.
3. The committee members will then convene to discuss the final draft of the system of standards and indicators.
4. The federal revenue distribution system will be adopted after the COM’s approval and the national commission responsible for monitoring the distribution system’s implementation.

For Years 5&6, the Project will continue supporting the commission and the provinces to implement the federal revenues distribution system once approved by the prime minister after the elections.

WATCH [HCCPsec's MESSAGE](#)

INSIGHT

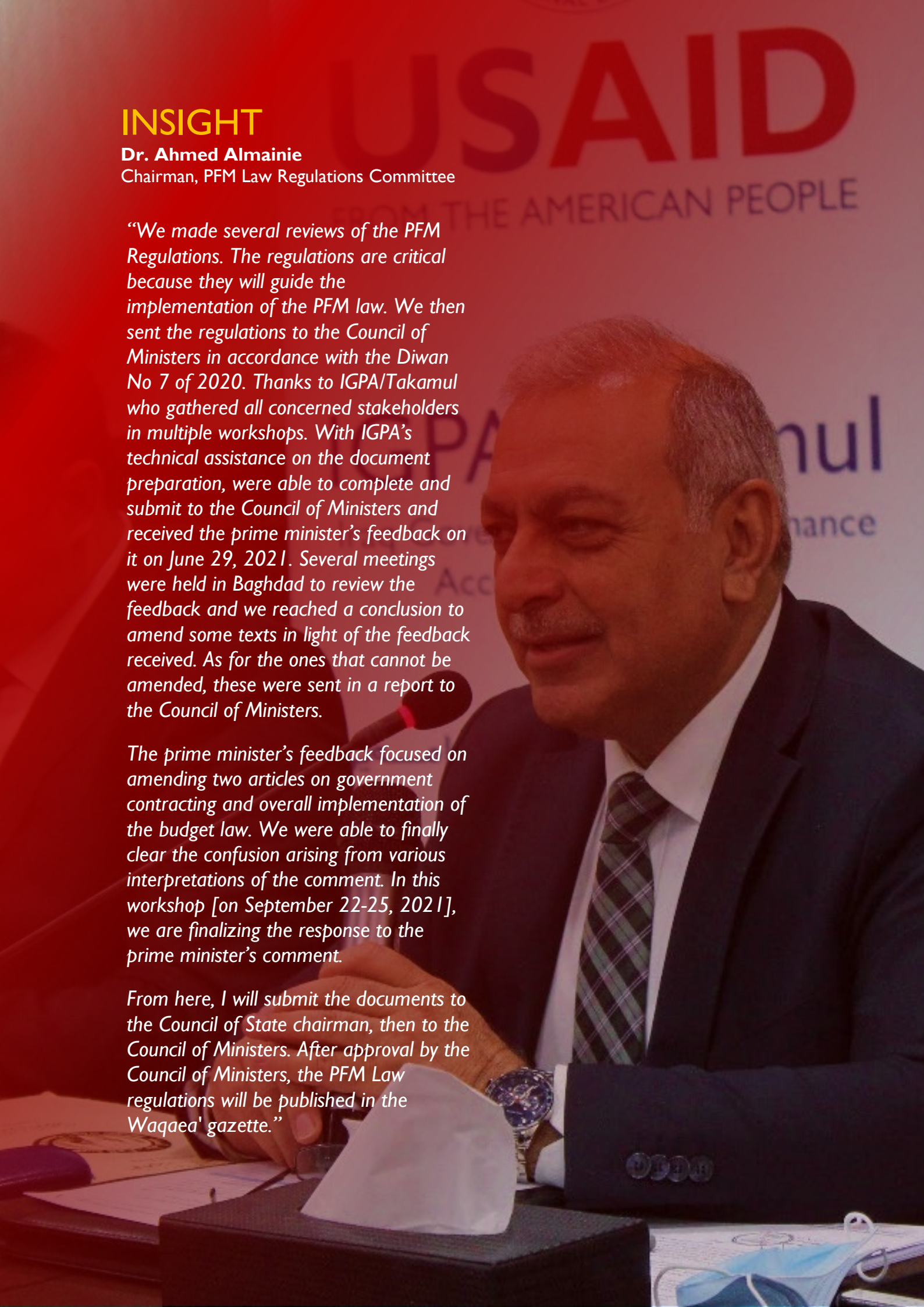
Dr. Ahmed Almainie

Chairman, PFM Law Regulations Committee

“We made several reviews of the PFM Regulations. The regulations are critical because they will guide the implementation of the PFM law. We then sent the regulations to the Council of Ministers in accordance with the Diwan No 7 of 2020. Thanks to IGPA/Takamul who gathered all concerned stakeholders in multiple workshops. With IGPA’s technical assistance on the document preparation, we were able to complete and submit to the Council of Ministers and received the prime minister’s feedback on it on June 29, 2021. Several meetings were held in Baghdad to review the feedback and we reached a conclusion to amend some texts in light of the feedback received. As for the ones that cannot be amended, these were sent in a report to the Council of Ministers.

The prime minister’s feedback focused on amending two articles on government contracting and overall implementation of the budget law. We were able to finally clear the confusion arising from various interpretations of the comment. In this workshop [on September 22-25, 2021], we are finalizing the response to the prime minister’s comment.

From here, I will submit the documents to the Council of State chairman, then to the Council of Ministers. After approval by the Council of Ministers, the PFM Law regulations will be published in the Waqaea' gazette.”



RESULT 2.4: Enhance budget-cycle planning, development and execution against decentralized expenditure assignments

WP 62: Ministry of Finance Performance

Strengthening the MOF's macroeconomic forecasting and reporting

IGPA aims to build the MOF's capacity to generate Iraqi macroeconomic model for the annual budget's medium-term framework. As such, the Project conducted a workshop on June 4-12 for 22 MOF staff on macroeconomic planning, fiscal management, and forecast modelling. Participants came from the MOF Economic, Budget, Tax and Customs Departments and the Accounting and Finance Training Center. The workshop covered macroeconomic planning and forecasting to develop an overall macroeconomic model for Iraq's economy to provide a medium-term macroeconomic framework (MTMF) for Iraq for the annual budget. During the workshop, IGPA presented an aggregated macroeconomic model drawn from existing Iraqi economic conditions aimed at building a framework for a given medium-term period. The workshop presented macro variables which interact to generate activity in the national economy. The workshop also addressed common issues that the Economic Department faces in sectoral analysis for economic diversification strategies.



Training on macroeconomic forecasting for the Ministry of Finance Economic, Budget, Tax, Customs Departments

WP 61: Public Financial Management

Improving the MOF's budgeting, fiscal reporting, and cash management

TSA/Cash Management and Forecasting. IGPA has put in place cash forecasting and cash management procedures that the MOF is continuing. This includes preparing a three-month cash forecast and convening a Cash Management Committee periodically to make important decisions on what major payments to cover and when based on the forecast. The MOF Accounting Directorate director general speaks with the finance minister daily to convey what cash is available and make cash allocation decisions to prioritize payments. Periodically, the minister, deputy ministers, and directors general convene as committee to make decisions collectively.

As an important first step to establishing a Treasury Single Account (TSA), IGPA supported the MOF Accounting Directorate to prepare a census of spending agencies' bank account balances to provide the MOF with a clear picture of available cash. The MOF is now working with the spending agencies to verify the bank census balances so that the MOF leadership can make more accurate forecasts and timely cash payment decisions.

For Years 5&6, the Project will continue to support MOF with the verification of the bank census balances from spending units while expanding and deepening the cash forecasting and cash management assistance for six-month and annual cash forecasts and to institutionalize the Cash Management Committee work. The Project will also give a TSA overview presentation for the MOF deputy minister and directors general to increase their understanding and awareness of the benefits of setting up the TSA and how to do so.

Addressing accounting and financing issues of line ministries and provincial directorates. On May 28-30, IGPA conducted a training for 28 staff of line ministries, provincial treasuries, and the AFAD accounting staff to address common accounting errors with the financial reports submitted to MOF. Collaborating with the MOF Accounting Directorate and FBSA, the training aimed to:

- Train and qualify the accounting and auditing staff of the federal ministries, treasuries, and provincial AFAD on the requirements on preparing monthly and final accounts in accordance with the government accounting system regulatory and legal requirements; and,
- Present and find solutions to common issues that the MOF Accounting Directorate faces with the spending units in preparing monthly financing allocations and consolidated accounts.

As a result of the workshop, IGPA/Takamul supported the MOF to prepare a consolidated report detailing common accounting errors and financing issues and procedural and organizational solutions agreed to by participants during the workshops. The consolidated report is a reference work guide for the MOF to track reduction in errors in the trial balance and financial reports starting with the July 2021 reporting cycle. The Finance Deputy Minister Ms. Taif Sami reviewed and cleared the report for the MOF Accounting Directorate to the workshop participants. For Years 5&6, the Project will continue to support the MOF with technical follow up assistance to address the pending issues.

WATCH [the FINANCE DEPUTY MINISTER's](#) remarks.

Creating a tool for MOF to track accounting and financing issues. The Project also supported the MOF Accounting Directorate to develop a tracking tool to monitor and assess compliance with the monthly financial reporting and funding requirements. Common accounting errors and financing issues were identified during the June workshops to improve the timeliness and accuracy of monthly financial reports and funding allocation requests. The MOF will use the results from the tracking tool to determine how to address any continued weak performance and accounting errors on financial statements and other financial reports by ministries and AFADs.

The MOF adopted the monitoring tool developed by IGPA to track timeliness and reduce errors in accounting and financial reports of line ministries and AFADs. The MOF prepared a baseline report for July using the tool for 34 spending agencies (13 ministries, commissions, and directorates; 15 AFADs; and six local treasuries) showing accounting errors and issues. The MOF will use the tool to prepare the monthly monitoring report to compare results for each spending agency to track

improvements over time and how agencies are addressing the common accounting and financing errors and mistakes.

Supporting the COMSec, MOF, MOP, and the FBSA in preparing PFM Law regulations

IGPA's support to the GOI PFM Law regulations preparation. The GOI enacted the PFM Law in August 2019 to lay the foundation needed for the national, regional, and provincial governments to adopt and institutionalize PFM practices in budgeting, financial management and accounting, debt management, oversight and monitoring, and transparency to strengthen the nation's economic and financial systems. By 2020, the GOI had not yet prepared the instructions required to guide all levels of government to effectively implement the law. The prime minister issued a directive mandating the Council of Ministers Secretariat (COMSec) to convene a committee with representatives from the MOF, COMSec Legal Unit, MOP, and FBSA to convene a series of working sessions to review the PFM Law to draft the regulations.

The Project facilitated and supported the committee to convene four working sessions over the course of FY21 to openly discuss and mark up the draft instructions, which focused on the roles and responsibilities of the Ministries of Planning and Finance under the law and general PFM provisions related to the budget planning and execution process, resource mobilization, cash management, and accounting and financial reporting. The three-day working sessions were held in September and October 2020 and then in February 2021. Four KRG MOFE officials participated in the third session with the MOFE deputy minister and four members of the GOI Council of Representatives (COR) Finance Committee, as well as the planning deputy minister and legal director. The core committee extended invitations to these key stakeholders to ensure their inputs were considered.

On December 18-19, 2020, the committee held a special session with key stakeholders to address provincial budget and legislative issues related to the law. There were 27 representatives who attended including those from the COM, COR, HCCPsec, and MOF with governors or deputy governors from Baghdad, Wasit, Qadisiya, and Ninewa, and AFAD directors from Anbar, Babil, Basrah, Qadisiya, and Najaf, also attended. The two-day working session allowed provincial and federal officials to openly discuss the PFM Law 6 and Law 21, provincial budgets and legislative approvals, and revenue maximization – issues that affect local services. Participants reached an understanding and agreement enabling the governors to approve the annual budgets of self-funded directorates and activate a national commission that monitors federal revenue sharing in the provinces (*see the previous section on the National Commission on Monitoring Federal Revenues*).

GOI convenes final round of PFM Law regulations working meeting. On September 22-25, the PFM Law Regulations drafting committee convened to review additional notes provided by the MOP related to certain articles, reach an agreement on updating the regulations to reflect the additional points, and prepare the revised draft regulations for the COM final approval. Twenty-one high-ranking government officials (12 men; 9 women) participated, including the deputy finance minister, FBSA chair, and the MOP legal department staff.



The KRG finance and economy deputy minister attended all sessions throughout the four-day workshop, which was very helpful, especially during MOP's comments to points related to KRG and its financial competencies in accordance with the Iraqi Constitution and the PFM Law. KRG's commitment to instructions and timeframes issued by the federal MOP and MOF regarding the preparation of KRG's budget estimates was also discussed.

Key outcomes and results from the final working session include:

1. The committee members agreed to complete the draft PFM Law regulations and submit them to the COM General Secretariat by October 7, a deadline mandated by the prime minister to complete the revised draft.
2. All MOP notes were discussed. Articles related to the PFM and other applicable laws were approved, while comments related to the MOP's implementation instructions will be included in the ministry's manuals and guidelines.
3. The committee agreed to resolve issues, including:
 - a. A timetable based on the PFM law for the draft federal budget preparation using an integrated budget calendar developed by IGPA.
 - b. Addressing Article 10b on the gender budget preparation by the MOP and the Ministry of Labor and Social Affairs and discussing with the MOF.
 - c. Granting the MOP additional authorities to follow up on investment plan implementation.
4. All draft regulations articles were reviewed to reach the final draft to be sent to the COM.
5. The committee determined that Article 29 on federal revenue sharing contradicts other articles in the law; Article 44 of the Governorates Law No. 21 of 2008, as amended; and the General Budget Law No. 23 of 2021. Additional work is needed to resolve and unify the articles.

6. The committee recommended adding language to Article 8 of the draft regulations proposed by Finance Deputy Minister Taif Sami on disbursement of salaries – if the federal budget does not pass by December 31, 2021– for review and consideration by the COR and COM, and suggested amending the PFM Law to resolve this issue.

Building PFM Law awareness in provinces. During November 2020, IGPA focused on building the awareness of the provincial governments on the key PFM law provisions related to local revenue generation, financial management, accounting and reporting, and oversight and monitoring. To do so, IGPA conducted two PFM law awareness workshops for 39 AFAD managers and legal directors of and advisors to the Governor’s Offices. Participants from 10 provinces—Anbar, Babil, Baghdad, Diyala, Karbala, Najaf, Ninewa, Salah al-Din, Wasit, and Qadisiya attended the workshops. For workshop details, *Annex 8: PFM Training Statistics, FY21*.

IGPA conducted a similar PFM Law awareness workshop for AFAD managers from the south region—Basrah, DhiQar, Maysan, Muthanna, and legal directorates during September 2020 of Year 3. IGPA reviewed key provisions of the PFM Law No. 6 of 2019 and the link between certain provisions of Law 6 and Law 21, 2008 on administrative and fiscal decentralization.

WP 61: Public Financial Management, WP 9: Government Banks; WP 62: MOF Performance

IGPA’s support to the Prime Minister’s Office, Ministry of Finance’s economic and financial reforms, and the White Paper initiatives

IGPA supports the GOI’s economic and financial reform initiatives through technical experts embedded within the Prime Minister’s Office (PMO), who provide senior advisory support. IGPA’s advisors coordinate with high-level GOI officials in the Ministries of Finance, Planning, and Electricity, the Central Bank, and other government entities to support the country’s reforms.

IGPA supported the day-to-day work of the PMO Economic Reform Unit (ERU) to initiate and implement key economic and financial reforms, including development and implementation of the banking and financial reform program, advising PMO officials on economic revitalization initiatives, supporting the entities under the PMO to effectively engage in foreign financial relations, and building the ERU’s capacity to identify, develop and implement economic reforms. The Council of Ministers issued Resolution No. 50 (10 Feb 2021) establishing the Reform Management Cell and merging the ERU unit team to become part of the RMC staff. The ERU merged into the RMC in June 2021 focused on managing White Paper implementation. Additionally, the Prime Minister’s Office issued an executive order on June 6, 2021 appointing Dr. Alaa Al Saady as head of the RMC.

In mid-2020, IGPA’s support centered around implementing GOI’s reform initiatives embodied in the White Paper document. The White Paper is a comprehensive program that sets out a clear roadmap to reform the Iraqi economy and address the accumulated, decades-old serious challenges that hinder economic and financial stability.

IGPA’s key accomplishments and activities from October 1, 2020 through August 2021:

1. Finalization of the White Paper and Implementation Plan (also known as 2nd Part of White Paper)

IGPA/Takamul worked on the White Paper implementation plan from August through October 2020, closely interfacing with the White Paper committee, which was headed by the finance minister

with the senior advisers to the prime minister as members. IGPA was tasked with the following: writing the small and medium enterprises reform sections; and reviewing and finalizing the Arabic and English versions. With the IGPA team's direct involvement, the following milestones were achieved:

- The White Paper was approved by the COM in October 2020 and shared with donor organizations, ambassadors, and representatives of the Iraq Economic Contact Group (IECG), a group created by the G7 nations to support the GOI in implementing the White Paper.
- IGPA helped organize the launch of the White Paper on April 11, 2021 in a kick-off meeting wherein the prime minister presented to top officials of GOI ministries the reform projects to be implemented by the ministries.
- IGPA helped design the RMC structure to manage the White Paper implementation in response to the Council of Ministers Resolution No. 50 (10 Feb 2021) requiring the RMC to merge with the ERU into one unified unit. IGPA defined the roles and responsibilities of the RMC head and his deputy.
- IGPA supported the RMC head to conduct meetings with various ministries to begin tracking the White Paper reform implementation progress.

2. Developing a bank accounts census for GOI government entities

The bank accounts census is an electronic database of all accounts owned or managed by a government entity and their available cash amounts. As part of the Project's support to the MOF's cash management and establishing the treasury single account (TSA), the team gathered the data of all government bank accounts, including weekly balances and account details from January through December 2020, from state banks Rasheed, *al-Rafidain*, and Trade Bank of Iraq. The data will be used to track actual disbursements to each ministry or government entity. This undertaking was completed in January 2021, and a final report was presented to the finance minister. The next step under this activity is to validate the data, which will be done by the MOF Accounting Department as the first critical step to establish the TSA.

3. Support to the HR Department of MOF and Iraq Industrial Bank

After reviewing the various HR databases at the MOF, IGPA produced detailed organizational charts for each department showing their respective staff and ranks. This activity aimed to facilitate potential department mergers or restructuring. IGPA also supported the ministry in developing a systematic HR system (from identification cards to payroll and leave) to unify the current disparate HR methods followed by different departments within the MOF.

At the MOF's request, IGPA implemented employee aptitude assessments to inform the ministry's employee development plan. The MOF minister wanted a tool to identify and develop high potential employees in the ministry. The team reached out to four companies in the region (*SHL, Qaitas, Arabian Assessment, and Clic*) and asked them to demonstrate their employee testing capabilities. Sample tests were subsequently conducted at the MOF and the Industrial Bank. IGPA presented a report on the results of the trial tests, outcomes, and suggestions to the minister on May 6, 2021.

IGPA PFM Reform Initiatives Suggested to Key GOI and KRG Institutions

Ministry of Finance



Proposal for establishing a macro-fiscal policy directorate at the MOF



Non-oil revenue analysis



National budget planning worksheet tool



Bank Census of cash balances for government bank accounts (Treasury Single Account establishment)



Tax collateral report



Ministry of Finance organizational chart and employee compensation database



Proposed table application for MOF payment requisition forms

National Investment Commission



National Investment Commission projects status update

Industrial Bank



Industrial Bank HR review

KRG Ministry of Planning



Public Investment Management (PIM) Guidelines and Manual on How to Complete the PIM forms



Feasibility Study Guidelines and Cost Benefit Analysis Modelling Worksheet

GOI Ministry of Planning



Feasibility Study Guidelines and Cost Benefit Analysis Modelling Worksheet

IGPA PFM Reform Initiatives Approved by Key GOI and KRG Institutions

Kurdistan Board of Supreme Board of Audit



KBSA Auditing Competency Assessment Framework

KRG Ministry of Planning



Public Investment Management (PIM) Guidelines and Manual on How to Complete the PIM forms



Feasibility Study Guidelines and Cost Benefit Analysis Modelling Worksheet



4. Support to state-owned banks

Iraq Industrial Bank HR database (April – June 2021). Similar to the MOF HR support, IGPA reviewed the various Industrial Bank HR databases and produced a detailed organigram of all departments showing the number of individuals and total salaries for each individual and department, including branches. The aim was to help HR identify departments that need to be merged or revitalized. IGPA also guided the Industrial Bank on how to develop a unified HR system across all departments and branches.

Industrial Bank’s audit (December 2020 – current). The MOF minister requested IGPA to support the Industrial Bank to implement their White Paper reform activities, specifically increasing capital and other reforms. The IGPA team worked with the head of the Industrial Bank to design an activity wherein IGPA auditing experts can train the staff and help them prepare financial statements for 2019 and 2020.

In September, IGPA signed a letter of engagement with the head of the Industrial Bank for capacity development in auditing and financial reporting in accordance with the International Financial Reporting Standards (IFRS). The Project’s assistance under this engagement includes the development of manual and standard operating procedures and reporting as well as assistance in preparing shell financial statements for 2019 and 2020 in line with the IFRS.

In addition, IGPA is working with the Industrial Bank to introduce aptitude and employee performance testing as part of the MOF minister’s initiative to introduce modern performance-based HR functions into state-owned banks and develop an employee development program.

Exploring electronic banking for Al-Rafidain Bank (March 2021 – June 2021). The finance minister tasked the IGPA team to introduce electronic banking to Al-Rafidain Bank, to be piloted at the Allawiya branch. The team conducted three visits to the branch in April 2021 and met with bank officials and the company that will install the banking software. The team collected the required information and presented a report to the finance minister.

5. White Paper implementation plan and coordination with donor organizations

The Iraq Economic Contact Group (IECG) was formed to support the GOI’s economic reform program and the White Paper initiatives. Multiple meetings were conducted, chaired by the finance minister, with the participation of the RMC head, strategy adviser to the prime minister, IGPA, and members of the IECG group, which is comprised of representatives from the US, UK, German, Italian, Japanese, French, and Canadian embassies, the European Union delegation, USAID, GIZ, and UNDP.

The IGPA team assisted the RMC in developing the presentation on donor support status, as well as attended the side meetings between and with donor organizations. At these meetings, the RMC head presented the unit’s priority support needs, summarized below.

1. Hiring of international experts: Subject-matter experts will be needed either for specific periods of time or embedded throughout the task/project implementation.
2. Training and development: Conduct training programs, which need to be tailored for employees within the RMC and the ministries that are implementing the reforms. The training will focus on capacity building and educating the staff on modern systems

3. Equipment and software procurement: Activity implementation will require various equipment and technology to support the RMC's day-to-day activities.
4. Marketing and public relations: The RMC will need support with the various outreach and promotional events and activities to raise awareness and achieve acceptance and support for reforms with various targeted audiences.
5. Direct project implementation: The RMC will request some of the donors to directly implement certain projects on behalf of the government. The donors will be responsible for managing the day-to-day activities to reach targeted outcomes.
6. Equipment and software procurement: Activity implementation will require various equipment and technology to support the RMC's day-to-day activities.
7. Marketing and public relations: The RMC will need support with the various outreach and promotional events and activities to raise awareness and achieve acceptance and support for reforms.

RMC meetings with ministries on the White Paper implementation. In August 2021, the RMC head conducted meetings with various ministers to discuss and follow through on their White Paper reform activities implementation. The ministries presented their activity updates and implementation obstacles. As a next step, each ministry will submit its work plans with timelines for the steps involved with each initiative. The RMC also organized meetings on the second week of August to introduce the White Paper reform initiatives to a broader group of government employees, setting initial project objectives and timelines and discussing challenges and solutions.

6. RMC Website

Throughout August, IGPA worked with the PMO's IT team to create an official website and social media platforms for the RMC. The website <https://rmc.gov.iq/#> will contain updated information on the White Paper reforms implementation. The RMC team will periodically update the website with new information, project initiatives, and success stories. IGPA will assist the RMC team in responding to questions and following up with relevant ministries and entities.

Additionally, IGPA/Takamul supported the RMC to conduct meetings with various ministers and follow through implementing activities assigned to them. About 20 ministries and entities attended these meetings and presented their activity updates and implementation challenges. In the follow-up meetings, they will submit their work plans with detailed steps and timelines. During the reporting period, the RMC introduced the White Paper reform initiatives to a broader group of government officials during a meeting, where they set initial project objectives and timelines and discussed challenges and solutions.

7. Critical achievements to MOF's economic and financial reform

Taxpayer Registration System. During the reporting period, IGPA/Takamul assisted the MOF's General Committee for Taxation (GCT) to agree on the final format for a taxpayer identification number (TIN). IGPA supported the MOF GCT to collect the functional requirements and review the manual process currently used to register a new taxpayer. Based on the functional and process review, the Project supported the GCT to prepare a technical and functional specification document to develop a new tax registration system. The system will convert the manual registration process into an electronic process to register a new taxpayer system to receive a TIN. The requirements document has been submitted to the GCT senior management for review and approval.

A nighttime photograph of a city street. In the background, a large, multi-story building with a flag on top is visible. The street is illuminated by streetlights, and several cars are parked or moving. A person is standing near a white SUV in the foreground. The overall scene is dark with some artificial light sources.

SPOTLIGHT

IGPA/Takamul' support to Al-Rafidain Bank

In March 2021, the Minister of Finance requested IGPA/Takamul to work with al-Rafidain Bank to address the existential crisis that the bank was experiencing due to mismanagement. Al-Rafidain Bank is a state-owned bank under the supervision of the Ministry of Finance. The crisis was caused by al-Rafidain Bank's former general manager when he signed a contract with a private company to replace the electronic payment company maintaining the bank's key card. The action did not have consent from the finance minister and the new company did not meet the terms and conditions set by the Ministry of Finance for such contracts.

The General Manager was replaced, and the finance minister requested IGPA/Takamul to help reform the bank's governance structure and management.

The Project convened and facilitated a committee consisting of 10 bank managers to draft bylaws to make the board of directors more independent. The bylaws directed how the general manager is hired and can be removed for misconduct, and ensured the bank is operating within the Central Bank of Iraq's corporate governance rules. The

Project is also assisting with migrating the bank's \$4 billion loan portfolio data to the core banking system. This will enable the bank to have direct control and management of financial information needed to know its financial state.

In September, after extensive negotiations between the board of directors and the Minister of Finance with IGPA support, the Board of Directors signed off on the draft bylaws to initiate the reforms needed to improve the bank's operations and financial transactions management.

The reforms at the al-Rafidain Bank is part of the Government of Iraq's overall banking reform and anticorruption efforts under the *White Paper* reform initiatives. Al-Rafidain Bank is the largest bank in Iraq with 165 branches inside Iraq and with branches in Cairo, Beirut, Abu Dhabi, Bahrain, Sana'a, Amman. It is headquartered in Central Baghdad.

The next step is for the Minister of Finance to approve the by-laws and then submit them to the Shura Council and the prime minister for final approval.

KRG shares tax PIN system experience with GOI MOF. On August 22, the GOI MOF General Committee on Taxation (GCT) and the Minister's Office representatives met with the KRG Deputy Prime Minister's Office and the IT officials of the Council of Ministers to learn from the KRG's experience in implementing a biometric registration and unique identification number (UIN) system for payroll management. The GCT is developing a tax registration system that could benefit from a unique identification number function. IGPA/Takamul organized the meeting and facilitated the discussion. The participants agreed that the KRG and GOI governments could benefit from a UIN system to be used at the national level and a unified system for an individual taxpayer and business registration. The KRG representatives expressed their willingness to cooperate with the MOF GCT on this effort.

Al-Rafidain Bank. IGPA is supporting MOF to restructure Al-Rafidain Bank to address the existential crisis that the bank experienced earlier this year due to mismanagement. IGPA convened a committee consisting of ten bank managers to draft bylaws to make the board of directors more independent, direct how the bank's General Manager is hired and can be removed for misconduct, and to ensure the bank is operating within the Central Bank of Iraq (CBI) corporate governance rules. IGPA is assisting with migrating the bank's \$4 billion-loan portfolio data to its core banking system to have direct control and management of financial information needed to know its financial state. (See *Spotlight* on page 64.)

Central Bank of Iraq (CBI). IGPA participates regularly in weekly meetings with the CBI to discuss updates and results of the implementation process for the core banking system for the Real Estate Bank, a state-owned bank.

Fin Tech Fund. The deputy prime minister, who is also the finance minister, announced during the Iraq Finance Expo held September 22-23 that the MOF is launching a \$30 million fund to help finance Fin Tech startups to support Iraqi entrepreneurs. The IGPA advisor to the finance minister will assist to manage the fund.

Enhance the performance of IT Department (ITD). Accomplishments of the IGPA IT system advisor to the MOF under this activity were:

- Conducted an internal assessment of the ITD units (technology, people and processes)
- Produced organizational structure, bylaw, and standard operating procedures for the ITD
- Completed several key MOF and ITD internal policies
- Assessed skills matrix for every technical department
- Prepared a training plan for the ITD technical staff
- Assisted with advising on incoming IT projects from MOF entities

German Governmental Bank (KFW) and the German Society for International Cooperation (GIZ). The IGPA advisor to the finance minister periodically met with the German Governmental Bank (KFW) and the German Society for International Cooperation (GIZ) to clarify and set the mechanism of receiving specified grants to the Iraqi SME's through the federal budget. Additional meetings were held regarding ease of implementing the legal and procedural requirements for both parties.

IGPA's support to the KRG economic and financial reforms

During this reporting period, IGPA/Takamul provided senior advisory support to the KRG to coordinate the implementation of reforms related to the Identity Management System (IMS). IGPA ensured the timely implementation of IMS-related projects by assisting the Deputy Prime Minister's Office (DPMO) to improve public services and promoting eServices for select services. IGPA also assisted the DPMO to support the KRG's decentralization and to coordinate the implementation of reforms related to the World Bank (WB) and the European Union's efforts to improve PFM within KRG ministries.

Accomplishments under this assistance, include:

Eliminating duplicate salaries to save cost. As part of the duplicate wage elimination process identified through the biometric registration program, the Ministry of Finance and Economy (MOFE) announced cutting 21,588 wages earned by 10,609 individuals. After registering over 1.25 million wage earners in the Kurdistan Region of Iraq (KRI), about 105,000 (8%) duplicate cases of wage earners were identified. IGPA, through the DPMO advisor, supported in managing the biometric registration, held an important role in designing and implementing the registration process and continued to support the verification of wage-earner records.

KRG economic reform roadmap support. The Project participated in a series of economic reform roadmap discussions by the KRG Economic Council based on the World Bank's Economic Reform recommendation. The role of several ministries such as the Ministry of Trade and Industry, the Ministry of Agriculture, Ministry of Water Resources, and the Board of Investment were detailed. Elements of the roadmap were adapted for each ministry or entity to reflect the nature of their activities and goals.

Engagements to update the Xizmat portal. IGPA/Takamul advocated a strategy to involve the Quality Assurance directors (QAD) at the ministries with the Department of Follow up and Coordination (DFC) in the Xizmat program following the guidelines set in the Council of Ministers Decree 78 of October 21, 2020. For that, IGPA/Takamul created a roadmap for the Quality Assurance directors on how to actively carry out Xizmat program tasks and for the DFCs to update the information on the Xizmat portal.

Amendments to business environment legislation. IGPA compiled a list of laws and guidelines impacting the private sector and shared them with the Commercial Law Development Program (CLDP) through the Economic Affairs Unit at the U.S. Consulate General-Erbil. Reviews by CLDP on some of these laws were conducted and their recommendations were delivered to the office of the Deputy Prime Minister and Ministry of Labor and Social Affairs (MOLSA).

Re-engineering company registration. An interim automated solution was created to simplify the process of registering companies. The interim solution takes only 24 hours to register a company in KRI and the cost was reduced to include only government fees mandated by current applicable laws. Additionally, a set of amendments to the current legislation was passed by the Council of Ministers and delivered to the Kurdistan Parliament for enactment. These amendments further simplified the registration process and eliminated the need for unnecessary steps.

Private sector development. The General Directorate of Labor and Pensions (GDLP) in the Ministry of Labor and Social Affairs is the KRG entity responsible for administering private sector pensions. IGPA established a link between the KRG Department of Information Technology (DIT) with the GDLP to develop the social security and private sector pension management system. IGPA assisted with analyzing the current manual system and identified the need for DIT to initiate the development of an automated system to manage private sector contribution and pension funds. This system will be developed in two phases: first, to collect and archive existing documents; and second, to develop an automated workflow system.

Donor engagement on budget reforms. As a result of IGPA's efforts to obtain support from the French government through the Consul General of France in Erbil, the head of the Economics Department of French Embassies in the Middle East, and the Expertise France representative in Iraq, IGPA helped in securing commitments to provide a French expert on budget matters to assist the KRG to finalize and execute the 2021 budget or assist in planning the 2022 budget.

WP 8: Government Debt

Supporting the creation of the Debt Management Office in the KRG Ministry of Finance and Economy

The KRG established the Debt Management Office (DMO) to control its internal and external public debts and temporarily located within the Council of Ministers Secretariat. The DMO was established based on official governmental decree 105 of 2017 issued by the prime minister out of a critical need but lacked technical and operational support. The KRG cabinet secretary approached IGPA in January 2020 for technical assistance and support needed for the DMO to become functional and operational.

During FY 21, IGPA/Takamul assisted the DMO in developing a plan and timeline to transfer the functions from the COMSec to the MOFE as a new directorate, which requires the prime minister's approval. The Project also supported the DMO to outline a public debt management strategy, organizational structure, and staffing.

On September 28, IGPA/Takamul met with the KRG cabinet secretary to discuss the KRG's adoption and application of IGPA-developed technical tools, including the DMO organizational structure, public debt strategy, and the plan to transfer the DMO functions to the KRG MOFE. The KRG cabinet secretary noted that IGPA's technical support played a vital role in operationalizing the DMO to make key budget and debt decisions, increase transparency, and collect all related public debt data for reporting and analysis. The DMO also assisted the KRG in critical negotiations with the federal government on the 2021 budget allocation to the region. The cabinet secretary suggested that the DMO needs more technical support once transferred and placed in the KRG MOFE to be fully functional and operational.

Critical assistance to federal government fund transfer to the KRG. In June 2021, the GOI transferred the first tranche of the KRG budget funds for 2021 budget execution to the KRG MOFE. Of the IQD 458.4 billion approved for 2021 allocation to the KRG, the GOI transferred IQD200 billion for June salaries and expenses (about USD137 million). The amount agreed was about IQD1.2 trillion or 30 percent of the total amount that would have been transferred for six months in 2021 or 12.67 percent of the actual total federal government expenditures. However, the KRG

and the federal government did not reach a final agreement at that time, The KRG considered the IQD200 billion a loan and a financial commitment that will be deducted from the region's share.

There are conditions for the full funds transfer, which include the audit of non-oil revenues, further negotiations on outstanding debt, and the eventual transfer of oil revenues. In the first instance, the FBSA worked with its regional counterpart, the KBSA, to verify and audit the KRG non-oil revenues and expenditures from 2004-2020, of which, about 50 percent of the process is complete. IGPA supported the KRG in meeting the second condition through its assistance to the KRG DMO, and this assistance has been critical in ensuring that the KRG can effectively negotiate repayment of its debts to the federal government. However, the third condition remains unmet, and the KRG government has yet to transfer oil sales revenue at the amount previously agreed with the GOI.

WP 1: Public Budget

Building the capacity of provincial government entities to integrate planning and budgeting processes across the Governor's Offices

Currently, the provincial planning and budgeting process, which should be orchestrated through several Governor's Office entities, lacks coordination and integration across entities. These entities are the Provincial Women Empowerment Directorates (PWED), Performance Evaluation Departments (PED), Provincial Planning and Development Councils (PPDC), AFADs, and Civil Society Organizations (CSO) Offices. For the next quarter (FY22), IGPA plans a series of workshops to build capacity and awareness of the provincial cycle for the development of annual plans, budget preparation and implementation, and their respective roles in these processes: 1) planning and preparation, 2) approval, 3) budget execution and 4) monitoring and evaluation.

This training is an integrated activity with Objectives 1, 3 and 4. The expected results from the training are:

- Strengthen relationships between PWED, PPDC, PED, AFAD and CSO Offices within provinces and each region;
- Gain a common understanding among the GO units on the integration of planning and budgeting processes;
- Understand the role and responsibilities of each department for the integration of planning and budgeting processes; and,
- Transfer experiences gained by workshop participants to their staff.

WP 7: Investment Priorities

Supporting the MOP, line ministries, and governorates to use IDMS to track capital project implementation

The Iraq Development Management System (IDMS) is a database that the Ministry of Planning (MOP) uses to track the implementation of government investment projects. The IDMS was designed to enhance the government's performance in the budgeting, contract management, monitoring, evaluation, and reporting of investment projects. IGPA is working with the MOP to rollout IDMS to provinces as well as key ministries.

SUCCESS STORY

Sustaining knowledge within the organization

Change Agents are responsible for ensuring that knowledge and reforms take root and systems with proven utility are sustained within the organization.

Building knowledge and expertise are critical to establishing lasting development within the government, but sustaining these changes needs more careful planning and has to be done at the outset.

Ms. Wasan Haleem, Assistant Engineer at the Ministry of Planning's (MOP) Iraq Development Management System (IDMS) Unit, believes so. She said: "Retaining the critical knowledge introduced by IGPA/Takamul is a concern when the Project ends, as it would at some point. That is why it was necessary for us early on to curate expertise, figure a succession plan, and enable successors to transition into their mentoring roles successfully."

Ms. Haleem was referring to the training on IDMS and its operating software, Primavera P6, conducted by IGPA/Takamul. IDMS tracks the implementation of government investment projects, which enhances the government's performance in budgeting, contract management, monitoring, evaluation, and reporting of investment projects to ensure efficiency and completion within the project duration. Ultimately, these projects improve service delivery to the citizens and enhance the legitimacy of the government.

From late 2020 through much of 2021, IGPA conducted a series of training for trainers and Change Agents on IDMS and Primavera, to sustain the capacity in the line ministries and provincial planning units. Change Agents are representatives from the national and provincial governments and CSOs trained by IGPA/Takamul to effect changes within their organizations.

After IGPA ensured that the MOP Change Agents are competent in the required skills and have the necessary knowledge to progress to the next level of training, they were engaged to assist in delivering a series of virtual and in-person trainings. They worked with the provincial planning staff to enter capital project data into the IDMS.

"The results obtained from provincial and ministerial departments are quite encouraging for us to proceed with the IDMS trainings with support from Change Agents. This made the reporting process productive. Not only that, our reports are much improved and now submitted punctually." said Ms. Haleem.

In April through September 2021, IGPA/Takamul supported the MOP General Directorate for Investment to build the capacity of planning and follow up departments in 10 provinces (Qadisiya, Karbala, Wasit, Anbar, Salah al Din, Babil, Maysan, Ninawa, Kirkuk, Najaf) and four select service delivery line ministries (Ministries of Health, Housing and Construction, Electricity, Finance) with 249 participants on using the IDMS for capital project planning and implementation, entering project data into IDMS on financial expenses, project completion and implementation stages, and related contracts. The provincial planning units and ministries use IDMS to produce reports with this data that MOP officials (minister, deputy minister, directors general) use to monitor capital projects progress to make critical decisions, such as to continue funding or cancel projects.



For sustainability, the Project coordinated with the MOP to nominate four employees from the MOP IDMS Unit as Change Agents and to develop their skills and capacity to support the IDMS training. Apart from the IDMS skills, IGPA also trained the nominated Change Agents on how to interact with participants and answer their questions during training and assist provincial planning units and ministries in preparing capital projects progress reports. See *workshop details at Annex 8: PFM Training Statistics*.

The Project also coordinated with the MOP to direct ministries and provinces that had received the IDMS training to establish units to manage the IDMS system. These line ministry departments or provincial units should include employees from various departments responsible for managing capital investments projects. The ministries and provincial governments should also provide the equipment needed such as laptops and internet services to effectively manage the IDMS system.

W7: Investment Priorities

Building the capacity of the MOP and spending units to use P6 Primavera for project management

During the period April through September 2021, IGPA/Takamul supported the MOP General Directorate of Investment to train more than 125 staff from planning, administrative and technical

departments from five provinces (Babil, Anbar, Ninewa, Erbil, Wasit) and three select service delivery line ministries (MOP, MOE, Ministry of Water Resources) on using the P6 application for project scheduling. The IDMS system lacks a project scheduling with milestones function and contractors cannot access the IDMS to upload project implementation and progress information directly. With P6 as a scheduling tool, the MOP has a fully automated system that can provide complete information for MOP officials to monitor project progress and make decisions to cancel nonperforming projects or continue funding to complete productive investment projects.

The Project also coordinated with the MOP General Directorate of Investment to nominate six MOP employees as Change Agents—four from the ministry; and two from the MOP training center – to support the P6 training sustainability. To strengthen sustainability, IGPA conducted a three-day training of trainers (TOT) in May 2021 to train Change Agents on how to train staff using P6, and to interact and engage with participants during training, as well as to provide on-the-job-training for provincial government and line ministries.

For Year 5, the project will complete the P6 capacity building with:

- additional MOP staff capacity development;
- follow up sessions for Wasit, and Kurdistan provinces; and
- implementation of a pilot project for the MOE with P6 installed and networked for departments to receive MOE contractor project progress information directly using P6.

For information on P6 training and follow up on-the job-training sessions for five provinces and three ministries, see Annex 8: PFM Training Statistics, FY21.

WP 7: Investment Priorities

Institutionalizing project investment management and feasibility tools for MOP's capital investment planning and implementation.

KRG MOP. During this reporting period, the KRG MOP officially adopted the IGPA-developed guidelines for project investment management (PIM) and feasibility studies to enhance the process of managing government capital investment projects and potential service projects. IGPA will assist the MOP in rolling out the training for relevant government stakeholders to enable them to institutionalize the guidelines and tools during Year 5&6.

GOI MOP. IGPA is also working with the GOI MOP economic policy and sector departments to adopt these tools for select ministries and provinces. The Project will complete the adaptation of the PIM and feasibility study guidelines during Years 5&6 and train the MOP staff to use them. These tools will also guide ministries, provincial planning and technical departments to develop or contract out feasibility studies to select economically and financially viable investment projects to improve services. *See Annex 7 for the PIM framework and eight basic steps for managing public investment management developed for the KRG MOP.*

INSIGHT

Mahdi Abdullah

Director-General, Capital Investment Planning
KRG Ministry of Planning

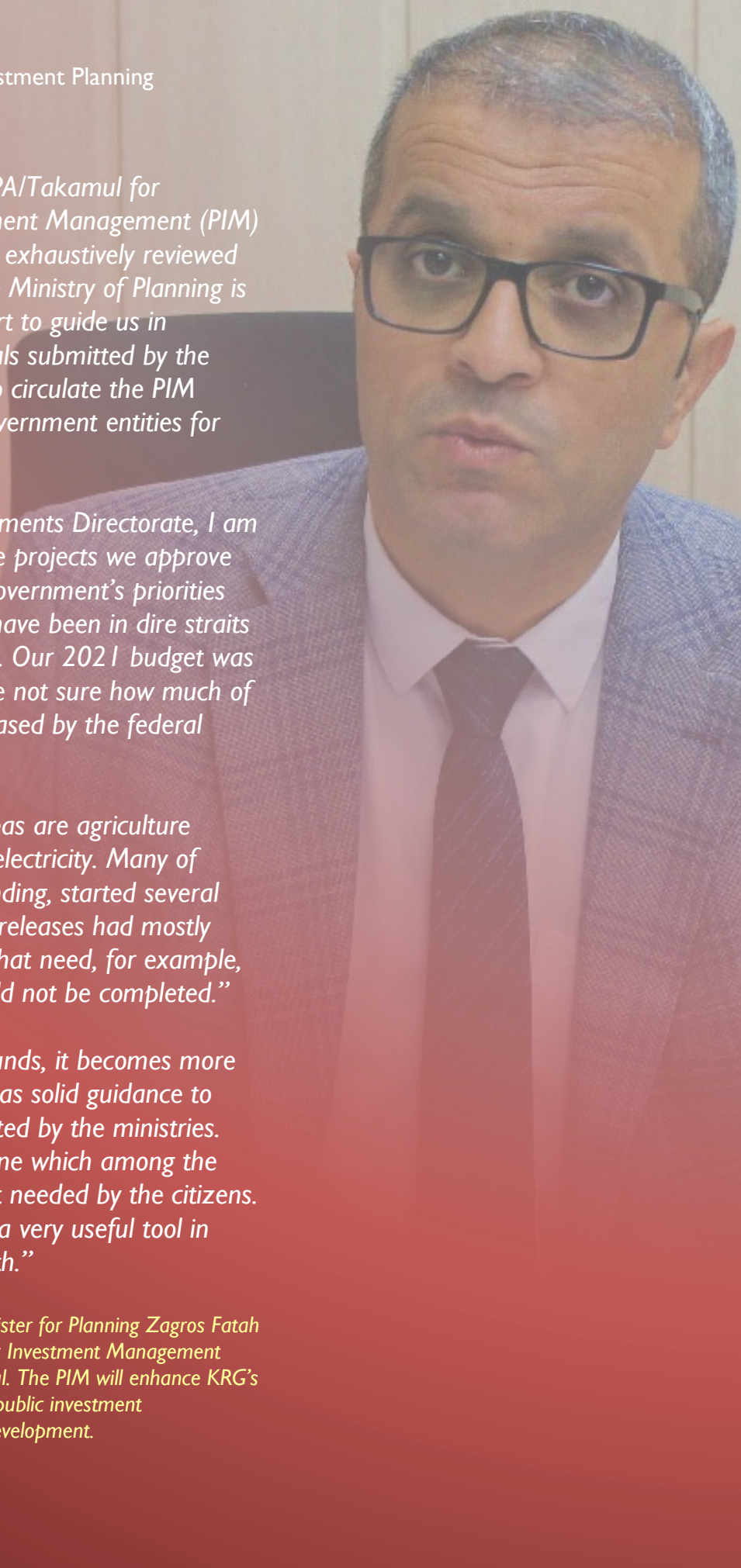
“We are very thankful to IGPA/Takamul for developing the Public Investment Management (PIM) guidelines for KRG. We have exhaustively reviewed the guidelines with IGPA. The Ministry of Planning is the primary user of this report to guide us in reviewing the project proposals submitted by the ministries. Our next step is to circulate the PIM around the ministries and government entities for their review and guidance.

As head of the Capital Investments Directorate, I am in charge of ensuring that the projects we approve are in accordance with the government’s priorities and budget allocations. We have been in dire straits because of the budget deficit. Our 2021 budget was not fully released, and we are not sure how much of the 2022 budget will be released by the federal government.

KRG’s priority investment areas are agriculture infrastructure, roads, water, electricity. Many of these projects have been pending, started several years ago, but because fund releases had mostly been partial, many projects that need, for example, just 10 percent to finish, could not be completed.”

Because of the shortage of funds, it becomes more important that the ministry has solid guidance to prioritize the projects submitted by the ministries. The PIM will help us determine which among the competing priorities are most needed by the citizens. So yes, the PIM guidelines is a very useful tool in mapping our economic growth.”

On September 15, KRG Deputy Minister for Planning Zagros Fatah officially accepted the 41-page Public Investment Management guidelines prepared by IGPA/Takamul. The PIM will enhance KRG’s processes for investment budgeting, public investment management, and feasibility study development.



Enhancing the capacity of KRG MOMT, MOE and provincial government entities in budgeting and financial management

Training and capacity building in budgeting and financial management are essential to perform tasks and carry out duties for public sector budgeting and financial management including accounting, payroll management and internal auditing. These functions should be carried out in full compliance with the KRG and related federal government's rules and regulations. As such, during the period May – August 2021, IGPA/Takamul conducted a comprehensive training program to develop the capacity of 263 accounting and financial units staff of the four KRI governorates, Ministry of Municipalities and Tourism (MOMT), General Directorate of Water and Sewerage and MOE – ministries that provide critical basic services for citizens. The training and capacity building program included 12 training sessions for four PFM courses in budgeting, accounting, internal auditing, and payroll management. Following these workshops, IGPA conducted 12 virtual follow up sessions in August for those staff who participated in the training sessions (*photo below*), See Annex 8: PFM Training Statistics, FY21.



The Project completed 12 follow-up sessions for the MOE, MOMT, and Kurdistan's provincial accounting and finance staff after completing the PFM training program. The sessions were designed to evaluate the extent to which the participants benefitted from IGPA trainings and challenges they face in adopting the learned practices in their daily work. The participants noted during the sessions that they are using the knowledge learned in their workplace, particularly to improve the preparation of the monthly final accounts and monthly payroll list. Three IGPA Change Agents participated in the follow-up sessions and supported their colleagues to apply the knowledge and skills to fulfill their daily work. Other key observations from the sessions include:

- Most of the participants reported to their managers the new tools and practices for budgeting, accounting, internal auditing and payroll management they learned and received during the training courses.

- Some participants indicated that they had conducted workshops and on-the-job trainings for their colleagues to share the learned finance and accounting tools and practices.
- Most of the participants confirmed that the trainings increased their overall awareness of accounting and finance processes and procedures and improved their work operations.

WP 1: Public Budget, WP 61: Public Financial Management

Establishing a helpdesk for timely payments in Erbil and Sulaimaniya

Contractors and companies visit the Erbil Governorate daily to follow-up on their request for payments. The volume of applications created a significant burden on the Directorate of Accounting and Finance to follow through and thus, the director general requested IGPA/Takamul’s help to establish a helpdesk to streamline the applications process and provide effective and efficient service. The directorate finances various projects and is responsible for processing payments for completed projects.

To streamline the application payment process, IGPA conducted a process mapping, reviewing the full process for 12 services, and recommended eliminating various redundant steps. The Project then held a two-day workshop for accounting and finance unit staff to explain the new streamlined application process and how to establish a helpdesk to implement it. The Erbil Governorate established a helpdesk shortly after the workshop. Before establishing the desk, it was unclear which unit was responsible for processing the various steps related to payment claims. Erbil Governorate sent an official letter to IGPA/Takamul indicating that with the establishment of the helpdesk, applications processing increased by 78 percent, reducing the time the directorate needs to complete a citizen’s application for payment.



Erbil Governorate established a helpdesk to reduce the time to process a citizen’s payment application.

On June 7, IGPA conducted a one-day workshop for eight participants (6 women; 2 men) from Sulaimaniya Governorate’s accounting and finance unit on streamlining the payment process and how

to establish the helpdesk. The workshop aimed to show the staff how a helpdesk will support the unit to process payment requests in the least time and in an organized manner. For Years 5&6, the Project will continue to work with the Sulaimaniya Governorate to establish the helpdesk.

WP 7: Investment Priorities

Strengthening KRG's capital investment and development planning through KDMS

The Kurdistan Development Management System (KDMS) is a digital platform used by the KRG MOP to select, implement and follow up service delivery capital investment projects and is similar to the GOI MOP IDMS. The KDMS was designed by the World Bank in 2012, but the system was underutilized, as only a few senior-level staff at the MOP knew how to use it. The ministry lacked the time and budget to train other staff. The MOP requested IGPA/Takamul's support to help train other MOP staff and line ministry and provincial staff on KDMS.

IGPA supported the KRG MOP, line ministries, and governorates with two training phases. The first phase was held in 2019 to train 123 officials from KRG line ministries and 31 officials from provincial planning departments on the fundamentals of the system. For the second phase, IGPA trained 50 government staff from the MOP, line ministries, and governorates after the system was upgraded to enable line ministries and governorates to have direct access to KDMS to enter their capital project information.

In August, IGPA/Takamul started a series of three-day workshops on the KDMS for KRG line ministries and governorates. The first workshop was on August 10 to 12, 2021 and the second one was held on August 15 to 17, 2021 for 54 government staff (29 female, and 25 male). The workshops focused on training MOP and line ministries to enter investment projects data into the system and track implementation progress for reporting and transparency purposes.

For Year 5&6, the MOP will hold a final brief training session with IGPA support for the trained staff to make sure of accurate data entry for pilot projects before giving the trained staff full responsibility for data entry. Each line ministry and governorate will have the capacity and responsibility to enter project proposal and implementation data directly into the system, freeing the MOP to manage progress at a more strategic level.

WP 7: Investment Priorities

Improving the PFM capabilities of vocational training centers

During Q4, IGPA/Takamul initiated an effort to improve the budgeting and PFM capabilities of the accounting units of the Department of Labor and Social Affairs (DOLSA) that manage the financial affairs of the vocational training centers (VTCs) in five target provinces – Basrah, Babil, Najaf, Anbar, and Wasit. The Project conducted training needs assessments in five areas for skills and knowledge improvement: These are: 1) PFM Law basics, 2) operating budget preparation, 3) annual final accounts preparation and reporting, 4) governmental accounting system, and 5) audit and internal controls

The Project developed training materials for a five-day workshop for the provincial DOLSA accounting staff for the target provinces, which will be held in Years 5 and 6 in October 2021. The training will cover the five budgeting and financial management topics and will also include training on

how to use the IGPA-developed operating budget preparation toolkit (worksheet tool and guidebook) and tools for preparing monthly and quarterly reports.

The training and capacity building program will enable the DOLSA accounting staff to better manage the provincial VTCs financial resources to carry out their mandate to build vocational technical skills of students to prepare them for gainful employment. This activity is implemented in coordination with Objective 1.

KRG VTCs. IGPA/Takamul is supporting the KRG Ministry of Labor and Social Affairs (MOLSA) VTCs to improve their PFM processes to effectively use their resources to support more citizens to receive vocational trainings and skills and provide them with job opportunities afterwards.

On September 21, GPA assessed Erbil and Sulaimaniya VTCs to collect the information needed to design a training course to improve their PFM capabilities. To identify capacity and skills gaps, the Project also reviewed the relevant PFM regulations and studied how the VTCs' finance staff implement them. Managers of the Accounting and Finance Section of the VTCs stated that there are gaps within the knowledge and the overall capabilities of the finance and accounting staff. According to the information gathered from the Finance staff they have not received any capacity building training courses in the field of accounting and finance.

Based on the assessment results, the Project will provide targeted training programs for the VTCs finance staff at the VTCs on the relevant PFM topics and MOF procedures and regulations. Following the training program, the Project will then provide on-the-job training for the VTCs staff on proposed improvements related to the management of public finance issues. The training and follow up sessions will be conducted in Q1 FY22.



OBJECTIVE 3: STRENGTHEN MONITORING AND OVERSIGHT OF SERVICE DELIVERY AND PUBLIC EXPENDITURE

Indicator	Planned Target for FY21	Total Achieved during FY21	% Achieved during FY21
Number of mechanisms developed or implemented to establish effective citizen participation, outreach and communication	22	16	73% ⁸
Number of interventions implemented by IGPA/Takamul-supported CSOs and SAGs	34	12	35% ⁹
Number of CSOs receiving USG assistance engaged in advocacy interventions	28	6	21% ¹⁰
Number of policy changes by provincial government as a result of advocacy interventions implemented by CSOs/SAGs or TWGs	5	4	80%

⁸ IGPA was able to reach 73% of this indicator despite challenges such as the government shutdown due to demonstrations and other security factors that impeded CSOs to effectively engaged with provincial governments.

⁹ Implementation of this indicator faced multiple challenges due to very limited engagement between the government and CSOs due to lack of government's cooperation, turnover of government officials, or relocation of senior staff, in addition to CSOs' tentativeness due to the unstable political situation.

¹⁰ Upon the restructuring of the work plan, most of the planned CSO activities were canceled, thus, the limited CSO engagements this Year 4.

Under this objective, IGPA/Takamul works to develop good governance practices that align citizen needs with government planning and public service delivery. Specifically, the Project focuses on ensuring government transparency, accountability, and oversight of government service delivery. As such, IGPA develops strong relationships and partnerships with the government, citizens groups, and partner organizations. In addition to encouraging government engagement with citizens, IGPA ensures that the underserved marginalized communities are provided equal access to services and channels of communication with local government. Overall, these activities are designed to increase efficiency in public service delivery, empower citizen groups to advocate for change, enable the government to be responsive to citizen concerns, and build citizen confidence in their government.

Following are Objective 3's accomplishments this FY21:

- **Narrowed the gap between citizens and local governments** and allowed for discussion to convey citizen concerns to federal and regional governments through the development of CSO instruction guide and standard operating procedures (SOP) for the Department of Non- Government Organizations (DNGO), provincial Civil Society Organization (CSO) Offices, Governor's Offices, and local CSOs. IGPA focused its interventions in Anbar, Basrah, Baghdad, Babil, Ninewa, Najaf, and Wasit during this year and will expand to other provinces during Year 5&6.
- **Improved the government's responsiveness to citizen needs** for service improvements through the:
 - Establishment of Technical Working Groups (TWG), a government-civil society team, in seven provinces, to tackle ongoing service delivery issues through advocacy for municipal repairs and enhancements and implementing water use awareness and cleaning campaigns.
 - Re-engineering the process of raising complaints to the Complaints Departments within the Governor's Offices making it easier for citizens to voice complaints to the government.
- **Increased transparency and government accountability** in responding to citizen needs through the development of the decentralization website hosted by the Higher Commission for Coordination among Provinces Secretariat (HCCPsec) to link the federal and local governments, and the local governments with the service directorates in provinces.
- **Improved the service delivery and accountability of local government** by supporting public participation in the budget preparation process in seven provinces to increase citizen ownership and accountability of governmental entities.
- **Improved the coordination and reduced the duplication of efforts among international and local development actors**, donor programs, and NGOs in Ninewa, Anbar, and Basrah through the establishment of CSO Coordination Board to facilitate and harmonize the work of international and local development actors in provinces to encourage greater transparency and focus on service improvements.
- **Enhanced the role of youth in KRI in improving services in communities and engaging in the decision-making process** through the establishment of Youth Councils and training their members with the support of the Kurdistan Parliament's Youth and Culture Committee.

RESULT 3.1: Strengthen capacity of selected provincial institutions to establish effective citizen participation and outreach mechanisms

Supporting the development of HCCPSEC-hosted decentralization website

During FY21, the HCCPSEC Higher Commission for Coordination among Provinces Secretariat (HCCPSEC) approved IGPA/Takamul's proposal to create a website that focuses on decentralization to advance effective, accountable, and transparent governance in Iraq. IGPA completed the website's concept and design and the beta site was launched in February. The Project trained 50 staff from the HCCPSEC and 15 provinces on the development and maintenance of the website (see photo below). A complementary workshop on writing content and media will be presented by an IGPA Change Agent, who has a PhD degree in media and currently heads the Media Department in Anbar Governor's Office. The planned workshop will be conducted in October.



Activities Implemented under this undertaking includes the design and the development of HCCPSEC decentralization homepage; merging old Facebook pages; and creating secondary navigation pages, survey tool for the HCCPSEC website, archiving system, and communication tools. Due to the nature of this activity, it is still in progress and will continue through Years 5&6. When fully functional, the website will become a communication tool to foster transparency between and among government entities and citizens.

Increasing citizen participation in the KRI's budget planning process

Through this activity IGPA/Takamul provides a mechanism through which citizens can express their priorities for upcoming budgets and build the capacity of CSOs to collect this information and advocate for the priorities identified. With this activity, IGPA brings citizens and the government together to discuss citizen concerns and needs through public hearing sessions.

During the reporting period, IGPA supported the Kurdistan Regional Government's (KRG) Ministry of Planning (MOP) to increase public participation in the development and prioritization of the regional budget. The Project, through local CSOs, promoted the conduct of awareness campaigns,

use of electronic questionnaires, and hearing sessions to enable citizens to raise their needs and priorities, and be considered in the government's budget planning.

On September 13-14, IGPA/Takamul trained 15 KRI CSOs on the citizen participatory budgeting process and their role in monitoring the process to encourage citizens to participate in the public budget formulation process. The CSOs will conduct surveys and convene focus group discussions with citizens to support the overall process and monitor the budget. IGPA's two other Objectives collaborated to implement this activity, to provide a mechanism through which citizens can express their priorities for the 2022 budget and build the capacity of CSOs to collect this information and advocate for these priorities.

This activity will continue into the next program year as the KRG MOP is yet at the final stages of approving the final draft of the survey questionnaire. The questionnaire contains 10 questions on citizen priorities in different areas like services, health, education, infrastructure, communication, and the environment.

Establishing a coordination board to coordinate and harmonize INGOs/CSOs efforts in Ninewa

IGPA/Takamul supported the establishment of CSO Coordination Boards (CSOCB) to promote cooperation and harmony among international and local development actors with the provincial governments. CSOCB promotes coherence to activities, avoids or minimizes duplications, and ensures appropriate and equal assistance to all populations. This activity, which was completed a few days after the end of FY21, was initially introduced in Ninewa. Due to the successful implementation of this activity, it was replicated in Anbar and Basrah. Key among the work accomplished in this activity are building the capacities of the CSOCB secretariat and members on their roles and tasks and the creation of E-form to track projects and activities that are implemented by international and local CSOs in said provinces.

In Ninewa, more than 95 projects of INGOs/CSOs had been reported to the CSOCB during August and September 2021, using the e-tracking form developed by IGPA/Takamul. The first CSOCB meeting was conducted in Ninewa in September participated by 57 high-ranking local government officials, INGOs, and CSOs.

This activity is completed, but IGPA staff will continue evaluating the impact of CSOCB.

Improving provincial transparency through communication and outreach

Through this activity, IGPA builds the capacity of Technical Working Groups (TWG), Media Departments of Governor's Offices, service delivery directorates, and local CSOs to conduct effective communications and outreach activities. Activities include using communications mechanisms to engage with their constituents to identify and solicit feedback on both service delivery concerns, and the actions taken by government to address them.

The technical working group (TWG) is a semi-formal coalition of CSOs and government representatives from the Governor's Office and Water and Municipality Directorates. Created by IGPA/Takamul in Baghdad, Anbar, Basrah, Ninewa, Wasit, Najaf, and Babil, the TWG collects and acts on citizen complaints and service delivery problems and notifies the relevant service directorates. The TWG also leads campaigns with participation from CSOs and the local governments.

SUCCESS STORY

Harmonizing the profusion of development efforts

The slew of development work and actors in three Iraqi Provinces needed to be organized for optimum efficiency and result, a task that is successfully done by a coordination board.

With a bevy of organizations working to support the reconstruction of provinces affected by the destructive sweep of ISIS from 2014 through 2017, it became necessary to organize the volume of support that eventually poured into affected provinces such as Ninewa and Anbar.

“We were overtaken by the volume of random work by non-governmental and civil society organizations. Every help is welcome, but it reached the point that we needed to have a system to coordinate all the good work being done by the local and international organizations,” said Mr. Ali Omer, Deputy Governor for Internally Displaced Persons (IDP) and NGO Affairs in Ninewa.

In the early part of 2021, IGPA/Takamul worked with the governorate of Ninewa to establish an NGO coordination board. Soon, the provinces of Basrah and Anbar followed the lead. The coordination board is comprised of various governmental entities such as the NGO, planning, construction, service affairs, and women’s departments, including service directorates

and civil society groups. IGPA supported the boards to develop their by-laws and trained the members in managing large groups as well as in tracking, monitoring, budget management, auditing, and advocacy. The coordination boards expanded their collaboration to include the UN Office for the Coordination of Humanitarian Affairs to further harmonize development actions.

“Our first task was to make a registry of the different actors in Ninewa through an electronic registration campaign, with the assistance of IGPA,” Mr. Omer revealed. In Anbar and Basrah, an electronic registration of civil society groups was also launched.

At the first full meeting of the board with national and international CSOs and development organizations in September 2021, Mr. Omer reported: “Now we know who is doing what, where, and why, and more importantly whether the activities align with the priorities of the governorate and the needs of citizens.”



Baghdad's TWG cleanliness campaign includes distribution of children's coloring books showing basic cleanliness in their surroundings

Communication manuals. Under this activity, IGPA/Takamul supported the TWGs to develop communications manuals to enhance local government communications programs. The TWGs used manuals under IGPA's technical guidance from IGPA to launch and participate in numerous campaigns serving communities. Campaigns and interventions vary from cleaning, proper disposal of waste to awareness campaigns such as measures against COVID-19 infections to service delivery actions such as maintenance of sewage and water networks. In Babil, for example, a TWG member led a comprehensive study about environmental risks and proposed measures for water and solid waste management in the province.

The provincial governments also used the communication manuals to enhance internal communication among their service entities and to foster public outreach. The manual includes guidelines, tools, and activities, especially for social media platforms that TWG adopts to track complaints, hold awareness campaigns, and organize symposiums. These manuals were approved by the TWGs and provincial governments and were circulated internally within provincial-level entities.

Assessments of communication and public outreach. This activity also supported the assessment of institutional communication and public outreach in the seven targeted provinces. The online assessment targeted Media Departments of Water, Municipality, and Municipalities Directorates apart from the those in Governor's Offices in Anbar, Babil, Baghdad, Ninewa, Basrah, Wasit, and Najaf. The assessments gauged the capacity of media departments in service directorates in utilizing the communication tools that reached out to citizens and encompassed technologies used, capacity building for media staff, outreach strategies, coordination with other departments, handling challenges, and transparency. Based on the outcome of assessments, IGPA supported the

media staff in service directorates in seven provinces to build their communications skills through trainings on effective messaging and graphic design.

IGPA also supported awareness campaign initiatives undertaken by CSOs in target provinces through the TWGs to implement citizen-focused communication programs on water services, SWM, and other potential community threats or crises as part of its self-reliance and sustainability strategies. The IGPA-trained TWGs worked jointly with CSOs to conduct broad awareness campaigns under the IGPA's technical guidance and in collaboration with service directorates. TWG initiatives are regularly published on social media pages of targeted provinces and service directorates. Examples of such initiatives are found in these sites: [Basrah](#), [Basrah I](#), [Baghdad](#), [Baghdad Amanat](#), [Ninewa Province](#), and [Mosul municipal](#) services. Below are photos from Basrah's Municipality Directorate's activities to clean up rivers.



Here are selections of TWG activities during FY21:

Wasit. The provincial government invested \$4,100 for repairs and maintenance of water facilities in response to citizens' complaints collected by the TWG. The repairs benefitted 11,500 citizens in al-Hawi and Syaid Thamer neighborhoods in al-Kut

Baghdad's CSO campaigns for sewerage upkeep. On September 22-23, IGPA's CSO partner and TWG member *al-Tebaa* implemented a two-day awareness drive on the proper use of the sewerage network in the Jesser Diyala sub-district. This campaign, conducted in coordination with the Sewerage Directorate, reached out to more than 600 individuals from both residential and commercial areas and collected concerns to bring to the attention of the local government.

Baghdad's long running clean-up drive. With Baghdad Municipalities Directorate and al-Jisr Municipality Directorate, the TWG implemented a long-running campaign dubbed *#by your service, we rise, and with your cooperation, our city will be nicer and more beautiful*, with activities such as awareness and cleaning drive, distribution of trash containers, and rehabilitating Salman Bak.

Baghdad Amanat's #Baghdad Renaissance campaign. With Baghdad al-Jedeedah Municipality Directorate, TWG implemented *#Baghdad Renaissance*, a cleanliness campaign with activities such as street cleaning and beautification of parks and green spaces; distributing brochures and asking citizens to cooperate in cleaning canals and sewage lines; while encouraging citizens to raise their complaints through *Facebook*, *WhatsApp*, and hotline.

Basrah. Forty members of CSOs, volunteers, provincial government staff, Citizen Affairs Department, CSO Office, Voluntary Work Committee, and service directorates held a cleanliness and water conservation campaign in al-Qibla and al-Hakim neighborhoods. Partner CSOs printed 2,000 informational brochures and flyers for distribution to residents. The Basrah media and other sites covered the event (photos below).



Wasit's awareness campaigns generate more revenues. Wasit's TWG and the Water Directorate started a door-to-door awareness campaign to encourage citizens to pay for legal water services and stop illegal tapping. The Water Directorate witnessed a noticeable increase in citizens' payment of bills from the TWG-led campaign on April 1 and 2, collecting over \$4,000 in al-Qadah neighborhood. Work is underway in the directorate to complete the numbering of houses and receive new subscriptions to water connections.

Babil's TWG hosted doctor to speak about COVID-19 vaccination. On September 7, the TWG and Babil CSOs hosted a family medical doctor to speak about COVID-19 vaccines. All the attendees, CSOs, and local government representatives share the message, "Herd immunity makes it hard for the virus to spread from person to person. It protects those who cannot be vaccinated, like newborns or people who are allergic to a vaccine." This message generated thousands of shares since the first hours of its posting on social media.

Basrah received citizen feedback on-air. On March 2, the TWG aired the second episode of *Citizen Observer*, a weekly 45-minute radio program on Basrah Voice Radio, which discusses various topics related to solid waste management (SWM) and water services in the province. The program also receives comments and feedback from listeners. The second episode was hosted by Basrah Municipality Directorate official and discussed the directorate's plans and projects, including planting trees and cleaning campaigns.

Anbar's CSOs lead cleaning and greening campaign. On August 29, 2021, Anbar CSOs *Shababyoon* and *Ramadi al-Khair* conducted two awareness campaigns with the Ramadi Municipality Directorate in Ramadi City. During the campaign, more than 500 flyers were printed and distributed. Both CSOs participated in the campaign to serve approximately 1,000 beneficiaries. The first campaign was an awareness campaign to clean public areas and street pavements and encourage the people in the neighborhoods to conserve water. The second campaign was about the upkeep of green spaces to keep the environment clean and healthy.

See a screengrab below and watch: [Anbar's greening campaign](#).



This is a great initiative that brings hope for a better tomorrow as it was all by volunteer civil society groups hoping for a brighter future.

Najaf takes successful water fee payment campaigns to commercial areas. Fresh from the success of the awareness campaign in residential areas, the Najaf Technical Working Group (TWG) and the Water Directorate replicated the campaign in a commercial area for four days that began on April 11. The auto sale fair is a business strip where auto yard owners subscribe to water services but have not been paying fees, in addition to illegally connecting to water pipes. Following the campaign, the union head pledged to meet with owners and impose legal action against illegal connections. The campaign netted more than \$3,000 in fees.

Fees from water subscribers expand water services in Najaf. Following the success of the water subscription campaign led by two Najaf Change Agents, the Najaf Water Directorate, in coordination with the TWG, laid out a 1,500-meter water pipe to extend and feed into the areas of al-Milad, al-Nidaa, and al-Bayati neighborhoods with about 3,000 residents. The cost of the new water pipe network is estimated at IQD25 million, which will be generated from fees to be paid for by new subscribers. The new water pipe network will provide better water service for more than 3,000 citizens. See success story on page 86.

Najaf governor led a massive cleaning campaign. Due to the long Eid holidays and the inability of the local government to pay the salaries of trash collectors, mounds of trash have accumulated in many neighborhoods throughout the city. To remedy the situation, Najaf Governor Luay al-Yasisri personally led the TWG and Municipality Directorate in a seven-day cleaning

campaign beginning May 22 in northern Najaf. The governor mobilized 54 heavy trucks and vehicles; 98 governorate and municipality staff; 30 members of volunteer organizations *Khaimat al-Iraq*, *Women's Hopes Achievement Association*, *Tiwa Educational Association*, *Health Professionals Organization*; and youth volunteers. Aside from cleaning and removing trash, the campaign delivered posters and trash bags to households. The governor directed the Najaf TWG and his advisor, who is also an IGPA Change Agent, to increase cleaning campaigns in other districts and to coordinate with the Kufa Mosque administration to use their resources. The campaign was budgeted at \$30,000. The TWG and Change Agent recommended these actions to the governor based on their outreach plan that was developed with IGPA's guidance.



Wasit governor empowers TWG and names its cleaning campaign a model. In May, the governor of Wasit provided the governorate's TWG members with two-way radio units to enhance communication between the team and the directorates. In addition, the governor granted the TWG authority to use the heavy trucks and shuttle vehicles of the service directorate to make its work more efficient. On July 19, the governor exhorted al-Kut Municipality Directorate to prepare a plan modelled after the TWG cleaning campaign. In a letter, the governor considered the plan ideal, citing good techniques such as the strategic use of equipment, musical garbage alerts, informational materials, and personal interaction with residents. The governor requested that the directorate prepare a daily plan for a three-month cleaning campaign within al-Kut District and prepare fliers specifying the garbage truck drivers' vehicle number, mobile phone, and collection schedule.

A member of the Wasit Technical Working Group and CSO Abaad distributes posters and brochures to encourage neighborhoods to save water and be informed of trash collection schedules in al-Shuhada, al-Kut.



SUCCESS STORY



The TWG comes knocking!

Composed of civil society organizations and government representatives, the Technical Working Group (TWG) works both ends of the accountability rod, calling out the government and citizens alike in the interest of the common good.

The citizens of Najaf suffered from chronic water shortages. “Water from the tap was always weak and some days it would be totally dry. We would stay up late at night to collect water or buy water for drinking and household use,” laments Asa’ad Khalil, a resident in the al-Milad neighborhood.

There were several reasons for this problem. As Water Directorates became self-financed with the government decentralization transition, they were unable to fund routine operations and maintenance. Their revenue from water fees was low as households did not pay their bills. Illegal connections were rampant, which weakened the integrity of the water network, denied the government its rightful revenues, and undermined conservation as water became a “free” commodity.

The Najaf Water Directorate requested the provincial Technical Working Group (TWG) to come up with solutions to address the water problem. IGPA/Takamul organized and trained the TWG, a semi-formal coalition of civil society organizations (CSO) tasked to help the government improve basic citizen services. The TWG laid out a plan to conduct a subscription campaign in areas where the water problem was widespread, specifically al-Bayatti Housing Complex and the two zones in al-Barrakya.

Mr. Ahmed al-Hilo, the governor’s advisor and Najaf TWG acting manager, led the team composed of IGPA-trained Change Agents, Social Accountability Group, and CSOs. The members knocked on every door asking residents to subscribe to water services or pay their arrears. Most of the TWG members had attended IGPA’s community outreach and advocacy trainings and developed informational materials, which they used in the campaign.

At the end of the four-day drive, the team had enlisted 831 new subscribers. “The TWG and CSOs did a great job convincing many households to legalize their water connection. We reached 78 percent of our target in less than a week!” exclaimed Ayed Abduaridha, Head of Najaf Water Directorate’s Revenue Department. Moreover, the campaign directly generated a stream of revenues of IQD 10 million (\$6,900) a month.

“In the past, the Water Directorate provided a 3 percent incentive to bill collectors to encourage higher collection, but this was stopped in 2019 due to the budget deficit. Our water fee collection went down. Thankfully, we have the TWG, the CSOs, the SAG, and Change Agents to help us persuade the citizens to fulfill their obligation,” Mr. al-Hilo concluded.



Wasit government responds to citizen concerns. More than 9,000 citizens from al-Hawra and al-Karidia neighborhoods thanked the Water Directorate, TWG, and the provincial officials for timely repairs to the water system that restored potable water service on July 9 and 10. The Wasit governor also ordered the installation of four fire hydrants and extension hoses within the commercial district and hospitals in al-Kut to prepare for fire emergencies like those that happened in other provinces recently. *See photos of these activities above.*)

Strengthening linkages between DNGO and provincial CSO Offices

The objective of this activity is to provide training, mentoring, and technical assistance to the federal, regional, and provincial CSO Offices to serve as the main interface between citizen groups and the Iraqi government for registration, reporting, monitoring, and assisting CSOs to implement effective advocacy campaigns. IGPA facilitated the establishment of CSO Offices in Anbar, Babil, Baghdad, Basrah, Erbil, Najaf, Ninewa, and Wasit.

Federal DNGO. During this reporting period, IGPA/Takamul worked with the federal Directorate of Non-Governmental Organizations (DNGO) to develop the CSO Guidebook and standard operating procedures (SOP) for the DNGO, provincial CSO Offices, Governor’s Offices, and local CSOs.

IGPA engaged with the DNGO to cultivate its partnership with CSO Offices and local CSOs and improve the capacities of DNGO and CSOs Offices staff. On June 8-9, the first workshop to strengthen the linkage between the national DNGO and the CSO Offices in Baghdad, Anbar, Wasit, Najaf, Ninewa, Basrah, and Babil was conducted. Topics discussed included communication flow and relationships between the DNGO, CSO Offices, and civil society groups in their respective provinces.

During the first workshop, IGPA rolled out the first draft of SOPs. These SOPs outline the technical role of the DNGO and the administrative role of the Governor’s Office with reference to CSO Offices operations.

IGPA/Takamul engaged with the DNGO to finalize the SOPs, after which the DNGO director-general formally signed the directive urging all provinces to establish CSO Offices as well as adopt

the standard operating procedures (SOP) technically linking all CSO Offices with the DNGO. The SOP outlines mechanisms to bring to the fore citizen needs and priorities with the aim of soliciting enhanced government response and service delivery. The SOP also calls for improved communication and coordination with departments of Governor's Offices with the local civil society groups. IGPA will continue to provide support to the DNGO to establish CSO Offices in other provinces.

Kurdistan's DNGO. During this reporting period, IGPA/Takamul also supported the KRG's Department of Non-Government Organizations (KDNGO) in completing the annual financial report and developing new procedures to mainstream the financial reporting process.

On July 28-29, IGPA conducted a two-day training on archiving and tracking systems for the 13 staff (3 women, 10 men) of the KDNGO to improve tracking documents and systematic archiving to standardize record-keeping and protect legal, financial, performance, and registration records. The two-day training provided an overview of both theoretical and practical use of the archiving and tracking system and how they work within the government (*see photo below*).

This training recognized the need for a modern database on an archiving system to store thousands of NGO and CSO documents across the region as part of the KDNGO's monitoring, licensing, registration, and evaluation responsibilities. The KDNGO began working on developing a new electronic archive system that ensures data and documents are safe, stored, and archived.

On August 25, IGPA conducted a two-day training starting for the staff of the KDNGO on planning, monitoring, and evaluation processes. The training aimed to create a successful monitoring and evaluation system for the KRI CSOs' activities. The Project introduced basic monitoring and evaluation concepts and initiated the design of a monitoring form for site visits to CSOs activities, complaint follow-up, and institutional assessment. After the training, the KDNGO issued a new regulation on annual financial reporting for civil society groups to follow. The new regulation shortened the average time of reviewing and responding to CSOs' financial reports to one week. Through these trainings, IGPA guided the newly appointed staff on how to best apply monitoring and evaluation techniques to development work and CSO operations.

WATCH [ANBAR CSO's support to fight COVID-19](#).

This activity will continue into Years 5&6.

Enhancing engagements between government entities and civil society organizations

This activity aims to actively engage CSOs in activities of provincial government counterparts in collaboration with the CSO Office. The Project will highlight CSOs' abilities and benefits of robust, practical citizen-government dialogues as a communications approach for citizen engagement on service delivery issues.

Under this activity, IGPA sought to highlight the role of CSOs in provincial activities and to develop the capacity of the Joint Centers for Monitoring and Coordination (JCMC), Performance Evaluation Departments (PED), Provincial Women Empowerment Departments (PWED), Citizen Affairs Department, and the Provincial Planning and Development Councils (PPDC) to gauge citizen satisfaction toward service delivery in addition to enhancing their role in advocating for and responding to citizen priorities.



In Q4, IGPA successfully completed a series of workshops held virtually with targeted CSOs and the heads of JCMC, PED, PWED, Citizen Affairs Department, PPDC, and CSOs Offices in seven target provinces. In July, IGPA launched the second round of in-person workshops for 170 participants. IGPA/Takamul supported a two-day workshop for 144 participants from Basrah, Baghdad, Anbar, Wasit, Najaf, Babil, and Ninewa participants. (See above photos of CSO members in a workshop in Ninewa.)

RESULT 3.2: Enhance public capability and willingness to participate in planning, monitoring, and evaluating public services

Promoting open government to improve citizen oversight and government accountability

IGPA is working with government policymakers to implement policies that will require the government to publish financial data and planning documents. Improving access to this information affords citizens the opportunity for better oversight and government accountability. For this activity, IGPA will highlight the role of volunteers and the Social Accountability Groups (SAG) organized by IGPA in the provinces of Baghdad, Babil, Basrah, and Ninewa. Also, under this activity, IGPA supported selected provinces to activate the Voluntary Work Committees (VWC), which were created under the direction of the prime minister to foster a spirit of volunteerism within the public sector.



The provinces of Anbar, Babil, Baghdad, Basrah, Najaf, Ninewa, and Wasit developed unified standard operating procedures (SOP) that will govern the work of private sector volunteers in their provinces. These guidelines were the outcomes of a workshop from June 22-23 facilitated by IGPA/Takamul. The Project’s work to mainstream civil society engagement in governance resulted in a vibrant civil society and government partnership and now needs to be coordinated in a unified fashion across different provinces (see photo below). The Project is supporting selected provinces to activate the Voluntary Work Committees (VWC), which were created on the prime minister’s directive to foster a spirit of volunteerism within the public sector.



Following the release of these guidelines, participating provinces conducted their own activities:

Basrah. The governor of Basrah approved the VWC guidelines, which was announced during a meeting on August 2 to discuss the VWC work plan and IGPA’s support to implement the plan. To test the soundness of the guidelines, the VWC launched an integrated campaign in al-Maqal in which several provincial directorates participated. The guidelines were revised based on the results of this campaign.

Wasit, Najaf, Babil, and Anbar. On the first week of August, the governors of Wasit, Najaf, Babil, and Anbar approved the guidelines of the VWC and directed all departments and directorates to adopt these guidelines. The governors issued a circular to introduce the VWC and explained the importance of volunteerism within the government, citing the order of the prime minister and the government’s White Paper reform initiative.

Ninewa. The VWC guidelines were approved by the governorate on August 8. The guidelines were circulated among the established VWCs in government directorates and with CSOs and volunteer groups in Ninewa Province.

On September 2, IGPA held a one-day workshop for SAG and VWC members from Baghdad and Ninewa. The gathering focused on social media platform management and database creation to be utilized for advocacy, reporting, and management of voluntary work in each province. On September

9, the Project conducted the same workshop for members from Babil and Anbar. These platforms will also be used to manage and assign roles and responsibilities to volunteers working in both provinces. Participants identified the target audience and time frame for various platforms as well as a corresponding database to store information. These platforms will be used to publish financial and planning data for public awareness as part of the civil society's oversight and government accountability functions promoted by IGPA.

At the end of Q4, the Anbar governor formally authorized SAG and VWC to develop a database and directed all relevant parties to work accordingly. This came as a result of the SOP procedures on volunteerism developed by IGPA in consultation with the VWC and SAG as a sustainable tool to improve transparency in government projects, including those by civil society organizations and volunteers. This activity is part of IGPA's work with the government and civil society to implement policies that will require the government to publish financial data and planning documents. Improving access to this information affords citizens the opportunity for better oversight and government accountability. The role of volunteers and SAG organized by IGPA is highlighted in this partnership.

Establishing a youth council in each of the KRI provinces

In January 2021, IGPA/Takamul commenced its support to the Kurdistan Parliament's Culture, Civil Society, Sports, and Youth Committee to establish Youth Councils in each of the four provinces in the Kurdistan Region of Iraq (KRI). This activity has four objectives:

- Increase the youth's political and public participation to provide the Kurdistan Regional Government (KRG) with appropriate ideas and mechanisms for good governance.
- Reduce the gap between the young generation and the government.
- Empower the youth of KRI.
- Build more trust between the government and the citizen by involving the youth in governance.

The youth plays an essential role in a democratic society, in supporting new political leadership, and advocating for equal participation in governance. However, in the KRI, youth concerns are often disregarded due to cultural mindset, political dynamics, and disinterest among the youth themselves. According to the Kurdistan Parliament's Youth Committee, the young people in Kurdistan feel disenfranchised as they perceive that the government does not seem to consider their concerns as a priority. Member of Parliament Salma Fatih, head of the Youth Committee, revealed in an interview by IGPA/Takamul that Kurdistan is currently experiencing heavy and steady out-migration of young college-educated Kurds seeking opportunities elsewhere.

IGPA/Takamul selected 24 youths from Erbil, Sulaimaniya, Dahuk, and Halabja to comprise the core group that will establish the youth councils. The selection criteria include age, ethnic diversity, education, experience, interest, and willingness to serve. In Q4, IGPA trained the selected youth leaders on a range of skills, including good governance, accountability, strategic planning, and advocacy. On April 28, IGPA/Takamul conducted a two-day training for 24 youth volunteers (14 females, 10 male) from ethnic groups from the Kurdistan Region as part of the effort to establish youth advocacy groups across the region.

WATCH the message of youth leader [HAWSHIN NAMIQ](#) from Halabja.

INSIGHT

Diband Ibrahim
Youth Council Member
Erbil

“We are 24 young people at the KRG Youth Council coming from various backgrounds and different Kurdistan cities. We believe that the youth should be active in government decision-making processes.

Thanks to the support of the IGPA/Takamul project through which we received training on good governance, advocacy, selecting the right campaign strategy, and other relevant topics. IGPA motivated us to try to be part of solving youth issues and to play a more active role in the society, especially actions that would impact our future.

Such support from the international community, particularly USAID, gives young people more enthusiasm to understand the importance of staying in the country and trying to take initiatives, even if small, at the neighborhood, village, or city level.

During the Youth Conference on September 27, 2021 that was sponsored by IGPA, we formed a social media group so that all of us members can keep easily communicate about our plans and activities. We are planning to conduct youth activities in each of our cities—in Erbil, Sulaimaniya, Dahuk, and Halabja—and we will duplicate the useful and successful activities in other areas. “



The training aimed to develop the participants’ basic understanding of advocacy and oversight, increase their knowledge of best practices, and build their skills to identify the needs and priorities of the youth (see photo above).

On June 16-17, 20 youth activists from Erbil, Sulaimaniya, Dahuk, and Halabja participated in a strategic planning workshop to gain an understanding of strategic planning and prioritizing the needs of the youth in the Kurdistan region. The outcome of the workshop was a draft strategic plan that includes commonly identified issues among the four provinces and recommended solutions. The plan will be shared with the Kurdistan Parliament for incorporating into government programming and budgeting.

The result of these trainings was the development of a Youth Strategic Plan. The youth activists hope that through the Youth Strategic Plan, which voices their aspirations and includes strategic and practical suggestions for the government, KRG leaders and legislators will institute meaningful short- and long-term youth development programs.

On September 27, in a conference dubbed the “Kurdistan Youth’s Way Forward,” youth leaders presented their strategic plan to the regional government. Addressing the 24 Youth Council members representing Dahuk, Erbil, Halabja, and Sulaimaniya, US Consul General Robert Palladino said: “You have the responsibility of calling the attention of your local leaders to provide meaningful and realistic suggestions, as well as collaborating with your local government officials and community leaders to implement development programs for the youth and the community.”

At the second half of the conference, the youth leaders participated in two panel discussions. The first yielded the following challenges: 1) lack of job opportunities in the private sector for new graduates due to required years of experience; 2) limited job opportunities due to nepotism and priority only for graduates from well-known private universities; 3) Kurdistan youth competes with foreign workers in jobs; and 3) the inability of the youth to start their own businesses due to, among others, the exorbitant fees to register a new business—around \$2,000 in Kurdistan.

SPOTLIGHT



Kurdistan Youth's “Way Forward”

Kurdistan’s youth leaders presented their strategic plan to the regional government voicing their aspirations and practical suggestions for the government and for the KRG leaders and legislators to institute meaningful short- and long-term youth development programs.

Addressing the 24 Youth Council members representing Dahuk, Erbil, Halabja, and Sulaimaniya, US Consul General Robert Palladino said: “You have the responsibility of calling the attention of your local leaders to provide meaningful and realistic suggestions, as well as collaborating with your local government officials and community leaders to implement development programs for the youth and the community.”



For the second panel discussion, recommendations and solutions discussed included the following:

- Engage youth participation in designing the KRG vision 2030 through public discussions, meetings, and surveys.
- Increase youth participation in public issues and youth-related programs.
- Activate the Social Security Law to encourage private sector companies to register in the social security system.
- Provide internship and volunteer opportunities for new graduates in private companies and universities and NGOs; and the Ministry of Labor and Social Affairs (MOLSA) to provide financial support for these internship programs.
- MOLSA to develop Technical and Vocational Education and Training Centers for disadvantaged youth.
- With the support of the private sector, the government creates job programs for youth and fresh graduates.
- CSOs, private universities, and institutions create skills-building programs for youth, such as training courses using the internet.

For the next steps, the youth leaders will:

- Establish a follow-up committee comprised of council members, CSOs, and parliamentarians from the Culture, Civil Society, and Youth Committee to discuss recommendations and action plans.
- Share the final version of the strategic plan and recommendations with relevant government entities with the support of parliamentary committees and IGPA/Takamul.
- Build coalition with other youth groups, CSOs, international organizations, and the Kurdistan media to launch an advocacy campaign.
- Conduct cost-effective online advocacy campaigns or tap IGPA's help to support the youth councils.
- As a self-learning initiative, the youth council members will find opportunities to enhance members' skills in developing CV, job search and effective job interviews, English language, computer, communications, conflict management, other high-demand IT skills.

The conference was also attended by Member of Parliament Salmah Fateh, who leads the KRG Parliament's Youth Committee; and, Professor Serwan M. J. Baban, KRG Chief Scientific Advisor, who represented President Nechirvan Barzani. This IGPA/Takamul activity aims to increase the youth's opportunities for interaction and participation in the government decision-making process and expand their involvement in development planning.

The Youth Council is to be directly linked with and sponsored by the KRG Parliament through the Culture, Civil Society, Sports, and Youth Committee under MP Salma Fatih who leads the KRG Parliament Youth Committee. The Committee will follow up with the youth council and the KRG MOLSA and MOP. Through the Committee, the youth council will start voicing their community needs to Parliament and local government. IGPA staff will assist the youth council in establishing an NGO to be registered officially and get DNGO support.

As part of Year 5 activities, IGPA will support the establishment of transparency mechanisms, and the Youth Council will be a great partner to implement IGPA activity and set the required transparency mechanisms. IGPA will also support the youth council through other IGPA activities, such as power preservation and smart meters awareness campaigns, environmental and clean energy

campaigns, and participatory budget preparation processes. Their involvement in these activities and others such as monitoring the progress and quality of work in their towns and neighborhoods will enhance their critical thinking and reporting skills and prepare them for the job market

The group created a platform to stay connected among themselves and youth in their communities. IGPA successfully completed the training workshop and will engage youth volunteers in other activities during Years 5&6.

Developing a system to follow-up or track citizen complaints and government response

This activity aims to improve the provincial government's efficiency and effectiveness in responding to citizen concerns in Ninewa Province to build citizen confidence in governance. Through this activity, IGPA will refine and scale up a system to follow-up or track citizen complaints and build the capacity of the Citizen Affairs Departments to address and respond to concerns to increase citizen trust in governance.

Under this activity, IGPA/Takamul supported the Change Agents, who are also heads of CSOs, to update the citizen complaints system and expand communication channels between citizens and Governor's Offices. IGPA completed this activity by the end of September 2021. In Q4, the following activities were undertaken:

- IGPA conducted an assessment of the current complaints system used by the Citizen Complaints Department to review the quality, accessibility, process, documentation, and handling of complaints.
- IGPA developed SOPs to improve the process of raising citizen complaints and shared the SOPs with the Citizen Complaints Department of the Ninewa local government.
- "Echo of the City" radio program continued to air citizen concerns. Initiated by an IGPA Change Agent in cooperation with the Citizen Affairs Department, the live broadcast receives and follows-up on citizen complaints raised to the local governments and also informs the public of government's actions to address those complaints.
- Ninewa launched a multi-directional electronic government form to track and forward citizen complaints to concerned departments for proper action. IGPA developed this e-form in cooperation with the Ninewa's Information Technology (IT) Department and Change Agents.
- The IT Department launched an e-section with phone applications in the Ninewa Provincial Government's official website to allow citizens to submit their complaints to relevant entities.

In August, IGPA held a meeting in Ninewa to review the complaint handling process and causes of delayed response and analyzed key trends in citizens' complaints. IGPA provided technical advice to the staff of the Citizen Complaints Department to capture complaints and finalize the monthly report. Representatives from service directorates, the Governor's Office, IT Department, and Change Agents attended the discussion to identify mechanisms for better complaint management.

In September, IGPA held a workshop with the Citizen Complaints Departments of the Ninewa Municipalities Directorate, Mosul Municipality Directorate, Ninewa Water Directorate, Governor's Office, CSO Office and other departments. IGPA Change Agents demonstrated the new SOP to

improve the process of raising citizen complaints as well as how to inform them of the government's response to those complaints.

IGPA also supported the staff of the Citizen Complaints Department to capture and finalize the monthly report of complaints filed during September. The final report was approved by the department and was presented to the Ninewa Governor's Office. Finally, on September 29, IGPA attended a roundtable discussion with service directorates, Governor's Office, the IT Department, and Change Agents. The meeting finalized the improvements to the citizen complaints system and the SOP and defined the role of Change Agents in sustaining the process of raising citizen complaints. IGPA completed this activity at the end of the reporting period.

Ninewa's "Echoes in the City" live radio program airs citizen complaints as well as government response to these concerns.



Increasing government/citizen engagement on budget development under new PFM Law

Through this activity, IGPA creates channels for citizens and government to work together to identify mutual interests; develops communication tools for citizens to effectively communicate with the government; and builds citizens' ability to prioritize and promote their needs into the budget. This activity assists IGPA's efforts to encourage transparency by publicly releasing government budget information as indicated in Article 50.1, Chapter 10 of the Public Financial Management (PFM) Law implementing regulations. This is an integration activity that complements IGPA's other Objectives.

Under this activity, IGPA/Takamul held a combined online workshop for IGPA's Objectives 2 and 3 components for Baghdad, Basrah, Babil, Wasit, Ninewa, Anbar, and Najaf to usher in a new practice of public participation in the budget preparation process. IGPA presented an overview of the relevant article in the PFM Law which commits the government to principles and practices related to the openness of the budget preparation processes.

Among IGPA's undertakings under this activity were:

Launch of e-form for collecting citizens inputs. From June 12 to 13, IGPA/Takamul held two workshops: one for Babil, Basrah, and Wasit and another for Anbar, Baghdad, Najaf, and Ninewa. The workshop highlighted the importance of designing an electronic form in consultation with representatives from the Administrative and Financial Affairs Directorate (AFAD), CSO Office, and PPDC. The e-form will allow citizens to share their project priorities with the PPDC. The questionnaire form was published in official government websites to enable citizens to state their priorities during the budget preparation phase. IGPA replicated the communication tools developed in the seven targeted provinces to have a nationwide impact either through HCCPsec or DNGO.

Basrah. On June 22, IGPA/Takamul conducted a hearing session attended by representatives from the Governor's Office, AFAD, the Planning Department, PED, Department of Citizens' Affairs, and CSOs Office. During the session, government entities presented their assigned role and tasks. AFAD explained how to prepare the conservative financial allocations, spending allocations for projects, and technical relation mechanism in accordance with article 45 of Law 21 and Article 50 of PFM Law. The Planning Department clarified its role in terms of preparing a sectoral plan and selection mechanisms for project priority lists.

Among the suggestions were the following:

- Urge the sectoral departments in the province in coordination with the CSOs or with a group of citizens to solicit citizens' feedback and ideas on the proposed projects in each sector.
- Set up joint operations or the participation of a group of specialized organizations in a provincial office to monitor projects implemented by the central government and projects implemented by the local government to reduce disconnect among these projects.
- Invite planning officials from the provincial Urban Planning Directorates to future hearing sessions.
- Citizens within their areas of residence and CSOs through the CSO Office and the Department of Citizens Affairs to monitor the performance of service projects during the maintenance phase in accordance with international best practices.

Najaf. A hearing session was conducted on June 23 which was attended by a governor's representative in the PPDC and an adviser for construction and investment. The head of Najaf PPDC secretariat, the CSO Office manager, and representatives from the Najaf Citizen Complaints Department also attended. The total number of participants was 30 (25 men and 5 women). At the public session, the Najaf governor's representative discussed the 2021 annual projects and budget developed by the Governor's Office and sought citizen inputs for the 2022 project list and budget. He then showed the financial deficit during the past six years that often resulted in project suspension or significant delays. The CSO Office clarified its role and the number of CSOs who are participating in developing the project list and monitoring budget execution. The head of Najaf PPDC secretariat presented how the Construction Commission divided the mentioned allocated amounts by sectors and for each district and subdistrict.

Baghdad. IGPA conducted a hearing session on June 24 which was attended by a representative from the Governor's Office, AFAD, the Planning Department, PED, Department of Citizens' Affairs and CSO Office. Participants addressed the preparation of financial allocations, the mechanism for this task, and its relevance to projects. Participants also explored project planning steps, selection mechanisms, and the participation of sectoral departments. The final discussions concluded with the

recommendations that include citizen participation in preparing project proposals and giving citizens a venue to propose projects and provide inputs, as well as a reminder of the critical importance of early engagement.

Electronic questionnaire result analysis

Basrah. IGPA/ Takamul led a meeting on July 8 with 12 staff from the CSO Office, AFAD, PPDC, PED, and local government leaders to discuss recommendations of the hearing session held on June 22 and review priorities submitted through e-forms.

Babil. On July 21, IGPA/Takamul presented the results of the electronic questionnaire to the governor's first deputy, who instructed the Planning Department to take into consideration the results of this questionnaire when they prepare the 2022 projects.

Wasit. The Wasit governor's advisor for CSOs affairs led a meeting with heads of PPDC secretariat, PED, JCMC, Citizen Affairs Divisions, and CSO Office to review results from the e-form. Participants agreed to combine the recommendation and projects priorities listed in the e-form and present them to the governor for approval to include in the 2022 projects.

Najaf. The PPDC conducted a one-day meeting on July 7 to examine citizen inputs expressed during a public hearing conducted in June by DOLSA and outputs of the electronic questionnaire developed by IGPA and shared and adopted by CSOs. The meeting presented citizen suggestions and classified them into service sectors. The PPDC Secretariat head compared citizen needs with the 2021 budget to rule out those already mentioned in the project list for 2021.

Baghdad. On July 27, Baghdad Governor Mohammed Jaber Atta led a discussion on priority projects proposed by citizens during the hearing session and through the questionnaire. The governor directed the body to include the list of citizen priorities gathered by CSOs that are within the local government's authority to implement.



Baghdad Governor Mohammed Jaber Atta (second from right) at the budget public hearing.

Ninewa. IGPA/Takamul conducted a meeting on July 7 to discuss inputs expressed and identified by the citizens during the hearing session and the electronic form. The meeting categorized citizen suggestions for various service sectors to include it in the budget of 2022. On June 23, representatives from the PPDC and CSO Office and one of IGPA's Change Agents conducted a live radio discussion through al-Madina FM radio on budget priorities in Ninewa. They discussed industrial, agricultural, health, infrastructure, water, waste, and electricity projects in the coming year and the role of CSOs in project prioritization. Citizens participated in the session by expressing their needs, opinions, and suggestions through social media.

Anbar. On August 22, the governorate consulted citizens on budget priorities at a hearing session. Through their civil society representatives in Rummanah and Rutba Districts, citizens presented their priority projects and suggestions to include in the incoming budget. The session was attended by representatives from CSOs, CSO Office, AFAD, PED, Citizens Affairs Department, and the Planning Department. Among the issues raised were measures on transparency of proposed sectoral projects and monitoring of projects implemented by the GOI and the local government to minimize overlap.

This activity is completed, however, IGPA will expand this activity to other provinces going into the next program year.



A budget public hearing in Anbar's Rutba District.



OBJECTIVE 4: SUPPORT IRAQI CHANGE AGENTS

Change Agents are sustaining elements of IGPA/Takamul program interventions. IGPA/Takamul develops the abilities of champions of change inside and outside of the Iraqi government institutions to lead system change and policy reforms in support of service delivery improvements at the national and local levels.

Change Agents seek to ensure systematic, sustained innovations and reforms in public service delivery and financial management that IGPA/Takamul introduces at various levels of the Iraqi government. These Change Agents, identified by each component during the implementation of IGPA activities, are anticipated to sustain the positive effect of IGPA's work. In return, they receive specific training in areas related to advocacy, alliance building, leadership, and communication, as well as engagements with the national network of Change Agents to enable them to advocate for policy reforms and budget increase at the federal level.

IGPA's Objective 4 provides cross-cutting Iraqi Change Agents support to all three components and ensures equity and inclusion during the Project's activity implementation.

- Trained the training staff and handed over IGPA-developed training curriculum to improve services and to sustain training quality for the national and regional training centers of the Ministry of Finance (MOF), Ministry of Planning MOP, Ministry of Construction, Housing, Municipalities, and Public Works (MOCHMPW), and the Kurdistan Institute of Public Administration (KIPA). A total of 199 training center staff (98 women, 101 men) were trained on service delivery topics.
- Built the capacity of 93 Change Agents both from various government levels and the civil society representing 12 governorates across the country. Change Agents were trained on advocacy, effective communication, building alliances, and leadership. Change Agents led the conduct of advocacy activities in their respective provinces to address pressing needs.

- Operationalized local capacity development centers in Governor’s Offices in Babil, Wasit, and Anbar in coordination with educational institutions in these provinces. IGPA trained the staff of the Water and Municipalities Directorates in these centers with the required capacity to facilitate improved and effective service delivery.
- Completed its support to the Basrah Water Management Committee’s emergency response plan ensuring that equity and inclusion are built into planning and implementation while promoting inclusive gender and diversity approach to provide cross-cutting support to activities related to gender and vulnerable populations.
- Seven provinces – Babil, Najaf, Kirkuk, Ninewa, Muthanna, Dhi Qar, and Qadisiya Provinces approved Provincial Women Empowerment Departments’ (PWED) membership in the Provincial Planning and Development Councils (PPDC) as a result of IGPA’s capacity building activities for PWEDs.

RESULT 4.1: Enhance the capacity of Change Agents

Building effective Change Agents

Because Change Agents are advocates for their respective institutions and constituents, their abilities to build coalitions of like-minded individuals and advocate for institutional change are vital to their success. IGPA builds the capacity of Change Agents to become influential leaders and trained them techniques to effectively advocate for reform and communicate compellingly, help them to develop alliances within their institutions, with external partners, and within their communities to become more effective to lead reform efforts.

At the end of this program year, the number of Change Agents increased to 93, representing 12 provinces. IGPA conducted three clusters of training for the Change Agents: 1) June 19-21 for 17 participants from Basrah and Najaf; June 22-24 for 26 participants from Baghdad, Babil, and Salah al-Din; and; June 27-29 for 23 participants from Erbil, Sulaimaniya, Dahuk, Halabja, Ninewa, Anbar, and Wasit.

Each training was for three days and covered topics in advocacy, effective communication, building alliances, and leadership. In this training, Change Agents adopted current pressing issues in their respective governorates for their advocacy practice. The issues included water conservation and payment of water fees, solid waste management, creating an integrated maintenance center for water and garbage services, scheduling power disruption and use of private generators, and organized support for internally displaced persons (IDP) residing in camps.

During Q4, IGPA developed a guide on advocacy, leadership, communication, and alliance-building, that will be served as a reference for Change Agents in planning campaigns and activities to improve services delivery for Iraqi constituents.

Below are selected examples of Change Agents’ activities during FY21:

- On April 7, Babil Governorate’s Change Agent from the Administrative and Financial Affairs Directorate (AFAD) participated in a working group discussion to determine how to implement program and performance budgeting with the governorate service delivery directorates. This Change Agent acted as a trainer in the training that followed and was nominated point of contact between AFAD and the Babil Water Directorate.



SUCCESS STORY

Change that impacts the whole community

A Change Agent lives up to her role as a reformer and corrects a self-defeating practice among water consumers.

Ms. Hadeel Zakri Jaleel is the director of planning and monitoring of Babil Water Directorate. Being a Change Agent who has received several USAID funded IGPA/Takamul skills-building trainings, she initiated a vigorous effort to increase the efficiency of her department to improve the quality of water services in Babil.

"In the workshops I have participated, we were encouraged to select the most pressing problems in our organization and apply the reform mechanisms we have learned. I chose to focus on the issue of illegal water connection. This is a common problem all over the country, not least in Babil," Ms. Jaleel indicated. "We noted that illegal connections diminish the quality of service to citizens, because they literally weaken the water infrastructure itself and undermine our ability to fund urgent remedial jobs. This practice does not help the citizens at all," she continued.

Launching a nuanced advocacy campaign, Ms. Jaleel led a campaign starting in the Sahha neighborhood in Hilla City to detect such illegal connections. Worse than initially suspected, the inspectors found that over 90% of the households were not legally connected to water services. Ms. Jaleel then decided to conduct an

intensive community-wide awareness campaign through public forums, social media messaging, and door-to-door discussions with citizens.

The sustained campaign proved effective, and citizens began subscribing to water services. As a result, the directorate noted a significant increase in water fee collection and subscription.

At the same time, Ms. Jaleel began fixing the water directorate's record system to harmonize with the data categorization across all provinces in Iraq, as suggested by IGPA. Having a unified data set—such as service coverage, water sources, pipe networks, and human and physical resources—are essential for efficient planning and technical support across multiple provinces.

"I personally handled this task and went far down into the subdistricts to compile the data. Thanks to IGPA for setting us on the right path. As a Change Agent, I am committed to implementing these useful systems and ensuring that our personnel is moving towards the same goal of improving our services to the whole community," Ms. Jaleel declared.

- IGPA trained the Change Agents from Najaf, Babil, Baghdad, and Wasit on the Department of Labor and Social Affairs (DOLSA) evaluation process and new formats to conduct a performance evaluation of the DOLSA services in their respective provinces. These tools assisted Change Agents in evaluating service delivery at Vocational Training Centers (VTC) and Centers for Orphans and Elderly People. Following these sessions, the Change Agent in each province replicated this training to the DOLSA staff in their respective governorates.
- The Wasit PED Change Agent conducted a site visit to housing for the elderly to gauge their current implementation of the criteria and indicators and how it could be improved and presented the criteria evaluation of DOLSA services to the manager. The Change Agent found that most of the indicators were being followed.
- The Babil Performance Evaluation Department (PED) manager and PED Change Agent conducted a session to explain to the DOLSA staff the goal of establishing the PED and the role of IGPA in it, with regards to improving service delivery of the service directorates and DOLSA.
- Najaf Municipalities Manager and Najaf Technical Working Group (TWG) Change Agent collaborated to respond to Martyr Shakir al-Kifa'i Primary School's unhealthy surroundings. A cleaning campaign was then organized on May 6, with support from the school, the Municipality Directorate, and the TWG. The Najaf Governorate provided heavy machinery and deployed 98 governorate employees to participate in the clean-up drive. The governor requested the Change Agent to expand the cleaning campaigns to other districts and sub-districts.
- Change Agents from the Ministry of Planning consistently assisted as provincial accounting and financial staff trainers to update government projects using the Iraq Development Management System.

Strengthening national capacity development

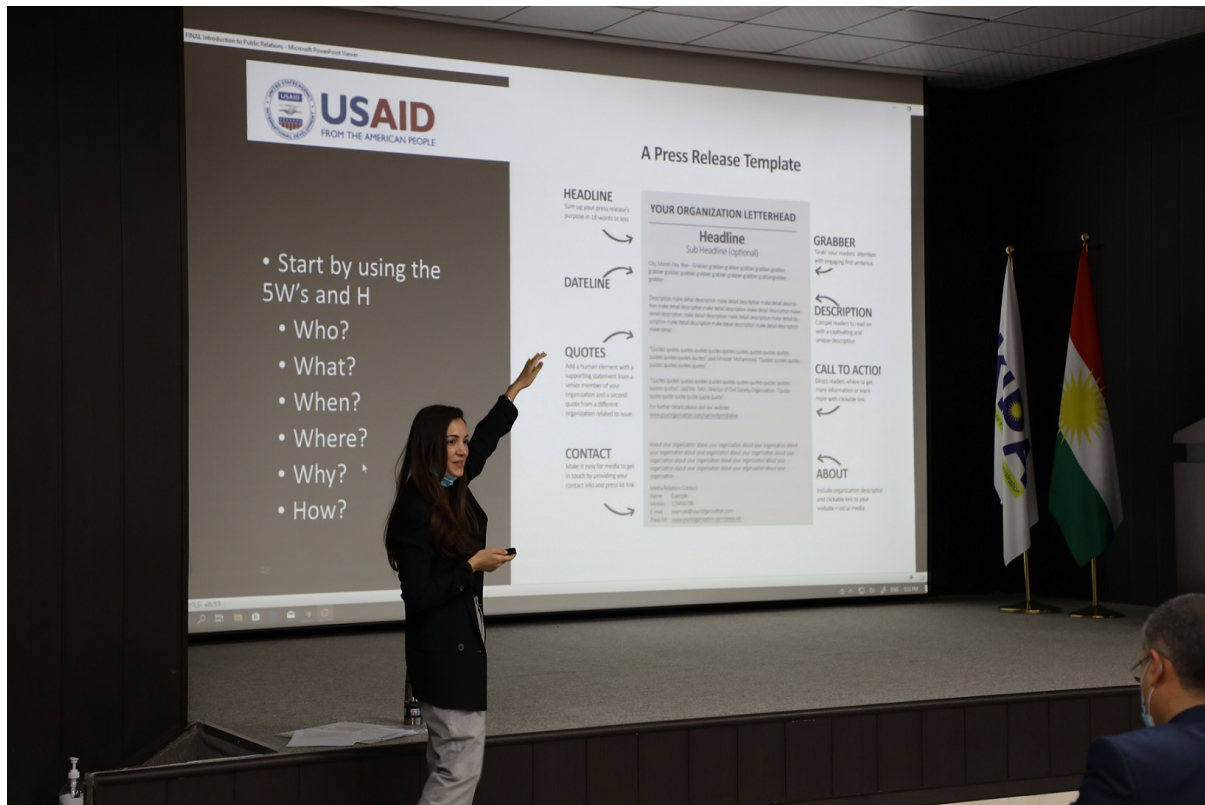
The purpose of this activity is to strengthen the ability of national capacity building institutions to use of relevant and tested curriculum to improve service delivery and to enhance the quality of training services. IGPA/Takamul provided training support to and turned over the IGPA curriculum to the training staff of the MOF's Accounting and Financial Training Center; the Ministry of Planning's the MOP's National Training Center for Administrative Development and Information Technology; the MOCHMPW's Training Department, and the Kurdistan Institute of Public Administration (KIPA).

The training programs created a cadre of qualified experts to train existing and new national staff on key service delivery improvement topics, including the decentralization law, finance and accounting, oversight and accountability, change management, and gender mainstreaming. In addition, the training programs mentioned earlier have created and expanded the pool of resources available for other ministries, government entities, and units within the governorates, resulting in reduced expenditures for external training consultants. IGPA developed training materials that considered best practices and international experience that the government can be utilize for future trainings.

Throughout FY21, IGPA delivered ten trainings from April to September 2021 to the training staff of three ministries in Baghdad and the KIPA in Erbil. A total of 123 training center staff (75 men, 48 women) were trained on the following materials:

- Services delivery improvement;

- Financial and accounting;
- Oversight and accountability;
- Communication, networking, change management, organizational structures;
- Gender mainstreaming; and,
- Gender responsive budgeting.



The above trainings were developed based on the results of a pre-activity assessment that sought to identify capacity building training needs. Now that staff have been trained on these topics, the training center staff is well-prepared to adopt the IGPA training materials and replicate the relevant trainings in their institutions to reach a wider number of beneficiaries, and ultimately to improve service delivery.

During Q4, IGPA delivered training courses for federal level on core elements of service delivery, finance and accounting, oversight and accountability, and communication, networking, change management, and organizational structures to 64 trainers in the MOP, MOF, and MOCHMPW training centers in Baghdad.

Training topics include an overview of IGPA mechanisms such as the Performance Evaluation Department, standard bidding documents, business process re-engineering, and Provincial Planning and Development Council. Other topics include the public-private partnership; PFM Law 6, 2019 as amended; preparing the annual operating, programs, and performance budget; change management; effective communication and advocacy planning; and gender mainstreaming.

At the regional level, from August to September, IGPA delivered training courses on core elements of service delivery; change management; advocacy, communication, and networking; and “How to Train” to 40 (18 women, 22 men) KIPA staff.

Each participant received electronic files of all training materials related to IGPA objectives topics mentioned earlier.

Enhancing the capacity of provincial government staff

This activity supports the formation and operationalization of local capacity development centers in Governor’s Offices in coordination with educational institutions. This activity supported in providing staff at the Water and Municipalities Directorates the required capacity so that government can deliver more effective and improved services. This activity targets the provinces of Babil, Wasit, and Anbar.

In June, IGPA led three coordination meetings with training centers staff at Governor’s Offices. Participants reviewed and evaluated the current situation of each of the governorate’s training centers. The findings and recommendations of this assessment and meeting decisions were presented at focus group discussions (FGDs) in July. Findings of these assessments formed the basis of the action plan of succeeding tasks for this activity. In the same month, the governors of Anbar and Wasit approved the formation of the training centers and assigned the staff that will work with IGPA for this activity. Babil’s training center had been formalized and functioning since 2017 so it was designated as an advisor in developing the action plans to operationalize the training centers in Wasit and Anbar. In implementing the action plan to enhance the capacity of training centers staff at the governorates, IGPA delivered four trainings from August 22 to 26 for 41 staff (5 women, 36 men) of the training centers of Babil, Wasit, and Anbar on:

- Decentralization and service delivery
- Accounting and finance
- Oversight and accountability
- Communication and networking
- Change management
- Gender mainstreaming

As a result of the above trainings, the Babil Capacity Building Center received an official letter from the Human Resources Department of Babil Government to conduct training a course for middle management. The training course, which ran for a month, started on August 29 and ended on September 29; 17 newly promoted employees from Babil governorate and directorates participated in this course.

SUCCESS STORY

Decoding decentralization for workplace application

Newly formed training centers in Babil, Wasit, and Anbar Provinces clarify the decentralization conundrum to government officials who are encountering it for the first time.

Decentralization, or the transfer of authority and responsibility from the central government to provincial authorities in Iraq, was legislated in 2005. However, decentralization is a political process and requires time to take root. Decentralization places the decision and responsibility of providing basic civil services to improve citizens' lives in the hands of the local governments. Building on the efforts of previous USAID projects, IGPA/Takamul embarked on supporting the government to actualize decentralization in the day-to-day work of concerned agencies.

Since 2018, the USAID-funded IGPA/Takamul Project has been supporting the Government of Iraq to effectively devolve some government services—particularly water, solid waste management, electricity, and women's empowerment—to provincial authorities. IGPA's technical support focused on the *whats* and *hows* of decentralization and capacitating trainers to train government workers on these topics.

“Most of the government staff are encountering decentralization for the first time, and only a handful of them know how this actually translates to their day-to-day work,” said Mr. Muhammad Omran, head of Babil Province's Capacity Building Center, the central training unit of the provincial government. “The staff are used to just implementing decisions

made at the top level, but now they have to do much more,” he continued.

As an integral part of its support, IGPA/Takamul Project worked with the Governor's Offices of Babil, Wasit, and Anbar to form and operationalize their training centers as well as develop a comprehensive curriculum in collaboration with academics and government experts. The curriculum encompassed public finance, service delivery, accountability, citizen participation, including the legal and administrative aspects of decentralization.

The Babil Governorate's training center was the first to launch its own trainings using the IGPA/Takamul curriculum. “We now have four accredited trainers, and one of them is the deputy governor for administrative affairs,” Mr. Omran shared. To ensure the decentralization concept, the Babil training center delivers this curriculum to provincial staff who are being promoted to managerial levels, starting with 17 provincial officials in September 2021. Additionally, Babil will mentor the provincial training centers of Basrah, Najaf, Baghdad, and Ninewa as they form their own training centers. While helping the other provinces, the training centers of Babil, Wasit, and Anbar continue their cross-training and knowledge sharing to demystify decentralization among their ranks.

RESULT 4.2: Enhance capacity of women and vulnerable populations to represent their needs within government decision-making processes

Supporting Provincial Women's Empowerment Departments (PWED) and Gender Units

In December 2020, the Council of Ministers' Secretariat (COMSec) issued an order outlining the relationship between the Women Empowerment Department (WED under the COMSec), the PWEDs, and the Governor's Offices. This order definitely indicated that PWEDs report to respective governors on administrative matters and receive technical support and guidance from the WED.

Historically, the relationship between the PWEDs and the WED has been weak with the PWEDs receiving little to no technical support from the WED. As well, the Governor's Offices across the country have not provided technical, administrative, or budget support for the PWEDs, resulting in government staff "volunteering" to manage the PWEDs in addition to fulfilling their pre-existing duties. The WED's new leadership sought to address the deficiencies within the PWEDs as well as strengthen the relationship between the WED and PWEDs throughout Iraq.

IGPA/Takamul recognizes the vital role PWEDs play within their local governments as they seek to mainstream gender in government planning, policymaking, budgeting, and staffing. Through IGPA's capacity building efforts for WED and PWEDs and developing their ability to coordinate efforts, the two entities will be able to facilitate a more inclusive government that takes the plight of women and girls into planning, policymaking, and budgeting decisions.

The primary objective of this activity is to support the WED and the PWEDs in Baghdad, Basrah, Babil, Najaf, Anbar, Wasit and Ninewa, directly and, where possible, include the PWED managers from Muthanna, Maysan, Thi Qar, Salah al-Din, Diyala, Diwaniya, Karbala, and Kirkuk, and provide focused capacity building training programs and follow up workshops. These targeted training programs will enhance the knowledge base of the PWEDs on Law 21 with a focus on decentralization and service delivery, the Administrative and Financial Affairs Directorates (AFAD) and the provincial-level budgeting process including gender-responsive budgeting, integrating provincial level planning and budgeting, the PEDs and how PWEDs can engage with them. The project will support the PWEDs as they develop coordination mechanisms with the PPDC, the role that CSOs play in representing the needs of the public and the importance of relationships between civil society and government, and how to develop strategic plans that incorporate their engagement with each of the above-mentioned entities. Part of this activity supports the PWEDs as they establish cooperation mechanisms with the WED, PPDCs, PEDs, AFADs, and CSOs.

Throughout FY4, IGPA hosted trainings and workshop for PWED staff to provide additional capacity building support as they developed action plans for their engagement with the WED as well as with the provincial entities. Below is an overview on these trainings and workshops:

Decentralization and service delivery improvement. On March 24, 2021, IGPA held an online training for Baghdad, Basrah, Babil, Najaf, Anbar, Wasit, Ninewa, Muthanna, Maysan, Dhi Qar, Diyala, Qadisiya, Karbala, and Kirkuk to provide focused, capacity building training programs and follow-up workshops. The training enhanced the knowledge of the 33 participants (26 women, 7 men) on Law

21 with a focus on decentralization and service delivery. Participants were from WEDs, PWEDs, and Governor's Offices.

Engaging with the PPDC. On April 7-8, IGPA held an online training for 26 PWED and government staff (24 women, 2 men) in 14 provinces mentioned above to enhance their awareness and engagement with the PPDC. The training covered these topics: PPDC functions; building and enhancing the capacity of individuals who specialize in women empowerment within the PPDC; changing policies that impede women's participation in PPDC and increase PPDC response to women's needs; and, agreement on PWED engagement mechanisms with the PPDC.

Engaging with civil society through the CSO Offices. On April 4 and 5, IGPA held an online training for PWEDs in 15 provinces—Baghdad, Basrah, Babil, Najaf, Anbar, Wasit, Ninewa, Muthanna, Maysan, Dhi Qar, Salah al-Din, Diyala, Qadisiya, Karbala, and Kirkuk. The training aimed to solidify the critical role that PWEDs play in engaging the CSO Office and civil society within communities. A total of 23 staff (21 women, 2 men) from the WED, PWEDs, and Governor's Offices attended the training.

Engaging with AFADs in provincial-level budgeting. On April 11, IGPA held an online training for 21 participants (19 women, 2 men) from 14 provinces to strengthen the knowledge of PWEDs about the work of the AFADs and to establish coordination mechanisms for the PWEDs and other decentralized directorates and departments such as planning departments of self-financed directorates.

Integrated planning and budgeting/strategic planning. From May 31 to June 1, IGPA held a training for 30 government staff (23 women, 7 men) from PWEDs, WED, and Governor's Offices of 14 provinces to enhance PWED awareness and engagement with the cycle of preparation of annual development plans and budgets.

Coordination mechanism between PWEDs and other entities. These workshops charted coordination mechanisms and identified future cooperation strategies. A total of 43 individuals (29 women, 14 men) from the PWED, WED, Department of Non-Government Organizations (DNGO), the Higher Commission for Coordinating with Provinces Secretariat (HCCPSec), and Governor's Offices participated. As a result of this workshop, the PWED managers of the Babil, Najaf, Kirkuk, Ninewa, Muthanna, Dhi Qar, and Qadisiya PWEDs engaged with their governors to request a seat in the PPDC. The governors of these provinces approved PWEDs membership in their respective PPDCs.

Other activities on gender equity and inclusion held during FY21:

- **Abuse cases and community dialogues.** On September 20-21, IGPA trained the staff of Ninewa PWED on handling gender abuses and conducting public dialogues with community members, local authorities, and civil society. The training focused on techniques in effectively obtaining information and surfacing issues in a public setting and in handling sensitive gender cases.
- **Gender equity.** On October 27 and 28, IGPA/Takamul conducted a two-day gender equity training for staff from the Ministries of Municipalities and Tourism, Health, Agriculture, Planning, and Electricity and civil society organizations. The training aims to improve gender equity in the workplace and promote the consideration of gender issues in policy design and government service delivery, especially for vulnerable populations.

SUCCESS STORY



Weaving gender sensibility into planning

The Provincial Women Empowerment Department of Najaf and Qadisiya make inroads in incorporating gender perspective into development planning.

Women's engagement in provincial planning results in tangible gains for women and marginalized populations. This function is institutionalized by the government through the Provincial Women Empowerment Departments (PWED). However, the PWEDs have yet to be integrated into mainstream governmental planning.

To highlight their evolving role, IGPA enhanced the PWED's engagement with the Provincial Planning and Development Council (PPDC). The effort involved building and enhancing the capacity of individuals who specialize in women's empowerment, changing policies and removing barriers that hinder women's representation in the PPDC, and increasing the council's response to women's needs.

The PWEDs in Najaf and Qadisiya have quickly adopted an implementation mechanism to merge gender-directed efforts and responsibilities into the general programming of provincial entities. They were strong proponents of increased awareness of women's and marginalized populations' rights to equal opportunities.

"Provincial planning and policies designed without the input of women perpetuate divide, yield sluggish progress, and hamper access to resources and opportunities," explained Eman Radhi, head of the Qadisiya PWED and recently a new member of the PPDC.

Emboldened by IGPA's training and advocacy support, the Najaf and Qadisiya women's departments lobbied the local government for a permanent seat in the PPDC. They saw the planning domain as the strategic pathway towards lasting and systemic changes in the government. IGPA supported their efforts, thus enabling the PWEDs to have a permanent seat in the PPDC and actively engage in provincial-level planning and budgeting processes.

Hanan Saad, Head of the Najaf Provincial Women's Empowerment Department (PWED), was both relieved and thrilled that the lobbying effort was successful. "We can now approach the provincial planning process with a gendered perspective and amplify the voices of those we represent. Without such a perspective, women's concerns that need unique attention would be left unattended."

- **Gender safety audit for a refugee camp.** On December 22, 2020 the Erbil Gender Unit's gender safety audit team identified a lack of electricity due to a shortfall in equipment and funding to repair at the Darashakran refugees camp. The situation resulted in numerous instances of sexual harassment and other forms of violence against women, a non-functioning security system throughout the camp, and a lack of appropriate medical care and facilities. Darashakran hosts approximately 13,000 Syrian refugees and currently receives minimal support from the government and international organizations. As facilitated by the Gender Unit, the Electricity Directorate provided the camp with a customized vehicle so that in cases of power failures, technicians in the camp would be able to use the vehicle to fix electric transformers in the camp,
- **Gender abuse and discrimination training.** The PWEDs of Najaf, Anbar, Babil and Qadisiya and the Gender Unit from Erbil attended a two-day training on gender abuse and discrimination on January 2021. The topics covered included violence against women, sexual harassment, domestic violence and conducting community dialogue sessions. In break-out sessions the participants identified various types of violence against women and mapped out available resources in their individual provinces that may be relied on for addressing the challenges.



- **International Women's Day in al-Zahra Hospital.** The Najaf PWED celebrated International Women's Day with the al-Zahra Hospital in a special ceremony attended by 30 individuals, including the governor of Najaf, hospital staff, and community police. The PWED manager delivered a short awareness-raising session on gender-based violence, especially against pregnant women and those who recently gave birth. The Najaf PWED had recently called the attention of the hospital administration to alleged abuses toward maternal patients, on which the administration promptly acted.
- **Gender safety audit in the Erbil stadium.** The Erbil Gender Unit facilitated repairs and enhancements to the Franso Hariri Stadium in Erbil to make this public space more friendly to women, children, and persons with disabilities. Erbil Gender Unit identified the need for

enhancements during a gender safety audit conducted in early 2020. Implementation was delayed by the COVID-19 pandemic. The Erbil Gender Unit recommended to install more lights, fix broken seats, add seats for women, and provide additional security to the stadium.

- **Gender policies framework.** On August 15, IGPA conducted a training on legal frameworks of gender policies for the Erbil Gender Unit to understand how the overall policy environment sets the context for their work and how to use them for advocacy and planning. The staff of the gender unit compiled all international, national, and local laws and frameworks for use as a reference.
- **Gender safety audit and gender responsive budgeting.** On August 18-19, IGPA delivered a training on both topics for Sulaimaniya and Halabja Gender Units.

Supporting Basrah’s Emergency Response Plan

This activity is designed specifically to ensure that equity and inclusion are not treated as an afterthought but are built into IGPA/Takamul planning and implementation. Under this activity, IGPA promotes an inclusive gender and diversity approach to implementation, while reducing gender disparities within the provincial governments of Iraq to provide cross-cutting support through activities related to gender, vulnerable populations, and youth.



The Basrah Water Management Committee (BWMC) is an advisory board organized by IGPA to coordinate and oversee all water-related projects and handle coordination among the various government entities and other international organizations. In February 2020, the committee, in collaboration with IGPA, began the development of an Emergency Response Plan (ERP) that outlines processes to adequately respond to emergencies such as water contamination, flood, waste spill, or similar crises. It also sets out roles and responsibilities, vulnerability assessments, and prioritized responses for each specific type of emergency. In developing this plan, the committee members reflected on previous experiences in water emergencies and identified challenges and gaps to address in this plan.

To support this activity, the IGPA conducted the following series of events:

- **Development of detailed ERP implementation.** In June, at a two-day workshop in Sulaimaniya, the BMWC developed established workplans and timeline, and assigned roles for stakeholders. After the workshop, the committee chair, officially approved five implementation plans.
- **Conduct of the vulnerable populations GIS survey.** The district mayors presented new information on the location and demographics of vulnerable communities, which will be fed into the GIS system in developing implementation plans for the ERP. These were submitted at a workshop on June 29 to discuss GIS information related to the impacted vulnerable communities during the water crisis. The participants included Basrah Governor's Assistant for District and Sub-district Affairs, district mayors, and representatives from the service directorates. This activity is also cited under the Objective I section.
- **Development of partner action plans.** On August 15-16, 24 participants (18 male +6 female) to support each partner to draft an Action Plan. Also conducted an assessment of each partner in relation to their assigned role.
- **Development of a public awareness campaign.** The BWMC nominated a communications committee and developed a campaign workplan during a one-day workshop attended by 37 participants from the committee and a group of civil society organizations (CSO) who collaborated for the first time. Key messages were identified by the groups and where tested by the CSOs who have conducted awareness campaigns in the impacted communities by the water crisis.
- **Rehearsing emergency responses.** On September 20-22, a workshop attended by 20 participants developed a manageable monitoring and evaluation plan and updated ERP activities. A case study of the water crisis in Basrah province was discussed and simulated with the BWC members playing a role in how to act during the crisis to support vulnerable communities.



TASK ORDER 4: NINEWA INVESTMENT FACILITATION INITIATIVE

	Indicator	Planned Target for FY21	Total Achieved during FY21	% Achieved during FY21
1	Number of micro, small and medium enterprises (MSME) that access or mobilize financing as a result of USG assistance	15	10	67%
2	Number of firms receiving USG-funded technical assistance for improving business performance (Standard Economic Growth Indicator 5.2.1)	100	109	109%
3	EG 2.12 Number of private sector enterprises with increased access to finance due to USG assistance ¹¹	10	2 ¹²	20%
4	Number of individuals who receive capacity building training and technical assistance from USG	200	103	52%

¹¹ TO4 Indicators 3 and 4 were introduced in May 2021 to respond to the TO4 Year 3 work plan's new anticipated activities. Therefore, data collection for Indicators 3 and 4 commenced only in June 2021.

¹² Indicator 3 started in May 2021, but it counted the previous SMEs referred to under Indicator 1 as the process of approval from sources of finance takes from four to six months including the time for SMEs to actually receive the money. Thus, Indicator 3 will consider previous and new referrals to sources of finance as well as those that were newly referred, approved, and received financial assistance since May 2021.

IGPA/Takamul's Task Order 4 (TO4) Ninewa Investment Facilitation Initiative (NIFI) received a 14-month no-cost extension, from April 23, 2021 to June 23, 2022. During this period, NIFI will work in an expanded area to cover Basrah, Anbar, Wasit, Najaf, and Baghdad, in addition to the original province of Ninewa. *The full TO4 annual report copy can be found in ATTACHMENT 2.*

HIGHLIGHTS OF OUTCOMES AND ACHIEVEMENTS

The project achieved significant results during the reporting period and is on track to accomplish its objectives within the remaining time and available resources. Regardless of the challenges posed by the spread of COVID-19, IGPA/NIFI has been able to achieve major accomplishments. Selected key accomplishments from October 1, 2020 through September 30, 2021 are as follows:

- Facilitated financing arrangements for 10 businesses. One of the businesses is from Ninewa's Yazidi minority group.
- Referred 210 SME applications to various financing institutions and investors, with a combined loan amount of approximately \$42 million.
- Provided business development services (BDS) to 109 firms, bringing the total number of SMEs that received United States Government (USG)-funded technical assistance to 452 firms.
- Conducted two Entrepreneurship Programs for 502 participants from two leading universities in Ninewa. NIFI is preparing to conduct the Entrepreneurship Program with Wasit, Anbar, Basrah, and Najaf universities within the remaining time of the Project.
- Provided 74 business development services to SMEs and entrepreneurs on production and quality management, barcoding and inventory, food safety, digital and social media marketing, Lean Canvas business planning, feasibility studies development, and business registration.
- Completed the Ninewa Agricultural Value Chain Analysis study and the Value Chain Analysis studies for tomatoes, dates, and wheat in Baghdad, Basrah, and Ninewa.
- Conducted a Capacity Building Planning Session for the six Provincial Investment Commissions (PICs) of Baghdad, Basrah, Najaf, Anbar, Wasit, and Ninewa and commenced capacity building follow up and support to the PICs. To date, NIFI has trained 52 PIC staff members.

Below is a summary progress description of the NIFI tasks.

Develop and support Investment Commissions' capacity

Capacity Building Planning Session for the Provincial Investment Commissions. After a year of extensive research and individual consultations with six targeted PICs of Baghdad, Basrah, Anbar, Najaf, Wasit and Ninewa, the NIFI team presented its findings on the human resources and institutional capacity status of the PICs during a two-day strategic planning session event held in Erbil on June 30. The aims of the planning session were to introduce NIFI's human resources and institutional capacity assessment results; introduce a general capacity building program concept developed by NIFI; and jointly plan a capacity building program with input from the six PICs. The PICs also shared their inputs on how to develop their institutional and staff capacity throughout the interactive sessions. Through this investment promotion capacity building program, IGPA/NIFI will

enhance the capacity of the investment commissions in the targeted provinces in order to improve the inward investment flow from both domestic and international investors.

Basrah Investment Promotion. IGPA/NIFI attended the first Investment Commission Conference in Basrah on August 7. This conference was under the auspices of the head of the National Investment Commission and the Basrah governor and was attended by several diplomats, other PIC members, large investors, and NGO representatives. The Basrah PIC announced several sizeable investment opportunities in the province, specifically the planned development of a new Basrah City that will be built in a large open area designated for this purpose. Over the course of the conference, IGPA/NIFI met with several investors, the head of Basrah PIC and staff, as well as with several PIC members who attended NIFI’s capacity building session in June.

Capacity Building of the Provincial Investment Commissions. After the approval of the TO4 no-cost extension and year three work plan, IGPA/NIFI initiated capacity-building activities and events for the targeted PICs. To date, IGPA/NIFI has conducted capacity building trainings for 52 staff members of the six targeted PICs in Iraq. Areas of training included investment commission planning and best practices in investment promotion and facilitation workshops.





SUCCESS STORY

Revitalizing the potato industry

By supporting a lead firm in the potato value chain, IGPA's business development efforts ensure that the whole industry, especially small farmers and allied workers, benefit from the spur of activities in the supply and distribution chains.

The establishment of the Jutyar French Fries Plant augurs well for the whole country, not least the small potato farmers in Rovia District in Dahuk Province. The plant is owned by KH International Company, a large agribusiness firm with business interests in potato, wheat, farm inputs, and agro-machinery.

To support the government's economic growth agenda, IGPA's Ninewa Investment Facilitation Initiative (NIFI) supports leading industries positioned within an important agricultural value chain as a means to spur the growth of small businesses and benefit crop farmers that depend on this value chain.

Throughout 2020, IGPA/NIFI provided high-level tailored technical agricultural consulting services to KH International as it was planning to set up a french fries plant. Based on good agricultural practices (GAP), the Project provided a range of technical trainings—from land preparation, seed selection, planting, fertilization, to harvesting and storage. Potato farmers in the Rovia District as well as agriculturists from the Ministry of Agriculture, also participated in these trainings.

“Our potato supply depends on a network of small farmers all around Iraq, so we opened potato stations in all provinces to buy potato as well as provide the right seed varieties and technology to ensure that their produce are up to our standard,” KH manager Swara Bashar stated.

On June 17, 2021, KH International organized a groundbreaking ceremony for the French fries factory attended by Kurdistan Prime Minister Masrour Barzani.

Per their request, IGPA/NIFI further supported the company to identify a consulting firm from the United States to help with the setup of the french fries plant. In addition, the Project guided KH Company in preparing a feasibility study that would be a part of their marketing toolkit to attract investors as well as to apply for a grant for consulting services.

IGPA/NIFI worked with the USAID/Durable Communities and Economic Opportunities (DCEO) Project for KH International's grant application. In September 2021, after months of continuing coordination, DCEO approved a \$120,000 in-kind grant to engage US-based Covert Engineers, Inc. for technical support to ascertain the soundness of plant designs and layout, equipment specifications, and costs proposed by various vendors.

“We are sincerely grateful for the trainings and technical help with the french fries factory. When the factory gets up and running, we will soon see how your support has rippled across the enterprises and farmers within the potato value chain,” Jabbar Tahi, a business partner of KH International, told IGPA/NIFI team.

Improving the business enabling environment of selected governorates (support for agribusinesses)

Develop Value Chain Analysis and System Maps. IGPA/NIFI has completed the Value Chain Analysis studies of tomatoes, dates, and wheat in Baghdad, Basrah, and Ninewa. The value chain analysis (VCA) will inform the design and implementation of NIFI's firm-level technical assistance program for select agribusinesses. Site visits to collect information covered farm owners such as Farhan Farm in Bsmaia Village in Baghdad, table tomato farmers in Safwan in Basrah, Hassan Jazie's table tomato and date palm in Basrah, Al-Zubair Association of Small-Scale Growers in Basrah, Al-Ghazal Dairy in Hamdaniya District in the Ninewa Plain, Al Aseel Agricultural Machinery Spare Parts & Seed Cleaning enterprise in Hamdaniya District, in the Ninewa Plain, Twaya Family wheat, barley, and seed cleaning and treatment agro-enterprise in Hamdaniya District in the Ninewa Plain. Besides, NIFI collected information from the Ministry of Agriculture, chambers of commerce, farmers associations, investment commissions, and other relevant institutions to identify the most promising agribusinesses. The Project will commence providing technical assistance to select actors in the value chains in the coming period.

Ninewa Agribusiness Value Chain Study. During the reporting period, NIFI completed over 30 interviews with key stakeholders, including business owners, local officials, and academics, to identify the most promising types of agricultural products in terms of potential for economic impact and an analysis of the primary constraints faced by these agribusiness sectors. The final report also provided recommendations to address value chain constraints, including policy-related obstacles as well as firm-level constraints and weaknesses. NIFI's agribusiness pipeline currently includes processing and production of tahini, flour, olive oil, and potato products; fish breeding; and agricultural spare parts manufacturing.

Firm level technical assistance program

Technical assistance for KH Company. IGPA/NIFI provided high-level tailored technical agricultural consulting services to KH Company's Jutyar french fries plant. KH Company is a large agribusiness firm operating potato and wheat farms engaging in general agricultural trading for farm inputs and machinery. NIFI has provided extensive horticultural consultation services to KH Company as well as assisted them in identifying and engaging a US engineering firm to provide advice on the new potato french fry processing plant. IGPA/NIFI also prepared a detailed feasibility study to be used to inform and attract potential investors as well as supported the company to apply for a grant from the USAID/DCEO.

Technical assistance and meetings with agribusinesses. NIFI has conducted meetings and technical assistance sessions with 10 agribusinesses from Ninewa and northern Iraq. The Project signed two letters of understanding with Slwan Saka Grape Farm and an olive farm in Erbil to develop feasibility studies for establishing cold storage and processing facilities.

NIFI presentation at strategic planning for Ninewa Governorate. NIFI presented an Agriculture Value Chain diagnostic report as part of the Strategic Planning Workshop for the Ninewa Governorate on Ninewa 2025 Vision. The presentation included findings, existing gaps, and recommendations to enhance and develop the agriculture sector and agribusinesses in Ninewa as well as attract investments to the sector.



Nuts factory gears for more market shares

IGPA/NIFI supports agribusinesses to strengthen their business management and marketing strategies to be able to succeed in an increasingly competitive market.

Iraq grows a wide variety of nuts, a favorite kitchen staple in most households. Supporting the growth of this sector will help ensure food sufficiency and benefit a whole industry that depends on this crop for domestic and international consumption and sales. Thus, when Batam Nuts Company approached IGPA/Ninewa Investment Facilitation Initiative (NIFI) for technical assistance, it found a ready supporter.

Batam Nuts Company is based in Erbil and is a partnership among three owners. The company wants to seize the opportunity for the growing demand for raw and processed nuts from confectionery shops and household consumers. This industry, however, is crowded, with a host of informal and established companies competing for market share. Nonetheless, the owners of Batam Nuts believe that they have the advantage of experience, having been established in 2004, and market presence. The owners' plan was to strengthen the current business and diversify into pomegranate juice production.

IGPA/NIFI analyzed the firm's operations and business records and surmised that to be able to accomplish its goal, the company would need to strengthen its

marketing plan, upgrade the machinery, and begin to pay close attention to trends in the market.

Batam Nuts worked with NIFI to develop a sales and marketing plan and prepare formal income statements. The Project likewise guided the company to select a site for a pomegranate juice plant and provided technical information on plant operations and storage requirements. Using the business plans and financial statements, IGPA/NIFI supported the company to apply for a grant from USAID/Durable Communities and Economic Opportunities (DCEO) Project to procure new modern equipment. Finally, in September 2021, DCEO approved an in-kind grant worth \$52,000 to procure packaging machinery.

"I am really pleased with IGPA/NIFI's ongoing support. This financing would not have been possible without their assistance, starting with preparing our documents and following up with DCEO," Mohammed Awla Yassin, one of the owners, stated. He added that the technical knowledge they gained from various teaching sessions has tremendously helped them in their current operations.

Potato production training. NIFI conducted theoretical and field trainings on “Improved Agricultural Practices for Potato Production in the KRI,” in collaboration with the International KH Company for potato production. The seminar was attended by 26 persons, including employees of Dahuk Agricultural Research and Extension Offices, agriculture students, agricultural engineers, and potato farmers. NIFI’s practical seminar was featured on the [Facebook page](#) of the Dahuk Governorate’s Directorate General for Agriculture and on [Dahuk TV channel](#).



BDS and referrals to other USAID Programs

NIFI Business Development Center (BDC). NIFI established its second BDC in Mosul City in partnership with Mosul Space, a well-known business incubator. The BDC was a convenient location to conduct in-person training workshops, consultations with local entrepreneurs, and a meeting hub for follow-through consultations with the participants of the Entrepreneurship Program with the University of Mosul. Apart from facilitated NIFI’s access and service provision to SMEs in the province, NIFI also transferred its business development skill to Mosul Space.

Entrepreneurship Program. NIFI conducted entrepreneurship programs with two leading universities in Ninewa—University of Mosul (365 students and alumni) and Northern Technical University (137 participants). A woman-owned saffron startup project received in-kind support worth \$1,000 for soil fertilizers and equipment. Other shortlisted business ideas were referred to financing sources. IGPA/NIFI is rolling out the program to its expanded target provinces and is in advanced discussion with Anbar, Wasit, Najaf and Basrah Universities to conduct the same program.

Supporting a clean energy venture

NIFI prepared the feasibility study for Hadbaa Solar Power Company, which paved way for securing a license from the General Directorate for Industrial Development (GDID) of the Ministry of Industry and Minerals in Baghdad. Hadbaa will build the first large scale industrial solar panel assembly plant in Ninewa. NIFI accompanied the company to the GDID to present the feasibility study and to explain the importance of this project for the country,

considering the current emphasis on reducing carbon emissions by using alternative clean energy sources. Using the same feasibility study, NIFI will further assist Hadbaa Solar to obtain an Islamic loan of IQD 4-5 billion from the Iraq Industrial Bank under its Tamkeen Billion Dinar Loan Program supported by the Central Bank of Iraq. The loan will be used to purchase semi-finished materials and complete the construction of the plant.



Firm-level technical assistance

NIFI provided BDS to a total of 109 businesses and enterprises with the participation of 51 individuals (35 men and 16 women) during the reporting period. These numbers exclude participants of the NIFI Entrepreneurship Programs. NIFI's firm-level assistance included workshops, trainings, and firm-level technical support on production and quality management, digital and Facebook marketing, Lean Canvas business planning, barcoding and inventory management, food safety based on Good Manufacturing Practices (GMP) standards, feasibility studies, and access to financing.

Financial facilitation

During the reporting period, NIFI provided financial facilitation services to 210 SMEs and entrepreneurs by preparing and referring an estimated total of \$42,139,586 in financing applications for loans or grants. NIFI referred the financial applications to the USAID/DCEO project, GroFin, Iraqi Islamic Bank, International Organization for Migration, Marla Fund, National Bank of Iraq, CEWAS, IFC, FinnFund, Khudairi Group, and Human Appeal. Some cases were referred to more than one source of financing. Out of the 210 referred applications, 11 SMEs applications (3 loans and 8 grants) were approved to receive financing totaling \$883,100 during that same period.

Engagement with other USAID programs

During this fiscal year, IGPA/NIFI initiated regular consultations and coordination meetings with other USAID programs providing support to SMEs and entrepreneurs in Ninewa and throughout Iraq. Under this activity, NIFI refers prepared and assessed SMEs from its pipeline to USAID-funded programs such as DCEO, Top Mountain, and GroFin. As a result of NIFI's intensified work to prepare and refer promising SMEs, NIFI was successful in securing financing for **seven** SMEs.

OVERALL PROJECT PROGRESS, FY21

Indicators 3 and 4 were added to TO4's set of indicators starting in Year 3. Progress towards NIFI's four approved indicators over the reporting period is summarized below.

Indicator 1: Number of enterprises that access or mobilize financing as a result of USG assistance. NIFI facilitated financial deals for 10 SMEs during FY21, bringing the total number of SMEs for which NIFI mobilized financing to 50 enterprises, meeting 111% of the Project goal.

Indicator 2: Number of firms receiving USG-funded technical assistance for improving business performance. NIFI provided technical assistance to 109 firms with 103 participants during FY21. This brings the total number of SMEs that received USG-funded technical assistance to 452 firms, meeting 125% of the Project goal.

Indicator 3: Number of SMEs actually received funding. This indicator is a further step after indicator 1, which calculates SMEs that have received approvals. NIFI facilitated development loans and grants for two SMEs, meeting 20% of the Project goal for FY21. This number is expected to rise once the receipt of loans by beneficiaries is confirmed.

Indicator 4: Number of people receiving capacity building training. During FY21, NIFI provided capacity building to 103 individuals from six PICs as well as the KRI's Board of Investment, in addition to the individuals who attended NIFI's other BDS activities. This brings the total number of individuals that received capacity building to 103, meeting 52% of the FY21 project goal.

SPOTLIGHT

Consulting with farmers and agriculturists

The al-Rusafa Agriculture Directorate publicized on its [Facebook page](#) IGPA/NIFI's recent focus group discussion (FGD) with agriculture officials and key farmers in the area. The FGD centered on the major obstacles to agriculture in the district, specifically the scarcity of irrigation water and the decreasing number of farmers and area of farmland being cultivated.

IGPA/NIFI conducted the FGD to directly gather first-hand information for an agriculture value chain study. IGPA/NIFI presented an overview of the program and discussed ways to improve methods of exchanging knowledge among farmers. Other key discussions include:

- Technical and practical steps that farmers can do to attain sustainability.
- Summer and winter agricultural plans, selecting seed varieties, soil examination, irrigation methods, and modern mechanization in agriculture.
- The needs of farmers in al-Rusafa District.



TASK ORDER 6: CLIMATE CHANGE GOVERNANCE ACTIVITY

Task Order 6: Climate Change Governance Activity (CCGA) encapsulates IGPA/Takamul’s support to the Government of Iraq in its efforts at addressing climate change issues as part of its commitment to the UN Framework Convention on Climate Change.

Through this Task Order, IGPA will provide technical assistance in 1) improving climate change governance in key sectors; 2) supporting the GOI to meet the conditions of the 2021 United Nations Climate Change Conference or COP 26 summit; 3) supporting climate change governance at the provincial level; and 4) implementing cross cutting activities including coordination, budgeting, and planning.

TO6 commenced on the third quarter of 2021 and its work plan was approved by USAID on July 19, 2021. The succeeding sections summarize the key accomplishments of the CCGA.

Improving climate change governance in key sectors

Electricity Sector

IGPA/Takamul conducted a kick-off meeting with the federal Ministry of Electricity (MOE), represented by key staff from the Renewable Energy, Environmental, and Planning Departments, to define IGPA/Takamul’s technical assistance. The CCGA’s technical support to the MOE will focus on promoting solar energy as a clean energy source. The ministry representatives expressed needs in various areas, but initially identified two current activities: 1) technical assistance in reviewing the organizational and technical regulations for home solar energy systems, and 2) technical guidance in developing a plan to provide solar power to schools and private sector engagement. The ministry

revealed that their work in the solar energy sector thus far has been very limited. The CCGA team will likewise support the MOE to review the draft Renewable Energy Law, which IGPA/Takamul's Objective I team is currently working on.

In addition to the above, the CCGA team discussed GOI's preparation for participating in the UN Climate Change Conference or COP 26 summit in Glasgow. This task, however, will be undertaken by the UNDP as decided between UNDP and IGPA during a coordination meeting. Nonetheless, IGPA/Takamul will continue the planned awareness campaigns on clean energy as part of the requirements of the COP 26 summit.

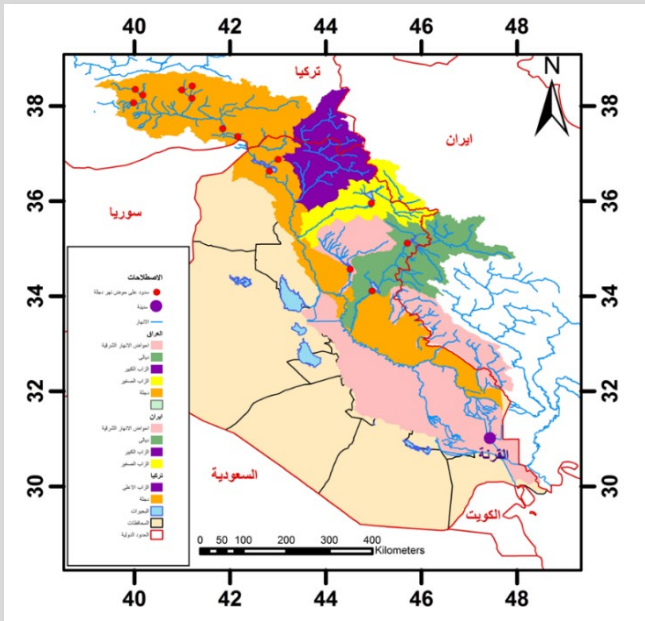
Water Sector

IGPA's CCGA and Objective I components are collaborating to support the Ministry of Water Resources (MOWR) to better manage its water resources. Objective I is focused on developing an efficient data system for Baghdad's water resources using the River Basin Simulation Model (RIBASIM) software. The CCGA will then build on this work to generate data for systematic water resource management planning and share these data with the region and provinces.

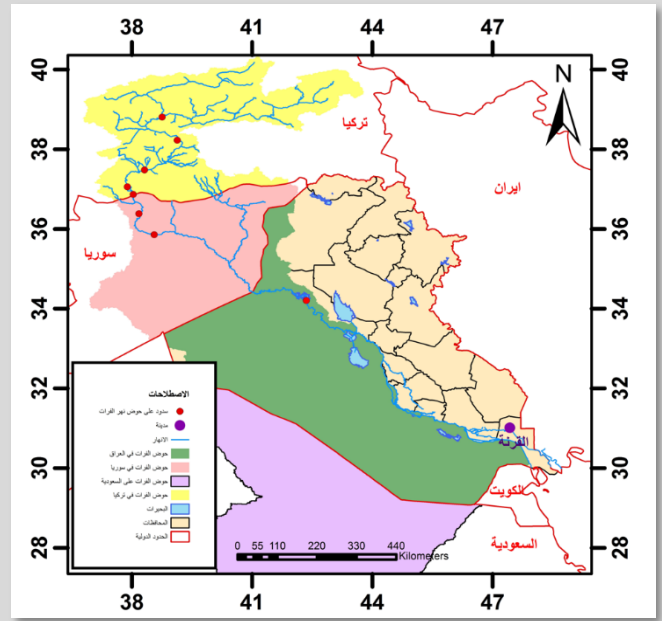


In June, IGPA/Takamul conducted a two-week training program on RIBASIM for 15 MOWR trainees. The training taught the MOWR staff to simulate the hydrological behavior of river basins under varying conditions and efficiently handle large amounts of data to provide structured analyses of Iraq's water quality, supply, demand, and environmental impact.

The CCGA began developing maps and conceptual models of Iraq's main water sources – the Tigris and Euphrates rivers – but its work was delayed pending the availability of related information and data stored in the MOWR's old database, *PowerSim*. This system is now outdated and was replaced by the more superior RIBASIM software. Through the end of this reporting period, the MOWR tried to clear the internal administrative processes, primarily GOI's approval of the Letter of Coordination to commence the technical support to the MOWR, in order to make the data from the *PowerSim* available to IGPA/Takamul.



Map 5 - Upstream Section of the Tigris River



Map 6 - Upstream Section of the Euphrates River

Solid Waste Sector

IGPA will capitalize on its strong foundation in the solid waste management sector to introduce methane capture approaches in the provinces. During meetings with top-level officials of the ministry, the Project gathered that they would like to conduct climate change activities that involve the community and develop an inclusive plan that considers the needs of disadvantaged groups.



This quarter, the CCGA team collaborated with Baghdad Governor Mohamed Jaber al-Atta and the Baghdad Municipalities Directorate to implement activities to reduce greenhouse gases emissions and develop a study on methane gas capture in landfills. The governorate selected the Mahmoodiyah landfill as the study site. Aside from Baghdad, IGPA will also undertake the methane gas capture study in Ninewa and Basrah landfills. IGPA had earlier supported these provinces to improve the operational and management efficiencies of these landfills selected for methane gas capture research.

Agriculture Sector

IGPA/Takamul works with the Ministry of Agriculture (MOA) to mitigate the impacts of climate change on crops.

This quarter, the Project conducted a kick-off meeting with the MOA and the Agriculture Extension Services in Baghdad, which will be the CCGA's key partner in the ministry. The discussions centered on developing a revised agriculture extension curriculum for farmers that integrates climate-smart practices. The meeting likewise explored solutions to soil salinity, especially in the southern region of Iraq and developing irrigation mechanisms to reduce water consumption. The CCGA team also began planning with the Agriculture Extension Services to implement an awareness campaign on smart agricultural practices targeting farmers.

Supporting the GOI to address climate change, engaging Iraqis, and COP26

Per its work plan, the CCGA team began preparations to support the GOI in its participation in the COP 26 summit in Glasgow, Scotland. IGPA/Takamul and the project's management team at USAID conducted a meeting with the UNDP in August to discuss the activities and delineate the role of each organization. In a later meeting, the UNDP suggested that it will take charge of preparing the GOI for the COP26 summit as this falls within the UN mandate. As planned, IGPA/Takamul will conduct a public awareness campaign to promote the goals of COP 26.

As part of this activity, IGPA will organize composite working teams to implement the awareness campaigns on the ground. The Project will also support the development of a module for various grade levels at Iraqi schools, expanding on existing outreach modules. The module will highlight the aims of COP 26, combating climate change, the necessity of engaging civil society, communities, and the private sector in climate change mitigation, as well as the establishment of a GOI fund to sustain the effort.

Supporting climate change governance at the provincial level

Capitalizing on its strong relationships with government entities in the provinces, IGPA commenced coordinating with the governorates to revitalize the Provincial Environment Development and Protection Councils. IGPA's target is to functionalize three pilot councils – one each in the southern, central, and northern regions – during the implementation span of the CCGA. IGPA's aim is to bring the councils to actively engage with other provincial entities (i.e., PPDC, PED, PWED, CSO Office) to ensure climate change mitigation is reflected in planning processes, evaluation and monitoring, and civil society engagement.

Provincial Environmental Protection Councils

Basrah. In this reporting period, IGPA/Takamul initiated meetings with the Basrah Governor's Office to discuss the activation of the Provincial Environmental Protection Council (PEPC). IGPA

explained the importance of the council in addressing the critical issues of soil salinity, solid waste management, and the depredation of agricultural resources. As a result of the meeting, the Basrah official agreed to issue an administrative order to formalize the implementation of activities and reconvene the PEPC.

PEPC in the Southern Region. IGPA/Takamul met with the director-general and staff of the southern region Environmental Protection Council to discuss IGPA's climate change governance programming. This regional council covers the provinces of Basrah, Dhi Qar, Maysan, and Wasit. The team discussed the reactivation of the PEPCs using organizational analyses and design methods, as well as gathered information about the status of the council, most of which were found to be inactive. The director general offered to arrange a meeting between the Basrah PEPC and the CCGA and the team requested to arrange and endorse similar meetings with the PEPCs in Dhi Qar, Maysan, and Wasit.

Wasit. The CCGA team conducted a conference call with the Wasit Provincial Governor's Office to introduce IGPA/Takamul's climate change programming and the scope of work to address key environmental issues in the province. As a result of the meeting, the governorate will issue a directive to reorganize the PEPC, after which the CCGA team will meet with the council to brief the new members of the council's roles and responsibilities.

CHAPTER II: MONITORING, EVALUATION, AND LEARNING

THE MONITORING, EVALUATION, AND LEARNING SYSTEM

During the reporting period, IGPA/Takamul's Monitoring, Evaluation, and Learning (MEL) Unit continued its monitoring efforts on capacity-building sessions, including on-the-job and experiential trainings, workshops, and follow-on sessions. The MEL team monitored other events depending on their importance and sensitivity, such as meetings and technical assistance events. IGPA's MEL Event Monitoring Log was updated to improve planning weeks ahead for all monitoring visits, guarantee adequate resource utilization, and plan proper coverage for all significant events.

To assess the effectiveness of IGPA/Takamul's technical assistance and capacity building initiatives, the MEL team employs the Kirkpatrick Model, which uses four-level assessments to measure the effectiveness of capacity building programs: a) Level 1 - Participant's satisfaction with the technical assistance and capacity building initiatives; b) Level 2 - Immediate change in individual knowledge and skills; c) Level 3 - Change in individual performance back in the workplace; and d) Level 4: Change in the overall performance of the institution.

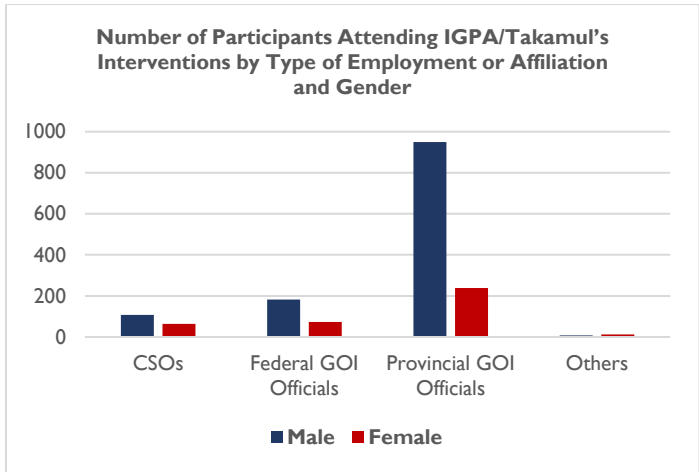
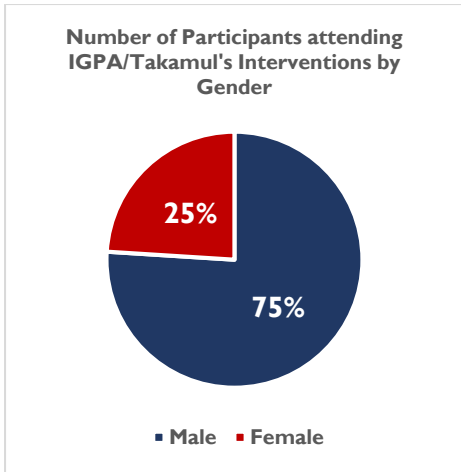
An assessment at each level determines whether the technical assistance and capacity-building initiative was successful, and each level provides a diagnostic checkpoint for problems envisaged at the succeeding level. The information for Levels 1 and 2 is collected during the implementation of initiatives through feedback forms and pre-and post-test forms. Level 3 data, which determines whether participants' performance at work has changed due to the technical assistance or capacity building session attended, is gathered through the pre and post technical assistance workplace impact assessment survey. Level 4 data is captured through the post technical assistance work impact assessment survey, where participants report if their work outputs improved, and if the institution's objectives and plans were rationalized as a result of IGPA's intervention.

MEL UNIT UPDATES, FY21

MONITORING

Number of Participants Attending IGPA/Takamul's Interventions

Overall, a total of 4,005 participants attended IGPA/Takamul interventions, 1,023 female (25%) and 2,982 males (75%). In terms of employment or affiliation, 65% of the participants were Provincial GOI officials; another 23% were Federal GOI Officials, and 12% were affiliated with civil society organizations.



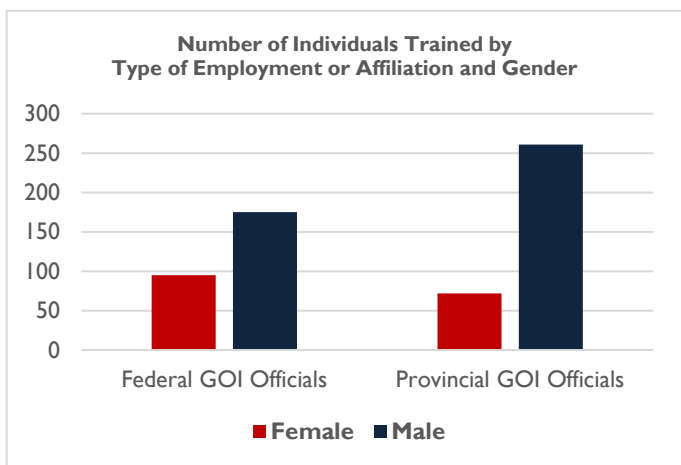
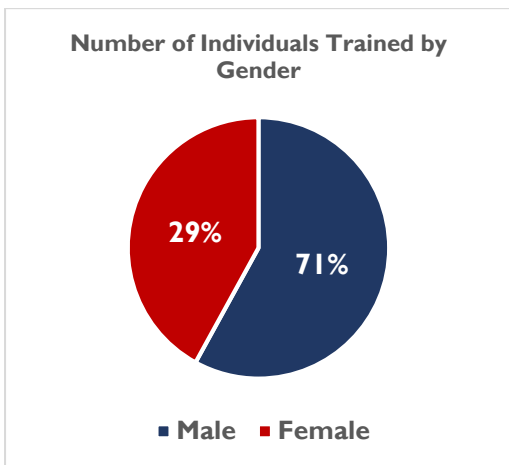
*Others include private sector actors trained, including United Nations employees and activists.

The highest number of participants came from Baghdad (15%), Basrah (14%), and Ninewa (12%), followed by Babil and Najaf (6% each). Objective 1 had the highest number of participants, at 1,423, attending their workshops sessions. Objective 2 had 1,251 participants present in their roundtable discussions and workshops. Finally, Objective 3 had 1,196 participants overall during FY21. Annex 2 shows the total number of participants attending IGPA/Takamul sessions.

Number of Individuals Trained

Overall, 1,734 trainees attended the sessions—1,244 men (71%) and 490 women (29%). In terms of employment or affiliation, 53% of the trainees were provincial GOI officials and 43% were federal GOI officials.

The highest number of trainees attending training or on-the-job training in-person came from Erbil (17%), followed by Baghdad (15%), Basrah (13%), and then Sulaimaniya (10%). As for our online sessions, the highest number of trainees attending those sessions came from Ninewa (20%), Anbar (16%), Baghdad (15%), and Wasit (11%). There were 1,515 who attended in-person sessions and 219 for online sessions.



Objective 2, with an average of 20 trainees attending per session, had the highest number of trainees present in the training and on-the-job training sessions conducted Among IGPA's components.

In terms of sectoral participation, the governance capacity building sector had the highest percentage of individuals (75%) attending training and on-the-job training sessions, followed by water (20%) and civil society and advocacy (2%).

EVALUATION

Measuring the Effectiveness of Technical Assistance and Capacity Building Initiatives

Level I – Participant's satisfaction with the technical assistance and capacity building initiatives

During FY21, IGPA collected feedback from 1,722 (75%) participants. Seventeen items identified from the Training Evaluation Forms constitute an aggregate measure of participant satisfaction with IGPA's training sessions. The items were selected from the following scoring areas: Training Environment and Organization, Training Quality, and Training Utility in the Workplace.

The following table reflects the level of satisfaction among all participants. Among the three areas, 88% were satisfied with Training Environment and Organization, 91% with Training Quality, and 84% with Training Utility in the workplace.

TABLE 1: Training Evaluation Findings for FY21 (n=1722)					
Items/Questions	Fully agree	Agree	Neutral	Disagree	Fully disagree
Training Environment and Organization					
My expectations of this training course were fully met	39%	54%	5%	2%	1%
The overall organization of the training was good	45%	48%	4%	2%	0%
The group of participants was suitable	43%	50%	5%	2%	0%
The duration of the training was suitable	28%	44%	10%	14%	4%
Training Quality					
The training methods used were well suited to the training content	40%	49%	6%	4%	1%
Examples given during the training are suitable for local context	39%	52%	7%	2%	1%
The training was delivered in a way that allowed sufficient interaction between trainer and participants	48%	45%	5%	1%	0%
The training was well suited to my level of understanding of the subject.	39%	54%	5%	2%	0%
There is a development in the knowledge level I have after I attend this training	36%	56%	6%	2%	0%
The different topics of the subject were sufficiently and coherently covered in the training	29%	54%	11%	4%	1%
I had enough opportunity to express my points of view and experiences	43%	49%	6%	2%	0%
The training comprised a good balance between theory and practical experience/exercise.	32%	54%	9%	4%	1%
The trainer(s) was/were very knowledgeable on the subject of the training.	52%	41%	5%	1%	1%

TABLE 1: Training Evaluation Findings for FY21 (n=1722)

Items/Questions	Fully agree	Agree	Neutral	Disagree	Fully disagree
The trainer(s) conveyed their knowledge and experience to me in a very understandable manner.	53%	41%	4%	1%	0%
The trainer(s) answered my questions in a way that helped me better understand the subject of the training.	52%	42%	5%	1%	0%
Training Utility in the Workplace					
You will use the training materials in your future work	42%	49%	7%	2%	0%
The training fully addressed problems I experience in my daily work.	24%	53%	16%	6%	1%
OVERALL AVERAGE / Final Average	40%	49%	7%	3%	1%

Level 2 – Immediate change in individual knowledge and skills¹³

IGPA's MEL team designed a system for obtaining quantitative and qualitative information on aspects of capacity-building initiatives. One of these aspects is to provide evidence that guarantees the efficiency and reliability of the training process. To meet this objective, the knowledge and skills of participants attending training are assessed before and after a session.

The table below provides more details on the matched pre-and post-data used to calculate averages in the gains scores.

TABLE 2: Immediate change in individual knowledge and skills

Trainees and Training Characteristic	FY21			
	Number of Participants	Average Pre-tests	Average Post-tests	Percentage Average of Gains Score
Governorate				
Anbar	130	50	81	58%
Babil	65	54	75	44%
Baghdad	202	58	73	37%
Basrah	212	47	76	53%
Dahuk	64	58	79	51%
Dhi Qar	15	78	82	29%
Diyala	17	65	73	26%
Erbil	299	46	68	45%

¹³ Data were analyzed using a “traditional” method –the correct/incorrect tally. The normalized gain was calculated using the average of gains formula. First, the normalized gain for each participant is calculated, then averaged as $\text{gain} = \frac{\text{Post} - \text{Pre}}{100 - \text{Pre}}$. This method thus calculates each participant’s gain and then averages, rather than calculating the gain from the class average pre- and post-scores. Using the average of gains formula allows us to relate individual participants’ gains to class average gains meaningfully and allows MEL Unit to use matched data. Most researchers argue that the calculation of knowledge gain should include only data for participants who took both the pre-and post-test, commonly referred to as “matched” data. This is to avoid inflating the gain by including pre-scores of participants who dropped or stopped attending class.

TABLE 2: Immediate change in individual knowledge and skills

Trainees and Training Characteristic	FY21			
	Number of Participants	Average Pre-tests	Average Post-tests	Percentage Average of Gains Score
Halabja	41	50	80	63%
Karbala	15	70	70	16%
Kirkuk	16	54	70	30%
Maysan	25	73	84	43%
Muthanna	19	73	76	22%
Najaf	79	52	79	51%
Ninewa	89	53	76	51%
Qadisiya	18	59	68	20%
Salah al-Din	13	62	66	17%
Sulaimaniya	107	49	80	58%
Wasit	57	48	70	41%
Objective				
1: Enhanced GOI Service Delivery Capacity	598	47	79	58%
2: Enhance Provincial and National Government's Public Financial Management	396	55	76	46%
3: Strengthened Monitoring and Oversight of Service and Public Expenditure	233	44	64	37%
4: Support Change Agents	256	65	73	29%
Sector				
Civil Society & Advocacy	37	54	67	38%
Governance Capacity Building	1090	53	74	44%
Waste Management	38	59	87	68%
Water	318	47	76	54%
TOTAL FY21	1483	52	75	47%

Pre- and post-tests were completed by 1,483 training participants (70% male and 30% female), representing 70% (2,109) of the total number of individuals participating in training sessions this

reporting quarter. The average learning gain was 47%. The highest percentage average gain scores were recorded in Halabja (63%) and in Anbar and Sulaimaniya (58%).

From the data analyzed, trainees attending in-person training sessions had a higher percentage learning gain (48%) compared with trainees attending virtual sessions (36%). The greatest percentage average score learning gains were recorded for those who attended Enhanced GOI Service Delivery Capacity training opportunities (58%) and Enhance Provincial and National Government's Public Financial Management (46%). On the other hand, Support Change Agents and Strengthened Monitoring and Oversight of Service and Public Expenditure objectives scored 37% and 29% knowledge gained.

Trainees attending sessions on waste management showed the highest knowledge gain (68%), compared with trainees attending sessions on water (54%), governance capacity building (44%) and Civil Society and Advocacy (38%).

Level 3 and 4— Impact of IGPA/Takamul capacity building and technical assistance in the workplace (Captured for the CAM study)

During year four, the Complexity Aware Monitoring (CAM) related data were captured through three stages:

First Stage – Pre-Technical Assistance Workplace Impact Assessment (Pre-TAWIA): selected trainings, on-the-job trainings, workshops and technical assistant events participants will receive a pre-WIA through DAI collect directly after the event end. This will capture if the capacity building intervention they have attended through IGPA is relative to their work, and what their plans and objectives are as a result of the capacity-building intervention.

For the second and third stages, certain participants will be selected to participate in the assessment according to the following criteria:

- Number of events they have been involved with IGPA.
- All change agents are expected to be selected.
- Participant response to the Pre-TAWIA.

Second Stage – Post-Technical Assistance Workplace Impact Assessment (Post-TAWIA): Six months following IGPA's capacity building intervention, selected participants will receive a post-TAWIA using DAI Collect. This assessment aims to capture information regarding the third and fourth level of the IGPA MEL system focusing on the capacity building intervention impact on the individual and institutional levels, i.e., if they were able to achieve the objectives and plans they have set during the Pre-TAWIA; what they have achieved and reasons why they have not achieved the said objectives and plans; and how the IGPA intervention impacted their daily work on an individual and institutional level in terms of time management, errors reduction, and human resources needed to do the job.

Third Stage: Specific key informant interviews (KIIs) will be designed for each participant according to their answers in the first and second stages, with examples and supporting documents of the IGPA intervention impact.

To gather data for the Sentinel Indicator CAM approach, IGPA/Takamul developed a list of sentinel indicators by monitoring the political, governance, and economic dynamics and challenges during Year 4 in Iraq. The IGPA/Takamul team studied the effects on program activities of each sentinel

indicator is identified. The team reviewed and refined the list of indicators and agreed that it is a living, and iterated document that must be updated regularly. The next section explores this process in detail under Sentinel Indicators.

The process monitoring of impact (PM), outcome harvesting (OH), and stakeholders’ feedback (SF) data were collected through the Pre-Post TAWIA and KIs, Pre-Post TAWIA surveys were coded on DAI Collect and links were shared with the selected participants while the KIs participants were selected according to their answers to the Post TAWIA to gather any clarification needed.

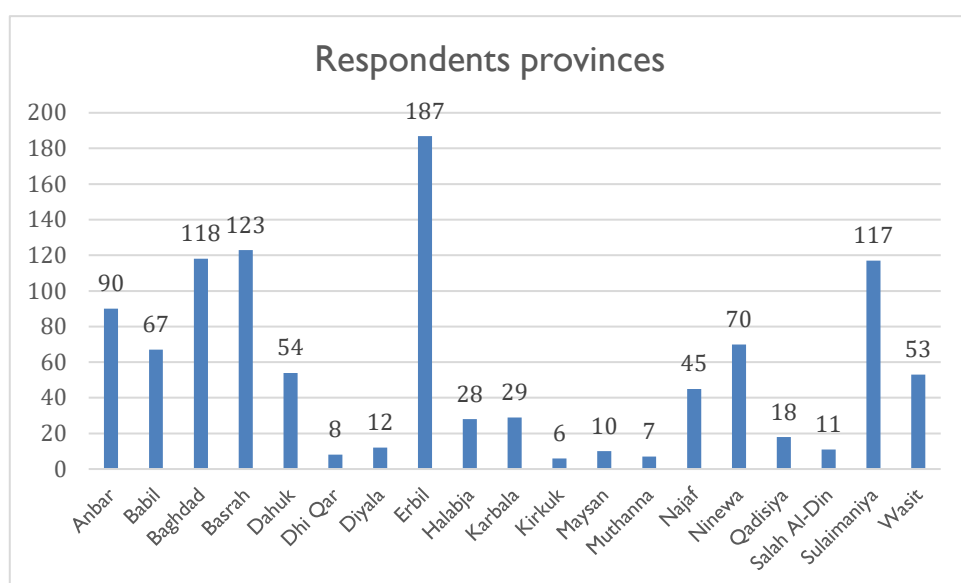
Of note, just as it has affected the program activities, COVID-19 has affected the MEL Unit-related activities. During Year 4, MEL activities have shifted to the provision of more remote rather than onsite support. The risks of conducting MEL activities during project delivery were weighed against the risks of stopping them. After the IGPA/Takamul MEL team moved to remote and digital data collection, remote support was reliant on the beneficiary’s ability to use the internet or cell phones. Nevertheless, the IGPA/Takamul MEL team used phone, SMS, and other internet-based communications platforms as alternative data collection means for KIs.

Pre-TAWIA Data Collected

The first level of Technical Assistance Workplace Impact Assessment (TAWIA), participants from trainings, on-the-job trainings, and workshops received the Pre-TAWIA Survey through DAI Collect immediately after the event ended. This aimed to capture if the capacity building intervention they have attended through IGPA is related to their work and what their plans and objectives are as a result of the capacity-building intervention.

Overall, the pre-TAWIA form was shared with participants from 77 events (13 events for Objective 1, 21 events for Objective 2, 25 events for Objective 3, 18 events for Objective 4).

A total of 1,053 responses were received (775 males and 278 females) from which 78% of participants were provincial entities, 14% were federal entities, 7% from CSOs/NGOs, and 1% were unemployed.



Further, 98% of the respondents reported that the capacity building intervention they attended was relevant to their work. The 2% that reported it was not related to their work said they were working under another department in a different role but they were nominated by their institution, and that they did not have the basic knowledge of the event subject matter prior to their attendance.

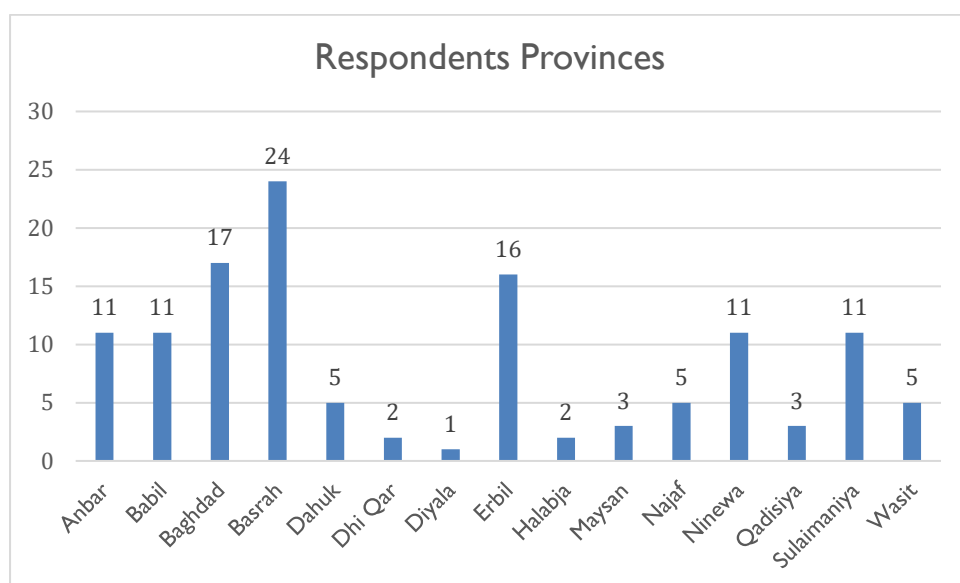
Almost all (96%) of the participants reported that they will be able to implement what they have learned in their workplace while only 4% (46 participants) reported that they will not be able to implement what they have learned. Of these, 7 participants reported that s/he need more resources to be able to implement what they have learned and 25 participants said they need more skills and knowledge to be able to implement the learning. In comparison, 6 participants said that the technical assistance or capacity building initiative was not relevant to their work.

As for the participants' personal expectations following to their participation in IGPA/Takamul event, 62% said they will be able to set up clear plans and goals for their careers, 32% expected to enhance the collaboration and engagement with their peers, 23% said they will reduce the time and effort required for them to complete a task while maintaining the quality of their work, 19% expected to increase their level of autonomy to improve their performance in the workplace, and another 19% reported expecting changing their work methodology to reflect and implement what they have learned.

Post-TAWIA Data Collected

A total of 127 participants (99% of targeted sample size), 86 males and 41 females, responded to the survey, with 51 participants from Objective 1, 24 participants from Objective 2, 37 participants from objective 3, and 15 participants from Objective 4.

Almost a quarter (72%) of the participants were provincial entities staff, 17% were federal entities staff, 10% were from CSOs/NGOs, and 1% were unemployed.



A majority of the respondents (94%) reported using the skills and knowledge gained through the capacity building intervention in their daily work, and the 6% who reported not being able to use what they have learned cited factors outside of their control like requiring official approvals to be able to use and implement what they have learned. In contrast, others said they would be using only a few of the skills/knowledge gained and need more time and management support to be able to fully implement what they learned.

The knowledge gained from IGPA/Takamul interventions was deemed useful on both institutional and individual levels: 41% of the respondents reported that the changes in the individual and team performance were extremely noticeable, 32% said it was very noticeable, 52% said their performance had been very well improved after the capacity building initiative, and 28% rated their performance to be extremely well.

On the other hand, 83% of the respondents reported being able to achieve the objectives they have set as a result of the capacity-building intervention. The 17% who reported not being able to achieve their objectives cited the following reasons: lack of available resources (45%), lack of support from their management/department (14%), change in their position (9%), other reasons (32%) such as the limited capacity to contribute to the department's work from the start, work permissions, lack of time, and needing more technical support.

IGPA's technical assistance/capacity building initiatives provided tools to enhance work quality by utilizing technology, for example using Excel in producing financial reports, simplifying and unifying procedures, having clear roles and responsibilities and other tools/procedures, which resulted in reducing the time required to complete a task (90% reported time was reduced) and reducing errors in their daily work (96% reported errors were reduced).

By providing the required skills/ knowledge required, 91% reported that skill gaps in their team were reduced as a result of the capacity-building intervention they received.

Only a limited number from each directorate/department/ministry, CSO, etc. were nominated and selected to participate in IGPA/Takamul capacity building initiatives: 68% of selected participants reported duplicating the capacity building initiative (training, workshop, technical assistance, on the job training, etc.); 45% replicated the initiative to participants from the same department/unit; 23% replicated the initiative to participants from different department/unit; and 23% replicated the initiative to participants from different organizations/institutions, expanding the impact on a higher external level. The replicated initiatives were on a variety of subjects in water, solid waste management, service delivery indicators and criteria used by the PED units, feasibility study and sectoral development plans, standard bidding documents, and advocacy techniques to be used by CSOs.

Participants reported using the online communication and learning techniques that were introduced by IGPA/Takamul following to the COVID 19 restriction to be very useful and are currently used through their daily work like using Zoom, Microsoft Teams, emails and other tools.

Finally, 76% of the respondents reported enhancement in their institutions outputs as a result of attending IGPA/Takamul capacity building initiatives. In comparison, 66% reported a change to their institution plans/ objective, identifying gaps and needs, and working to improve these on an individual and institutional level.

PUBLIC OPINION SURVEY

During FY21 Q1, IGPA/Takamul project commissioned a follow-up Public Opinion Survey (POS) on the level of satisfaction of the population in six provinces in federal Iraq and Kurdistan Region of Iraq (KRI) to the responsiveness of the Government of Iraq (GOI)/local government to citizens' needs with respect to delivery of public services, as well as on the involvement of the population in decision-making processes about prioritization of, and resource allocation to, specific public services.

The POS centered on six basic indicators that measure progress toward achieving IGPA/Takamul's objectives.

- Percent of respondents who report improvements to IGPA-supported service delivery platforms.
- Percent of respondents who report satisfaction with IGPA-supported service delivery platforms.
- Percent of respondents who rate the local government's performance of IGPA-supported service delivery platforms as "Excellent" or "Good."
- Percent of respondents who have confidence in the local government to deliver IGPA-supported public services.
- Percent of respondents who believe the local government engages the public in planning public service provision.
- Percent of respondents who engage the local government to provide feedback on the provision of public services.

To assess these indicators, a large-scale survey was conducted in Anbar, Babil, Baghdad, Basrah, Erbil, and Ninewa using a multi-stage stratified sampling strategy between November 11, 2020, and December 4, 2020. After data quality assessments and thorough data cleaning, 3,872 household survey responses were analyzed.

POS's Basic Indicators Summary

- 51% of the respondents stated that government services have improved in the past year, as opposed to 39% in 2019 and 18% in 2018.
- 43% of the respondents were satisfied with the service delivery platforms. There was a subtle improvement in public opinion compared to the 2019 survey when 38% of the respondents declared being satisfied with public services and 22% in 2018.
- Across locations, 39% of respondents stated to have confidence in the local government.
- 18% of respondents felt that the provincial government attempts to gather citizen input in planning public services. 27% of respondents are aware of the citizen service hotline.
- 44% of respondents surveyed knew where to submit a complaint to the government about public services. 65% mentioned social media and 36% mentioned that public hearing sessions are the platforms and means to respond to the government when seeking citizen inputs.
- 77% of respondents surveyed were not aware of the provincial budget.

- 25% provided feedback on the provision of public services to the local government, younger people were more likely to engage with the local government than their elders.

Main Findings of POS's Public Services

Water



93% of respondents said they have a water network system in their area. These percentages were reflected similarly across the six provinces surveyed.

44% of respondents felt that the government's provision of water services had improved from last year.

Across locations, 66% rated government provision of water from average to excellent. Overall, the ratings had improved since 2019, where positive ratings increased and negative ones decreased.

Solid Waste Management



74% of respondents said they have trash collection in their area.

46% of respondents stated that the government's performance on trash collection has improved since last year.

67% of respondents rated government performance on trash collection from average to excellent.

Electricity



Most respondents stated that they have the same amount of electricity compared to last year (42%), more (26%), and a lot more (10.5%).

62% of responding households made efforts to conserve electricity usage. 18% did not and 20% did know now. 89% of respondents had access to a generator.

42% of respondents felt that the government's performance in delivering electricity had improved. 67% of respondents rated government electricity services from average to excellent.

Sewage



64% of the survey respondents said they have a sewerage system in their area.

49% of the respondents from all other governorates subject to this study believed there were improvements in the sewer services.

52% assessed the government's performance on sewerage services from average to excellent.

During FY21 Q4, IGPA/Takamul project issued an RFP to commission the fourth Public Opinion Survey (POS) aimed at collecting data on the level of satisfaction of the population in six provinces in federal Iraq and Iraqi Kurdistan (KRI) to the responsiveness of the Government of Iraq (GOI)/local government to citizens' needs in respect to the delivery of public services, as well as on the involvement of the population in the decision-making processes about prioritization of, and resource allocation to, specific public services. The results of the FY21 Public Opinion Survey will be reported in the upcoming quarterly report.

CHALLENGES AND LESSONS LEARNED

Apart from the tight restrictions imposed by the federal and regional governments on mobility and interpersonal engagements across the country due to the pandemic, IGPA/Takamul noted challenges and lessons learned in several areas, which include the following:

High expectations

Challenge: High expectations raised by the stakeholders during work plan implementation.

Action: The work plan was developed based on discussions with each stakeholder within the framework of project objectives. The work plan is implemented in cooperation and partnership with stakeholders. IGPA always listens and accommodates stakeholders' requests as much as possible within allowable project objectives, work plan, time, and budget.

Outcome: All the activities were implemented, and the deliverables were accomplished.

Delay in response

Challenge: Delay in stakeholder's response.

Action: Since most of the activities are demand-driven, delays are resolved by professional and consistent follow up with the stakeholders with a focus on the impacts.

Outcome: The Project secured all the required responses, and all the activities were achieved.

Pandemic

Challenge: The ongoing COVID-19 outbreak all over Iraq limits the team's movement.

Action: The team works closely with IGPA's security team and relevant government agencies to determine new infection spikes in target areas. The team closely observed the protocols for critical face-to-face meetings and utilized online communication, such as Skype, for certain meetings and discussions.

Outcome: The scheduled meetings to obtain critical data and decisions pushed through even if somewhat less preferable than face-to-face discussions.

Limited investment budget

Challenge: Partner agencies often cite that they have insufficient funding to make significant operational or environmental improvements.

Lesson Learned: The team’s approach is to suggest improvements and innovations within the agencies’ allowable budget. The team looks for improvements to processes and methods that require some readjustments and a different way of doing but yields significant impact. Other times, the team leverages its working relationship with higher authorities, such as HCCPSEC, to provide funding allocation.

Limitation in the fiscal budget

Challenge: Fiscal challenges across all IGPA/Takamul government partners.

Lesson Learned: The Project has been providing technical support to assist government entities and local government to cope with severe fiscal constraints through IGPA’s regular programming in public financial management, local revenue generation, and business enabling environment, in parallel with Objective I activity interventions.

Many occasions and official holidays

Challenge: Iraq and the KRG have many religious and official holidays, which disrupt work and activity plans.

Lesson Learned: Some stakeholders in the provinces favor continuing the training activities that fall within holidays as they too are keen to finish the activity. Therefore, the Project consults with training participants to hold events during holidays instead of outright canceling or suspending the training.

Frequent turnover of senior officials

Challenge: One of the challenges that we have experienced in the field throughout the year is the frequent change of provincial and federal stakeholders due to the political maneuverings.

Action: To minimize the impact on IGPA programming, the Project immediately schedule meetings with the newly appointed official to present IGPA Project and to brief the official about IGPA activities and assistance related to his/her office to ensure that the same level of support is provided to the Project in implementing the activity.

Procurement

Challenge: Because of the continuing delay in the ratification of Budget Law, 2021 and its accompanying implementing guidelines, IGPA/Takamul conducted extensive trainings on direct implementation through the *Ammana* Regulations for the local government units so they can continue providing services and essential infrastructure. However, direct implementation is a stopgap measure and not an ideal method because it is prone to manipulation and corruption.

Another challenge is the devaluation of the Iraqi dinar against foreign currencies, which adversely impacted the local government’s budget allocation for projects.

Action: IGPA/Takamul continued training the provincial governorates on the standard contracting method through the SBDs, as well as emphasized stringent compliance with the regulations for direct contracting in order to diminish the possibility of manipulation. On the other hand, the

Project continues to provide robust support to finalizing the PFM Law Regulations to see it through its approval and implementation.

Outcome: As a result of IGPA/Takamul's technical support in preparing the SBDs, many governorates implemented projects through direct contracting. The Project's drafts for the SBDs for electromechanical and turnkey projects and health "framework agreement" mechanisms were completed and forwarded to the KRG MOP. The Project likewise resumed reviewing and revising the draft General Contracting Law; started developing the implementing guidelines for government contracts with the KRG MOP; and continued training and advising various entities on their procurement requirements.

Public-Private Partnership

Challenge: The early general elections, the financial crisis and the accompanying devaluation of the Iraqi dinar were key factors that delayed the approval of the Federal Budget Law of 2021, and along with it, the private sector partnerships as sources of funds for public projects.

Action: Despite their busy schedule in preparation for the elections, IGPA persevered in involving the parliamentary committees involved in the PPP. IGPA achieved some progress in the review of the draft PPP law by the parliamentary committees and the MOP, as well as in preparing an action plan that includes voting on the approval of the law, in coordination with the advisory office of the Speaker of the Parliament. At the same time, IGPA/Takamul continued to support the issuance of a legislative system for financing investment projects from the private sector, in coordination with the Ministry of Finance and the General Secretariat of the Council of Ministers.

Outcome: The concept of partnership between the public and private sectors has become clear and accepted by many parliamentary committees. The Ministries of Planning and Finance and the National Investment Commission were involved in identifying potential obstacles in the approval of the PPP and proposing solutions to the parliament in order that the approval process could progress to the next levels. There was a distinguished desire from parliament members to support the vote on the draft partnership law, providing money and improving services, as well as the desire of the Iraqi government to direct this law due to its importance in supporting investment and the private sector. The Iraqi Parliament relies heavily at this stage on IGPA/Takamul to support the draft partnership law from a technical and legal point of view.

Overlapping functions

Challenge: One of the biggest challenges in activity implementation is removing the overlapping functions among the various governmental entities that receive and handle services complaints such as the citizens' desk, PED, PWED, PPDC, and CSO Office.

Lesson Learned: High-level coordination were done among government entities handling citizen complaints, relevant departments, and Change Agents to establish standard operating procedures with comprehensive, accurate and specific provisions to define the functions and responsibilities of each unit. Creating an accurate flow of citizens' complaints will clarify the roles of the different actors, as well as facilitate the response to citizens' requests.

Outcome: For the first time, IGPA/Takamul-supported Change Agents (heads of CSOs) actively contributed to developing a coordination board. This activity is successfully completed.

Challenges: The CSO Coordination Board is an important coordination and organizational mechanism to harmonize the actions of various stakeholders, but at the same time, it sometimes runs into conflict with the interests of some administrative, political, and partisan figures.

Lesson Learned: Nonetheless the challenges, establishing the coordination board is a worthy undertaking as it functions as a melting pot in which all administrative, political and partisan interests vanish. In Ninewa, the coordination board has demonstrated that it can objectively provide support to reconstruction and stability projects.

Challenges: The lack of effective networking between Provincial CSO Offices and the Directorates of NGO.

Lessons learned: Collaboration is key to the success of these two entities, which may be achieved by spelling out the scope of responsibilities of each unit, identifying areas of coordination, and capitalizing on available opportunities and resources to achieve the mutual goals.

Challenges: The activity to increase government-citizen engagement on budget development under the new PFM law was met with a few delays, firstly because of the continuing restrictions on face-to-face gatherings. This activity was time-sensitive because there was a specific period for the preparation of the local fiscal budget for 2022.

Lesson learned: The number of targeted participants was large and came from different sectors. Therefore, it was essential for the team to control and manage the workshop. Bringing together the CSOs and government representatives in workshops, forums and trainings adds value to oversight and accountability practices and strengthens the relationship between the two parties. To build sustainability, the team capacitated the participants to be able to initiate the same activity in the coming years.

Building the organization chart and Human Resources (HR) database for the Ministry of Finance (MOF)

Challenges: The lack of transparency and availability of current HR data at the Ministry of Finance since there are different HR units across five different departments, not to mention the HR units in state-owned banks, insurance companies, tax authority, and the like. This made it difficult for the MOF minister to have a comprehensive map of all the departments and numbers of staff at the ministry.

Action: The minister issued instructions to all his HR department to provide the IGPA team with data to develop a new organization chart and HR database for salaries and incentives. The IGPA team developed an organization chart and master database that showed the total number of employees and their monthly compensations from January to June 2020. IGPA also presented a report to the minister to detail how the HR departments need to be restructured.

Outcome: There were differences in the total number of staff at the ministry and total compensations, which was a sign that there were accounting and reporting errors in the raw data. The minister instructed IGPA to present their findings to the Director General of the Administrative Department at the Ministry of Finance. However, no further action was taken to restructure the HR departments nor investigate the findings.

Supporting the HR enhancement program of the Iraq Industrial Bank

Problem: At the request of the finance minister and the head of the Industrial Bank, IGPA performed the same HR organizational review done at the MOF for the Industrial Bank. As in the previous case, there was a lack of transparency and availability of updated data making it difficult for the head of the Industrial Bank to have a comprehensive map of all the departments, numbers of staff and their salary costs.

Action: The team produced an organization chart that detailed all departments of the Industrial Bank and its branches, showing the number of individuals and total salaries for each individual and department. The aim was to have a detailed report to be able to work with the HR department to target departments that can be merged or changed. The report also identified how the Industrial Bank could develop an HR system to unify the employee identification cards for all employees in the bank and unify the various payroll and leave systems. The team also reached out to aptitude testing companies and utilized the free sample tests to arrange for testing of approximately 25 employees at the bank to determine their skills and qualifications as a tool to identify high potential young talent that can be mentored for senior roles

Outcome: IGPA has successfully completed its tasks and it is now up to the Industrial Bank to perform the succeeding actions.

Public Financial Management Law Regulations

Challenges: The GOI enacted the Federal Financial Management Law, Law 6 (PFM Law) in August 2019 to provide systematic arrangements for more effective public financial management across the budget cycle. Under the law, the COMSec is required to prepare the instructions for implementing the law to put PFM best practices in place. To date, due to the protests, security situation in Iraq, and the COVID-19 restrictions on government operations, the GOI still has not prepared the instructions. This has delayed the development of the 2021 national budget, which should be developed in accordance with the PFM Law that went into effect on January 1, 2020.

Action: After meetings and follow-ups with the deputy minister of Finance, COMSec legal director, and most recently, the chairman of the committee convened by the Prime Minister to draft the instructions for implementing the PFM Law, IGPA has agreed to facilitate working meetings between the key stakeholders – MOF, MOP, Federal Board of Supreme Audit, COM, Prime Minister’s Office and the State Council – to discuss the law and key issues and reach a consensus to outline the regulations. The meetings were initially planned to be held in July but were held on September 19 – 21, 2020.

Outcome: IGPA developed a working paper, shared in advance of the working meetings, that lays out the key issues and points for clarification regarding the PFM roles and responsibilities of the various national and provincial entities. IGPA also drafted the concept note for the five-day working meetings to determine how the regulations will be drafted. These products were helpful for the government to guide the process for the development of regulations.

AFADs’ preparation of monthly financial reports

Challenges: The COVID-19 restrictions in all governorates and the decisions of the GOI crisis cell to stop the government work in the directorates have led to significant disruption and delay in work. The AFADs and the decentralized directorates faced challenges in communication between

employees, collecting data, preparing monthly financial reports, and meeting the MOF monthly financial requirements to obtain the monthly funding allocations for government operations. The financial reports must be sent to MOF by the 10th of the following month.

Action: IGPA conducted various training and follow-up sessions with the AFADs and the decentralized directorates accounting departments to use an Excel spreadsheet template for preparing the monthly trial balance report for MOF to allocate funds for government operations. IGPA installed the templates on the laptops for accounting department staff in the decentralized directorates and AFADs and followed up to show the staff how to use the template. The AFAD and decentralized directorates communicated using WhatsApp during this period to share the electronic financial tables to prepare the consolidated monthly financial report.

Outcome: The most important result has been the AFAD's and decentralized directorates' ability to continue preparing the monthly financial reports using the electronic spreadsheet templates to meet the Ministry of Finance requirements. The electronic spreadsheet template enabled the provincial accounting staff to prepare their reports in less time and with minimal errors. The effect of using this electronic spreadsheet is that the Ministry of Finance provided the monthly financial allocations to the AFADs to fund the decentralized directorate operations despite the coronavirus restrictions.

National Commission on Monitoring Federal Revenues

Challenges: During a series of working meetings between the MOF, Federal Board of Supreme Audit, COMSec and other institutions to draft the PFM law regulations, the officials agreed that there continues to be a lack of clarity on federal revenues to be shared with the provinces and how to calculate them based on Article 29 of the PFM law. The officials decided to address this issue through the establishment and operationalization of the National Commission on Monitoring Federal Revenues in accordance with Law 55 of 2017 and the PFM law regulations.

Action: IGPA facilitated the PFM law working meetings and other working sessions emphasizing and encouraging the MOF, COMSec, HCCPsec to move forward with establishing the federal commission and finalizing the PFM law regulations. The project also worked with the HCCPsec to schedule working sessions and workshops between the stakeholders to address the lack of clarity on local revenues.

Outcome: The HCCPsec is sponsoring workshops with IGPA/Takamul support to build awareness among the governorates on the federal commission and the governorate's role in revenue sharing and to build the capacity of the governorate revenue departments to effectively generate, collect, manage, report and audit local revenues. The workshops were held in May for Law 55 and in June for local revenues.

Delays and problems due to bureaucracy hurdles and bottlenecks regarding the issuance of sovereign bonds in 2017-2018

Problem: There was a significant delay in issuing the national bond because ministries and their senior officials have not been involved previously in international banking work.

Action: IGPA worked with other members of the Economic Reform Unit (ERU); mainly with Mr. Salem Chalabi, ERU's legal adviser, coordinated the bond's legal and financial requirements to be issued into the global bond markets. The PMO created a small team (including IGPA) to become a

focal point for all discussions between the Iraqi government and international lawyers representing the government.

Result: By creating a core team of experts with the required background and experience, the PMO was able to mobilize the data collection from relevant ministries in an expeditious manner. Since the prime minister at that time was also the finance minister, this allowed the team to fast track requests for information and to provide advice to the stakeholders, mainly the Council of Ministers, which resulted in the successful issuance of bonds which was oversubscribed.

Project status update of the National Investment Commission for Prime Minister Adil Abdul Mahdi (2019)

Challenges: Many projects were being announced by the National Investment Commission (NIC), as well as by the provincial Investment Commissions. However, there were many reports that many of these projects have been delayed for many years and that there were only a few completed projects.

Action: IGPA worked with the PMO to issue a letter to the NIC requesting a data dump of all projects at the head office and all provinces. IGPA consolidated all the data, which has a total value of US\$67 billion. IGPA presented the findings to the prime minister and his advisors in a report that outlined the progress of all NIC projects. The report showed the total value of projects that were completed/ongoing/stopped and the breakdown of project value in each governorate.

Result: NIC informed the prime minister that they were planning to present various recommendations on reforms needed to remove bottlenecks and withdraw the investment license from projects that have been delayed past the extension schedules as had been agreed.

Liquidity analysis for the minister on tax collateral funds and how these can be utilized (2020)

Problem: During the early months of 2020, there was a steep drop in international oil prices, resulting in a shortage of liquidity in the summer months in terms of funds available to pay for government expenditures (i.e., government salaries, fuel imports)

Action: Finance Minister Ali Allawi tasked IGPA to perform an analysis of the tax collateral (*Amanat*) that are deposited at the Tax Authority and held in a “collateral” account for a period of five years. The minister assumed that there is approximately IQD 3 trillion in the account IGPA collected data from the head of tax authority to put together a financial plan on utilizing some of these funds.

Outcome: IGPA prepared a report to the finance minister showing the amounts that are currently in the tax collateral account and with the expected drawdown over the next five years. As such, the ministry can technically utilize funds that are not yet due by creating a revolving fund. However, the work was not completed due to bureaucratic resistance from the MOF and the Tax Authority.

NIFI Agribusiness - Limitations on activity implementation

Challenges: Because of the outbreak of COVID-19, NIFI was faced with the challenge of conducting its regular in-person activities, including training workshops and firm-level technical assistance to SMEs in Ninewa during the first half of the fiscal year.

Outcomes: NIFI responded to the challenges by rapidly pivoting to a program of more frequent remote technical assistance workshops and focusing its financial facilitation efforts on sources of financing currently active on the ground, facilitating funding for SMEs that were negatively impacted by the pandemic. NIFI ramped up its social media marketing workshops to help businesses leverage the internet to promote their products and remain connected to their customers. Nonetheless the restrictions, NIFI was able to accomplish its planned program of activities.

Access to finance

Challenges: While the supply side of SME finance remains weak given Iraq's risk profile and the continuing impact of COVID-19, NIFI is building the self-reliance of SMEs at the firm level to help them survive the COVID-19 pandemic, prepare for better times ahead, and, in some cases, realize growth.

Outcomes: NIFI helped SMEs adopt best business practices essential to competing in increasingly competitive markets and achieving organic growth as well as becoming bankable or investment ready (i.e., the ability to access financing and absorb additional capital to support expansion and growth).

Challenges: The challenges and impediments to private sector growth that existed before COVID-19 remain. In the World Bank's Ease of Doing Business rankings for 2020, Iraq ranked 172nd out of 190 countries and ranked 186th in "getting credit," revealing a severe lack of access to finance for both established businesses and new entrepreneurs. Iraq ranks 153rd out of 174 countries in the Euromoney Country Risk investment rankings.

Outcomes: NIFI has aggressively pursued the sources of funding that are active in the ground, including GOI's loan programs in partnership with private banks to help SMEs mitigate the impacts of COVID-19. The team redoubled its efforts to partner with other entities issuing business loans and grants such as Iraqi Islamic Bank (IIB), International Organization for Migration (IOM), Marla Fund, National Bank of Iraq (NBI), CEWAS, IFC, FinnFund, Khudairi Group and Human Appeal. NIFI likewise intensified its collaboration with USAID implementing partners working in the economic development sector, specifically the DCEO project, GroFin, and Top Mountain. As a result, out of the 210 referred applications, 11 SMEs applications (3 loans and 8 grants) were approved to receive financing totaling \$883,100.

CHAPTER III: CONTEXT MONITORING THE POLITICAL ECONOMY OF GOVERNANCE OF IRAQ

NATIONAL ISSUES

POLITICAL DYNAMICS AND EARLY ELECTIONS

Minority representation in courts. In March 2021, the Iraqi Parliament voted on and approved 21 of the 24 Articles of the Federal Court bill with a dispute over the representation of minorities in the court. Political commentators at that time announced that the bill in its current form would develop a formula to establish a religious state governed by the religious majority. Several political figures and activists feared the consequences of granting the Federal Supreme Court's (FSC) judges Islamic Jurisprudence which in turn will affect minorities and will lead to a scenario that decisions made by the council to be limited to the Shia and Sunni (Arabic) members of the FSC. Furthermore, the political blocs held intensive meetings in this regard to reach an agreement on the law and later identified FSC members. A Kurdish Judge from Dahuk was appointed to represent the minorities. The importance of naming the members of the FSC was also essential to ensure that elections take place on time since the FSC is required by law to ratify election results.

Cabinet reshuffle. In May 2021, a member of the Wisdom Movement political bloc, Rahim al-Aboudi, claimed that Prime Minister (PM) Mustafa al-Kadhimi wanted to replace five ministers in his cabinet. Aboudi listed these as the ministers of Finance, Health, Agriculture, Industry, and Trade. He expected a request for their dismissal to be sent to the COR for the first session held after the Eid holiday. Aboudi claimed that "this ministerial reshuffle was adopted by the Sayroon bloc with the support of the PM and that this ongoing movement between the various forces and political parties comes as part of the preparations for early elections, as well as a preparation for choosing the next ministerial cabinet." Aboudi further added that "Some of these blocs and political parties have begun to discuss with each other the names of the candidates for the ministries for the next session."

PM al-Kadhimi did not replace these ministers due to political disagreement between the political parties, especially that several of them are affiliated with major political parties such as the Trade Minister Alaa al-Jabouri, who is affiliated with Khames al-Khanjar al-Azim list. It was previously speculated that these ministers used public funds to support their own electoral campaigns.

2022 budget preparation. In May 2021, the Iraqi Parliament's Finance Committee announced that it was preparing the draft federal budget bill for 2022. Historically, the Ministry of Finance (MOF) begins preparing the federal budget in June every year and calls on provinces and ministries to submit their budgets in the middle of August. The Council of Ministers (COM) formed a committee to prepare the draft budget law for 2022 with representatives from the Finance Committee participating in the discussions. Political commentators stressed the need for the current government to have the draft ready for the incoming government in October. However, as of the end of September, the government is still working around the final stages of the 2022 federal budget draft law with the political parties interposing. It is worth noting that the finance minister led several meetings with representatives from GOI institutions to determine the strategic objectives of the 2022 budget law.

EARLY ELECTIONS

On October 29, 2020, the Council of Representatives (COR) approved the divisions of districts in all Iraqi provinces. On November 3, 2020, Hassan al-Kaabi, the COR's first deputy speaker signed the amended version of the Election Law for the president's approval. There are 83 districts; in each district, one seat is allocated to a female member. The following table shows the number of electoral districts in Iraq.

PROVINCE	No. OF SEATS	No. OF DISTRICTS	PROVINCE	No. OF SEATS	No. OF DISTRICTS
Baghdad	69	17	Najaf	12	3
Basrah	25	6	Diyala	14	4
Dhi Qar	19	5	Salah al-Din	12	3
Maysan	10	3	Sulaimaniya	18	5
Babil	17	4	Dahuk	11	3
Muthanna	7	2	Erbil	15	4
Wasit	11	3	Anbar	15	4
Qadisiya	11	3	Kirkuk	12	3
Karbala	11	3			

As the GOI prepared for the upcoming elections, the demand increased to ban political parties with armed militia supporters from participating to ensure fairness among candidates. In 2018, many of the pro-Iranian militia participated in the elections and secured many seats in the parliament after using weapons to intimidate voters especially in rural areas. Political analysts warned that Asaib Ahl al-Haq (AAH) militia led by Qais Khazali will double its seats if no action was taken.

On January 2021, the Council of Ministers (COM) proposed to postpone the early elections for four months based on the recommendation of the Independent High Electoral Commission (IHEC). The early elections were now finally scheduled for October 10, 2021. PM al-Kadhimi announced that the delay was due to technical issues. Despite the rejection of some political parties, all main political blocs supported the decision. According to political analysts, the new date coincides with the will of the main political blocs (Islah and Bina'a blocs) that hold most of the parliamentary seats. The political parties needed time to reconsider their position among the public, the nature of the upcoming alliances, and how to ensure gaining more votes.

IHEC announced that 438 parties registered and only 230 parties were approved. Among the most prominent new movements and parties that were registered are the "Bidaya Movement," "Tishreen Assembly," "Awareness Movement," "Nation's Capacity Movement," "the Euphrates Stream," "the Current Stage party," "Correction Movement," "Jurists Movement," and "Injaz Movement." The "State of Law" coalition, headed by ex-PM Nuri Al Maliki, is composed of nine parties: Da'wa, Basha'r, Irada, Turkmen Islamic Union, Hedaya, and two Hezbollah factions. Maliki's coalition will run in 72 of the 83 districts. This means that this hardline Shia coalition will run in non-Shia districts. Similarly, the Kurdistan Democratic Party (KDP) announced that it will have 55 candidates running in 11 provinces, with many candidates running in provinces outside of the Kurdistan Region where they typically have support base.

Additionally, the Patriotic Union of Kurdistan (PUK) and the Change Movement (Gorran) signed an official agreement formalizing their alliance ahead of the upcoming elections. Gorran's General Coordinator Omer Said Ali said that the "Kurdistan Coalition between the PUK and Gorran was the

product of a series of meetings and understandings between both sides." PUK co-President Bafel Talabani announced that the agreement aims to unify the people and not oppose any parties.

Pushing back elections by the Kadhimī's government could cause further resentment among activists and protesters who consider delaying elections an attempt to ignore their key demands. Furthermore, IHEC's decision to bar expatriate voting in the elections stirred debate among the political class. The commission announced that it would be unable to secure the vote of Iraqis residing abroad due to time, legal, health, and financial constraints. It explained that it needed 160 days to update data and issue biometric cards for voters abroad, while only 40 days are left to complete the entire process. Election experts explained that a vote for expatriates is not always necessary and that past experiences have shown that turnout was usually less than 10 percent. Many political parties and blocs, including the Fatih list-Binaa bloc criticized this decision while other political parties supported the announcement.

In April, the Iraqi Parliament voted to dissolve itself on October 7 for the early elections on October 10. Political commentators explained that if the government cannot hold the early elections on October 10 for any reason, the COR's dissolution will be called off. Iraqi politicians from various parliamentary blocs expressed their concerns about the electoral commission's ability to hold early elections on the scheduled date. Specifically, members raised apprehensions regarding the state's decision to control arms circulating in the country and the presence of armed militias that could influence the election results.

In July, the leader of Sayroon parliamentary list, Muqtada al-Sadr, in a controversial decision, announced he will not take part in the October 10 elections. Many political figures in the Iraqi government called on al-Sadr to participate in the elections to preclude public mistrust. Political commentators considered al-Sadr's withdrawal from the election as a sign that might delay elections to April 2022. Meanwhile, several political figures and parties called for elections as scheduled. Some connected the boycott decision to the Nasiriya and Baghdad hospital fires, which confronted the Sadrists with their greatest public political crisis in years¹⁴

On August 27, 2021, Muqtada al-Sadr announced that he will participate in the upcoming election, walking back a decision to boycott the elections. Al-Sadr announced the reversal during a televised speech, saying that participating in the elections was now accepted as a means of putting an end to the Iraqi government's rampant corruption. Al-Sadr said he had received a reliable reform document and a doorway to ending corruption. The document was approved by the National Dialogue Conference held on August 25-26 in Baghdad. The conference was led by PM al-Kadhimi and included leaders of the protest movement, political bloc leaders, and representatives of various tribes from all over Iraq.

During that same period, political parties negotiated to reach an agreement on who will be the next prime minister. Moqtada al-Sadr's announcement, that he was reneging on his decision to sit out the upcoming elections, reshuffled the political cards in Iraq. Some political parties benefited from his return, while others have been affected. Those who had initially rejoiced at Sadr's absence from the October 10 elections, found themselves at a loss on how to deal with his return. Ultimately, the parties that declared their withdrawal from the race on the heels of Sadr's withdrawal emerged as the greatest losers. These are the former PM Ayad Allawi's Iraqi National Movement and the Iraqi

¹⁴ www.insideiraqipolitics.com, October 8, 2021, Issue No. 225

Communist Party. Discussions are also ongoing among Sunni and Kurdish circles over who will be the president and parliament speaker. Their choice will have to pass the approval of the Shia parties. The president is nominated by the two main Kurdish parties, but needs to be approved by the main Shia parties. The same goes with the parliament speaker. Yet, deep divisions hindered both the Kurdish and Sunni parties. If these camps remain divided even after the elections, the Shia will emerge as the most powerful political players.

The citizens of Iraq expressed little hope for major change through the ballot box and widespread disappointment about a political cast widely seen as corrupted. According to political commentators, many people decide not to participate in the elections, and there are fears that voter turnout could drop below the official rate of 44.5 percent from the most recent legislative election in 2018. Along the public squares and main avenues are banners of candidates, and rallies, often attended by local notables and tribal chiefs sought to mobilize support. But overall, there has been a little buzz as most Iraqis worry more about a painful economic crisis deepened by low oil prices and the COVID pandemic. It is difficult to predict a winner in the race, where powerful blocs include the pro-Iran Shia camp around the Popular Mobilization Forces (PMF/Hashed) paramilitary network and the Sadrist camp of popular Shia leader Moqtada Sadr, as well as former PM Nouri al-Maliki, are competing against each other and forming coalitions with other political parties. Political observers see these elections as being unique since they are held under a government in which the prime minister is not running for elections and elections results will be ratified by a new supreme federal court and a multi-district electoral law, unlike the previous elections.

Political observers see the following post-elections scenarios: 1) a coalition government, where one of the main electoral alliances could succeed in putting together a broader coalition. The Sadrist Bloc may well gain the most seats. Sadrist candidates do not have to be individually qualified or popular, since the base votes for the Sadrist movement, particularly within the poor and urban Shia areas in Karbala, Muthanna, Dhi Qar, Wasit, and Maysan provinces, are strong. But even if the Sadrists made a strong showing, they would have to overcome an implicit veto from the Fatih bloc and its allies. 2) An outsider prime minister, due to the lack of agreement on a premier, might force the political parties and blocs to bring in a candidate from outside their ranks. 3) A consensus government, if the major competing factions agree to form a consensus government. Commentators say the third is the probable solution and a nod to the status quo.

PUBLIC ANGER, MISTRUST, AND PROTESTS

In September 2021, an expanded conference was held in Baghdad by a group of forces that reportedly emerged from the October 2019 protests. The groups declared their opposition to the current political system and signaled they would not be participating in the upcoming elections. It is noteworthy to mention that the conference, titled “The Opposition Forces Gathering,” tackled the demerits of the Iraqi political system.

The groups announced the boycott of the elections, saying that the elections lack integrity, fairness, and equal opportunities. The groups also called for commemorating the start of the protests on the first of next month with a million-man demonstration. The opposition has 40 movements that emerged during and after the 2019 demonstrations. The opposition now is divided into two groups: those calling for the overthrow of the current regime and those calling for its reform.

THE U.S-IRAQ INTERACTION

Last year on October 10, the Iraqi militia, including Kata'ib Hezbollah, Asaib Ahl al-Haq (AAH), and al-Nujaba announced the suspension of its military operations against U.S. and foreign forces in Iraq to give them enough time to withdraw from Iraq. The pronouncements of the militia factions indicated some de-escalation following weeks of tensions. Yet, in December 2020, several Shia commanders and politicians affirmed that AAH is rebelling against Iran's orders to continue targeting the U.S. military bases in Iraq. AAH carried out several attacks against the U.S. bases without coordinating with other pro-Iranian militia in Iraq, which signified AAH's operation outside the Iranian control. This also means that the AAH is not relying on Iran's protection or other Iraqi militias. AAH's disobedience represents a surprise to Shia political and armed forces. This also indicates the split of AAH from Kata'ib Hezbollah. The AAH tried to send a message to the Iraqi people and other pro-Iranian militia that AAH does not follow Iran's orders in order to gain supporters for the upcoming elections and to win the competition over the position of the head of the armed factions in Iraq.

Meanwhile, political sources announced that following meetings in Baghdad, Beirut and Tehran between a group of commanders known as the 'Coordinating Committee for the Resistance Factions' (SMGs), Iranian-backed Iraqi militias have agreed to stop attacks against the United States (U.S.) forces in Iraq on the condition that al-Kadhimi formally demands a U.S. withdrawal. Al-Kadhimi has reportedly been given the ultimatum to tell Washington that the pull-out must be completed within 12 months.

On September 2021, the Iraqi national security adviser Qasim al-Araji announced that the government had closed a two-stage truce deal with PMF targeting U.S. troops in Iraq. The first phase of this truce will last until the upcoming elections on October 10. The aim of the first stage truce is to provide a safe environment so that citizens vote under normal conditions. The second phase of this truce lasts until the end of this year. Al-Araji pointed out that the truce does not cover convoys of the U.S-led international coalition. Furthermore, in September 2021, the fourth round of meetings of the Joint Technical Committee between Iraq and the U.S. kicked off in Baghdad, based on the outcomes of the strategic agreement, which was signed by PM al-Kadhimi and U.S. President Joe Biden at the White House in July. The Joint Operations Command of the Iraqi Army announced that a security agreement had been signed to reduce the combat units and military forces in each of the two bases of Ain al-Assad in Anbar province, and Harir in the Kurdistan region near Erbil.

THE U.S-IRAQI STRATEGIC DIALOGUE

After a series of talks between Iraq and the U.S in July 2021, the two parties agreed during PM al-Kadhimi's visit to the U.S. to end the presence of U.S. combat forces in Iraq by December, 2021, at which time the security relationship will fully transition to a training, advising, assisting, and intelligence-sharing role, according to the July 26 joint statement on the U.S-Iraq Strategic Dialogue. The two sides agreed on several issues in various fields, including public health, humanitarian affairs, clean energy, economy, human rights, education, and science. Below are the main points that were discussed during the meeting:

- The U.S. announced providing \$155 million in additional humanitarian assistance to provide shelter, healthcare, food, water, and hygiene services across Iraq. This funding will also help displaced Iraqis obtain civil documentation and legal services, improve the capacity of healthcare facilities, and increase access to education, and job opportunities.

- The U.S. plans to provide technical assistance for renewable energy and climate adaptation.
- The U.S. and Iraq discussed ways to advance vital energy projects with U.S. companies and facilitate trade in U.S. agricultural products.
- The U.S. stands ready to help Iraq implement its economic reform white paper, through assistance from USAID.

Upon al-Kadhimi's return to Baghdad from Washington, Kadhimi was welcomed by various political and security figures, including the head of Popular Mobilization Forces (PMF/Hashed) Falih Fayyadh, in a sign that different Iraqi groups have widely accepted the results of the strategic dialogue between Iraq and the U.S.. While most of Iraq's political parties welcomed the results of the strategic dialogue, the militias have not approved the outcome. Some of them threatened to continue attacking US personnel in Iraq until all of the U.S. forces leave the country.

A day after the Fatih statement, the Resistance Coordination Committee gathered and rejected the result of the dialogue. The committee was formed last year to coordinate between anti-U.S. militias in Iraq, including Kataib Hezbollah, the AAH, Harakat al-Nujaba and Kataib Sayyid al-Shuhada. The militias' rejection of the results of the strategic talks comes in conjunction with their expanding threats to the region in general, not only Iraq. It seems that there is a sharp division among the military factions opposing the U.S. in Iraq. While some groups such as the Badr Organization led by Hadi al-Amiri are satisfied with the results of the strategic dialogue and do not object to the noncombat presence of the U.S. in Iraq, some other groups do not agree with any U.S. presence in the country.

ECONOMY AND ENERGY

CURRENCY DEVALUATION AND 2021 FEDERAL BUDGET BILL

The 2021 federal budget was approved on March 30, 2021 by the parliament where it suggested changing the exchange rate of the Iraqi dinar from 1,240 to 1,450 for an American dollar devaluing it by 20 percent. The Central Bank of Iraq (CBI) announced that it adopted this new currency exchange rate. The parliament must review the bill before voting, making it possible to amend it.

Commentators questioned the GOI's approach to both expenditure and revenue. Revenue is set at \$62.5 billion with oil revenue standing at \$49.6 billion and non-oil revenue at \$13 billion, which is extremely optimistic given past performance in generating income locally. On the expenditure side, the total is \$109 billion, with criticism being levelled at the breakdown between recurrent operational costs at \$83 billion and only \$19 billion for capital investment, raising questions regarding the GOI's ability to undertake necessary development projects and support the expansion of the private sector. Lastly, critics have highlighted that, despite a bloated and unsustainable public sector, the budget document includes a proposed expansion of 108,713 new jobs for 2020 and an additional 34,469 for 2021.

REGIONAL AGREEMENTS

In November 2020, the Iraqi Ministry of Foreign Affairs announced the outcomes of the Iraqi-Saudi Coordination Council:

- Cooperating and coordinating in political, security, and military issues.
- Working to develop a common vision of the most important common issues.

- Supporting the opening of Saudi Arabia's commercial attaché in Baghdad.
- Expediting the opening of the Arar border crossing.
- Facilitating procedures for granting entry visas to businessmen in both countries.
- Protecting the trade route linking the two countries.
- Expediting the signing of a memorandum of understanding for security between the Ministries of Interior of both countries.

In July 2021, Iraq hosted the tripartite summit between Jordan, Iraq, and Egypt. The visits by Egyptian President Abdel-Fattah el-Sissi and Jordan's King Abdullah II came as Iraq sought to move closer to Arab allies of the U.S. in the Middle East. Iraq is also seeking to establish itself as a mediator between Arab countries and Iran, after reportedly hosting talks in April between Tehran and Riyadh. Egypt, Jordan, and Iraq agreed to bolster security and economic cooperation at a tripartite summit. Several political analysts considered the summit as a message from PM Mustafa al-Kadhimi to the U.S. that Iraq will not only have relations with Iran at the expense of Arab countries.

IMPACT ON IGPA/TAKAMUL PROGRAMMING

In July 2021, the prime minister unexpectedly terminated the chairman of the Higher Commission for Coordination among Provinces' Secretariat (HCCPSec), Dr. Khadum al-Sahlani, from his position and appointed Dr. Akeel al-Kazali as the new chairman. It is still unclear why Dr. al-Sahlani was removed from his position. Dr. al-Kazali certainly can be said to have a stronger background in the area of provincial governance having been a governor of Karbala, a deputy minister of health, and a deputy minister of interior. Replacing Dr. al-Sahlani represents a challenge for IGPA as Dr. Sahlani has been a solid IGPA supporter and very receptive to USAID assistance, particularly in the area of continued fiscal decentralization. IGPA briefed the incoming HCCPSec chairman on IGPA programming and worked with HCCPSec staff to brief the incoming chairman on the status of decentralization, what has been achieved so far, and the essential role of HCCPSec in support of provincial governments to improve service delivery.

In his first public appearance after assuming the HCCPSec chairman's position, Dr. Akeel al-Kazali stressed that his leadership will progress decentralization to a place where provincial governments have all the required authorities and corresponding accountability to improve services. Dr. al-Kazali added that the upcoming period will witness "bold and courageous" decisions from HCCPSec, which will significantly enhance administrative decentralization. He then thanked the USAID IGPA/Takamul for its substantive support in the public financial management area and for supporting the establishment of a national commission for monitoring federal revenues. Al-Kazali emphasized that one of his priorities is to work with the Ministry of Finance to open a bank account for locally generated revenues for each province. Most of Dr. al-Kazali's talking points were related to IGPA programming. Thus, the Project anticipates that he will be a key partner and be highly supportive of IGPA activities similar to his predecessor.

In July, there were signs that the PM's Office Reform Management Cell is ready to increase substantial engagement with the donor community. At a meeting of the Iraq Economic Contact Group (IECG) on August 2, the newly appointed Executive Director Dr. Alaa al-Saadi urged donors to come to the table with detailed commitments to support of the White Paper reform agenda. IGPA's Year 5 and 6 work plans are specifically designed to support key components of the White

Paper including PFM reform, state-owned bank reform, and increased support to the energy sector, including renewables, and greater cost recovery approaches.

Also in July, PM al-Kadhimi announced that the government is heading towards renewable energy and inviting venture capitalists in solar power. He emphasized to American companies that Iraq's doors are wide open to international investors. Solar power generation is one of IGPA's focal areas of support to the Ministry of Electricity and the PM's remarks will likely boost the implementation of this activity. The PM's remarks on investment were also supportive of IGPA's efforts to build the capacity of the six targeted Provincial Investment Commissions and the review of the legal framework on investments.

Additionally, various media sources reported that the prime minister delegated the Ministry of Environment's administrative and financial authorities to Deputy Minister Jasim al-Falahi until a new minister is appointed. Expanding the authorities of Deputy Minister Jasim over the ministry is a great support for IGPA's proposed programming for Task Order 6 Climate Change Governance Activity, having been IGPA's key partner, particularly during the preparation for this task order.

In August, the finance minister announced the beginning of the development of the 2022 Budget Law. The minister emphasized that the 2022 budget will have reform at its center and will be different from previous budget laws in that it will be reflective of the country's obligations. The minister's remarks about the upcoming budget law being reform-oriented demonstrates the government's commitment to the reform agenda to which IGPA's year 5 and 6 programming is closely aligned, the White Paper reform agenda being one of the main pillars of the IGPA programming.

In September, the COM approved the Ministry of Electricity's plan to implement a project to produce solar electric power with a production capacity of 7.5 gigawatts. The Iraqi government's support for renewable energy echoes IGPA's Task Order TO 6 climate change programming, which includes assisting the MOE's promotion of the Solar Power Planning and Regulations.

Also, in September, the Prime Minister's Office issued an official letter addressed to all ministries and provincial governments to form subcommittees to recommend streamlining certain processes in their respective organizations. Each committee is required to work and coordinate with the team assigned by the PM to streamline government processes. The PM's directive supports IGPA/Takamul's efforts to streamline citizen-based services to make them more accessible and less timing-consuming.

Meanwhile, the HCCPsec officially ended the dispute over the status of the Provincial Women Empowerment Department (PWED) by sending an official letter instructing all governorates to elevate the status of this entity to department-level reporting directly to the governor. HCCPsec's directive further specified that the PWED should consist of three units with a combined maximum number of ten staff members. This decision is very much aligned with IGPA's vision and strategy to have the PWEDs at the department level and be actively engaged in provincial planning, budgeting, and performance evaluation, as well as to elevate the needs of women and vulnerable communities as provincial priorities.

The HCCPsec Chairman Dr. Akeel al-Khazali conducted consultative visits to Anbar, Muthanna, and Dhi Qar to identify provincial issues and bring them before the PM and other senior federal government officials. Dr. Akeel gave directions to governors related to the work of the Performance Evaluation Departments and Provincial Planning and Development Councils, two areas in the core of

IGPA programming. These visits will help to reinforce the planning, monitoring, and other systems developed by IGPA in targeted provinces.

In summary, despite very fluid and dynamic political, security, economic, and health situations in Iraq, IGPA/Takamul has taken thoroughly pragmatic, differentiated, and multi-level approaches to facilitate and implement service delivery improvements, build public financial management capacity, and institutionalize top-down and bottom-up oversight and accountability mechanisms through carefully analyzing the country's context and following the least disruptive reform path.

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ANNEX I: PROJECT SNAPSHOT

Table 3: SUMMARY TABLE OF RESULTS

NO.	INDICATORS	ACTUAL COMULATIVE FY18, 19 & 20	FY21 TARGET	FY21 ACTUALS				FY21 CUMULATIVE (Q1+2+3+4)	FY21 % ACHIEVED
				Q1	Q2	Q3	Q4		
1	Percentage of citizens reporting improvements to service delivery platforms.	51%	47%	-	-			TBD	TBD ¹⁵
2	Number of improved business processes implemented by provincial governments as a result of IGPA/Takamul support.	100	6	0	1	0	0	1	17 ^{16%}
3	Number of contracts awarded by the GOI as a result of IGPA/Takamul support.	137	46	5	8	5 ¹⁷	32 ¹⁸	50	108%
4	Value of contracts awarded to improve service delivery as a result of IGPA support.	\$505,782,670.15	\$419 M	\$301,148,405.87	\$1,655,441.04	\$45,946,528 ¹⁹	\$55,320,841.44	\$404,071,216.35	96%
5	Number of initiatives implemented by IGPA/Takamul supported provincial institutions.	58	29	1	2	8	10	21	72 ^{20%}
6	Number of government institutions adopting SOPs as a result of IGPA/Takamul support at the national, regional or provincial level.	2	28	0	3	10	2	15	54 ^{21%}
7	Number local revenue laws passed by local governments as a result of IGPA support ²²	2	0	0	0	0	0	0	0.0%
8	Number of provincial in-year budget reports produced in accordance with law or best practice as a result of IGPA/Takamul support	87	10	5	5	0	8	18	180%

¹⁵ The FY21 Public Opinion Survey data will be collected during FY22 Q1; the update will be reported in the coming quarterly report.

¹⁶ One activity under this is “Activity 1.2.3: Develop a functional organizational structure for the KRG MOE,” of which four BPRs were planned; however, this activity was canceled due to budget limitation. The second, “Activity 1.1.5: Improve the subscription process for electricity services;” is complete, but IGPA is yet to receive an adoption letter from the MOE-KRG. One of the six processes under the Directorate of the Notary Public in KRG, although was planned in Year 3, was completed in October 2020 and counted under the Year 4 targets.

¹⁷ Actual number achieved in Q3 is 23 and was added to Q4. The additional 18 accomplishments were only verified during Q4 but were actually completed in Q3. This number (18) was added to the total for Year 4.

¹⁸ Actual number achieved in Q4 is 14, which is cumulated from previous quarters, but were only verified/completed after the submission of the previous quarterly reports.

¹⁹ Actual number achieved in Q3 was 59,062,146.29 and was added to Q4. These accomplishments were completed in Q3, but documentations were completed in Q4.

²⁰ COVID-19 restrictions for provincial travel resulted in delays in project implementation; to continue activities, IGPA trained the provincial AFADs to replicate workshops to local staff.

²¹ IGPA developed three tools related to the provincial budget process, of which two of these tools were not implemented in Year 4 due to the long delay in the 2022 budget preparation. These tools can be used for 2023.

²² IGPA/Takamul recommended to put on hold this indicator and set the target to zero. To enact local revenue legislation, the provincial councils would need to be reinstated and operational. The provincial councils were disbanded in October 2019 by the Government of Iraq. As a result, there is no functioning provincial councils until after the scheduled elections for 2021 and after the Year 4 Workplan period ends.

Table 3: SUMMARY TABLE OF RESULTS

NO.	INDICATORS	ACTUAL COMULATIVE FY18, 19 & 20	FY21 TARGET	FY21 ACTUALS				FY21 CUMULATIVE (Q1+2+3+4)	FY21 % ACHIEVED
				Q1	Q2	Q3	Q4		
			TARGET	Q1	Q2	Q3	Q4		
9	Number of mechanisms developed, or implemented, to establish effective citizen participation, outreach and communication	14	22	1	4	0 ²³	11 ²⁴	16	73% ²⁵
10	Number of interventions implemented by IGPA/Takamul-supported CSOs and SAGs	90	34	1 ²⁶	0	0	11 ²⁷	12	35% ²⁸
11	Number of civil society organizations (CSOs) receiving USG assistance engaged in advocacy interventions	113	28	6	0	0	0	6	21% ²⁹
12	Number of policy changes by provincial government as a result of advocacy interventions implemented by CSOs/SAGs or TWGs	2	5	2	0	0	2	4	80% ³⁰
13	Number of individuals trained by IGPA/Takamul ³¹	1,218 ³²	1,134	392	135 ³³	634	573	1,734	153%
14	Number of participants attending IGPA/Takamul's interventions	4,528	3,640	501	560	1,635	1,309	4,005	110%
15	Number of persons trained with USG assistance to advance outcomes consistent with gender equality or female empowerment through their roles in public or private sector institutions or organizations.	4	40	0	0	24 ³⁴	0	24	60% ³⁵

²³ Actual achieved in Q3 is 4 and was added to Q4. These accomplishments were executed during Q3, but documentation was only completed during Q4.

²⁴ Actual achieved in in Quarter 4 is 6. These were undertaken during the previous quarters, but documentations were only completed during Q4.

²⁵ IGPA was able to accomplish 73% of this indicator despite periods of government shutdown due to demonstrations and other factors that impeded CSOs to effectively engage with provincial governments.

²⁶ Actual achieved is 2; the other was added to Q4. These were completed during the previous quarters but supporting documentation for this one achievement was only submitted during Q4.

²⁷ Actual achieved is 9 with 1 added from Q1. These accomplishments were executed during the previous quarters, but documentation was only completed during Q4.

²⁸ Implementation of this indicator faced multiple challenges due to frequent turnover of government officials or relocation of senior staff. In addition, CSOs' expressed tentativeness due to unstable political situation. However, It is expected to receive more supporting documents under this indicator during Year 5 Q1.

²⁹ Upon the restructuring of the work plan, most of the planned CSO activities were canceled, thus, the limited CSO engagements this Year 4.

³⁰ Three indicators were deferred by MEL due to missing documents. IGPA is working to provide the missing documents and anticipates reaching 100% implementation.

³¹ This indicator was re-defined during Year 3 to avoid double counting. The total number of participants trained by IGPA/Takamul for Years 1 and 2 was 10,372.

³² Reported actual numbers achieved from FY20 were revised in light of the recommendation received from USAID's Third-Party Monitoring after the Data Quality Assessment during August 2020.

³³ Following to the DQA, the correct number of accomplishments under Q2 is 135 not 153 as reported in Q2&3 reports.

³⁴ Reported as 21 and after verification, the number increased to 24.

³⁵ Objective 2 planned several integrated activities with Objective 4 to train PWED staff and improve their PFM capabilities but was only able to implement one activity. Additional joint activities are planned for Years 5&6.

Table 3: SUMMARY TABLE OF RESULTS

NO.	INDICATORS	ACTUAL COMULATIVE FY18, 19 & 20	FY21 TARGET	FY21 ACTUALS				FY21 CUMULATIVE (Q1+2+3+4)	FY21 % ACHIEVED
				Q1	Q2	Q3	Q4		
16	Number of IGPA/Takamul PFM Reform Initiatives suggested to Federal Entities (for both GOI and KRG) ³⁶	0	10	0	0	0	13	13	130%
16.1	Number of IGPA/Takamul PFM Reform Initiatives approved by Federal Entities (in both GOI and KRG). ³⁷	0	7	0	0	0	3	3	43%

³⁶ New Performance Indicator introduced in IGPA/Takamul FY21 Work Plan and Activity MEL Plan.

³⁷ New Performance Indicator introduced in IGPA/Takamul FY21 Work Plan and Activity MEL Plan.

TASK ORDER 4 SNAPSHOT

TABLE 4: TASK ORDER 4 SUMMARY TABLE OF RESULTS										
NO.	INDICATORS	ACTUAL CUMULATIVE FY19-FY20	LIFE OF TASK ORDER TARGET ³⁸ FY19-FY22	FY21 ACTUAL				FY21 CUMULATIVE	LIFE OF TASK ORDER ACTUAL	% ACHIEVED FY19-FY22
				Q1	Q2	Q3	Q4			
1	Number of micro, small and medium enterprises (MSME) that access or mobilize financing as a result of USG assistance	40	45	2	2	3	3	10	50	111%
2	Number of firms receiving USG-funded technical assistance for improving business performance (Standard Economic Growth Indicator 5.2.1)	343	360	41	42	9	17	109	452	125%
3	EG 2.12: Number of private sector enterprises with increased access to finance due to USG assistance ³⁹	N/A	10	-	-	0	2 ⁴⁰	2	2	20%
4	Number of individuals who receive capacity building training and technical assistance from USG	N/A	200	-	-	0	103	103	103	52%

³⁸ The Task Order 4 (TO4) Life of Project (LOP) targets expanded from April 2019 through June 20, 2022.

³⁹ TO4 Indicators 3 and 4 were introduced in May 2021 to respond to the TO4 Year 3 work plan's new anticipated activities. Therefore, data collection for Indicators 3 and 4 commenced only during the last month of FY21 Quarterly Report 3.

⁴⁰ Indicator 3 started in May 2021, but it will count the previous SMEs referred to under Indicator 1 as the process of approval from sources of finance takes from four to six months and for SMEs including the time to actually receive the money. Thus, Indicator 3 will consider previous and new referrals to sources of finance as well as those that were newly referred, approved, and received financial assistance since May 2021.

ANNEX 2: NUMBER OF PARTICIPANTS ATTENDING IGPA/TAKAMUL'S INTERVENTIONS

TABLE 5: Number of participants attending IGPA/TAKAMUL's interventions															
	FY21 Q1			FY21 Q2			FY21 Q3			FY21 Q4			FY 21 CUMULATIVE		
	F	M	T	F	M	T	F	M	T	F	M	T	F	M	T
Governorate															
Anbar	0	13	13	9	38	47	10	119	129	9	60	69	28	230	258
Babil	3	12	15	11	47	58	35	114	149	15	36	51	64	209	273
Baghdad	17	61	78	28	31	59	61	151	212	98	168	266	204	411	615
Basrah	12	17	29	35	51	86	89	171	260	50	156	206	186	395	581
Dahuk	1	6	7	2	0	2	4	13	17	9	39	48	16	58	74
Dhi Qar	2	6	8	1	7	8	14	12	26	1	1	2	18	26	44
Diyala	0	3	3	3	13	16	6	19	25	1	4	5	10	39	49
Erbil	2	16	18	11	18	29	24	38	62	54	83	137	91	155	246
Halabja	25	61	86	0	0	0	5	10	15	9	16	25	39	87	126
Karbala	1	6	7	3	11	14	16	23	39	19	20	39	39	60	99
Kirkuk	0	5	5	7	7	14	10	20	30	1	1	2	18	33	51
Maysan	6	22	28	1	7	8	10	34	44	3	16	19	20	79	99
Muthanna	0	8	8	0	8	8	2	13	15	0	2	2	2	31	33
Najaf	1	13	14	3	45	48	26	130	156	11	42	53	41	230	271
Ninewa	2	29	31	14	68	82	32	139	171	43	169	212	91	405	496
Qadisiya	1	20	21	2	28	30	12	49	61	0	25	25	15	122	137
Salah al-Din	0	4	4	6	20	26	9	56	65	0	2	2	15	82	97
Sulaimaniya	37	73	110	12	5	17	14	21	35	46	59	105	109	158	267
Wasit	1	15	16	1	7	8	10	114	124	5	36	41	17	172	189

TABLE 5: Number of participants attending IGPA/TAKAMUL's interventions

	FY21 Q1			FY21 Q2			FY21 Q3			FY21 Q4			FY 21 CUMULATIVE		
	F	M	T	F	M	T	F	M	T	F	M	T	F	M	T
Age Range															
18 to 26 years	9	60	69	0	2	2	23	22	45	20	36	56	43	65	108
27 to 35 years	15	36	51	32	75	107	72	196	268	101	214	315	231	530	761
36 to 44 years	98	168	266	37	137	174	105	427	532	115	291	406	287	991	1278
older than 45 years	50	156	206	80	197	277	189	601	790	138	394	532	462	1396	1858
Type of Employment/ Affiliation															
Federal GOI Officials	42	124	166	50	39	89	74	182	256	167	240	407	333	585	918
Provincial GOI Officials	37	209	246	91	361	452	238	949	1187	130	583	713	496	2102	2598
CSOs	19	20	39	8	9	17	64	107	171	61	93	154	152	229	381
Others*	13	37	50	0	2	2	13	8	21	16	19	35	42	66	108
Directorate															
AFAD	2	22	24	4	16	20	3	34	37	0	5	5	9	77	86
Anbar Provincial Council	0	6	6	4	17	21	2	23	25	4	32	36	10	78	88
Babil Provincial Council	1	7	8	1	17	18	5	34	39	1	17	18	8	75	83
Basrah Provincial Council	4	8	12	13	22	35	28	53	81	21	46	67	66	129	195
Council of Representative	2	16	18	0	0	0	0	10	10	0	0	0	2	26	28
Erbil Provincial Council	0	1	1	3	7	10	0	3	3	2	11	13	5	22	27
Falluja District Court	0	0	0	3	9	12	0	0	0	0	0	0	3	9	12
General Directorate of Electricity - KRG	0	0	0	12	5	17	0	0	0	20	28	48	32	33	65
General Electricity Directorate-KRG	2	7	9	0	0	0	0	0	0	0	0	0	2	7	9

TABLE 5: Number of participants attending IGPA/TAKAMUL's interventions

	FY21 Q1			FY21 Q2			FY21 Q3			FY21 Q4			FY 21 CUMULATIVE		
	F	M	T	F	M	T	F	M	T	F	M	T	F	M	T
Halabja Provincial Council	1	10	11	0	0	0	1	1	2	1	8	9	3	19	22
Ministry of Electricity-KRG	0	0	0	8	11	19	2	28	30	12	9	21	22	48	70
Ministry of Finance	7	2	9	24	20	44	9	14	23	4	1	5	44	37	81
Ninewa Provincial Council	1	13	14	13	48	61	3	40	43	16	69	85	33	170	203
Qadisiya Provincial Council	0	19	19	0	14	14	1	23	24	0	20	20	1	76	77
Salah al-Din Provincial Council	0	4	4	3	9	12	5	23	28	0	0	0	8	36	44
Sulaimaniya Provincial Council	4	7	11	0	0	0	8	3	11	10	5	15	22	15	37
Other	88	267	355	61	216	277	322	957	1279	283	684	967	754	2124	2878
Type of Activity Attended															
Follow-up Sessions	0	0	0	0	19	19	20	43	63	89	148	237	109	210	319
Roundtable	50	116	166	0	0	0	0	0	0	5	14	19	55	130	185
Technical Assistance	0	0	0	6	27	33	52	197	249	12	47	59	70	271	341
Workshop	61	274	335	143	365	508	317	1006	1323	240	664	904	761	2309	3070
Conference	0	0	0	0	0	0	0	0	0	23	41	64	23	41	64
Focus Group	0	0	0	0	0	0	0	0	0	5	21	26	5	21	26
Objective															
1: Enhanced GOI Service Delivery Capacity	20	100	120	64	183	247	135	592	727	76	253	329	295	1128	1423
2: Improved Provincial and National (Federal) Government Public	23	157	180	69	193	262	108	281	389	164	256	420	364	887	1251

TABLE 5: Number of participants attending IGPA/TAKAMUL's interventions

	FY21 Q1			FY21 Q2			FY21 Q3			FY21 Q4			FY 21 CUMULATIVE		
	F	M	T	F	M	T	F	M	T	F	M	T	F	M	T
Financial Management (PFM).															
3: Strengthened Monitoring and Oversight of Service Delivery and Public Expenditure	68	133	201	16	35	51	118	359	477	116	351	467	318	878	1196
4: Support Iraq Change Agents	0	0	0	0	0	0	28	14	42	18	75	93	46	89	135
Sector															
Civil Society & Advocacy	51	115	166	12	23	35	53	173	226	66	144	210	182	455	637
Emergency First Response	8	9	17	0	0	0	0	0	0	0	0	0	8	9	17
Media	0	0	0	0	0	0	0	0	0	4	21	25	4	21	25
Governance Capacity Building	51	256	307	120	348	468	304	888	1192	294	724	1018	769	2216	2985
Water	0	0	0	0	0	0	13	68	81	1	14	15	14	82	96
Other	0	0	0	8	5	13	2	6	8	0	0	0	10	11	21
Waste Management	2	9	11	9	35	44	13	93	106	9	32	41	32	169	202
Electricity/ Power	0	0	0	0	0	0	4	18	22	0	0	0	4	18	22
TOTAL FY21 Q1-Q4	111	390	501	149	411	560	389	1246	1635	374	935	1309	1023	2982	4005

*Others include private sector actors trained, including UN employees and civil activists.

ANNEX 3: NUMBER OF INDIVIDUALS TRAINED

TABLE 6: Number of individuals trained															
Trainees and Training Characteristic	FY21 Q1			FY21 Q2			FY21 Q3			FY21 Q4			FY 21 CUMULATIVE		
	F	M	T	F	M	T	F	M	T	F	M	T	F	M	T
Governorate															
Anbar	0	39	39	6	6	12	8	44	52	5	40	45	19	129	148
Babil	1	23	24	3	6	9	5	24	29	8	40	48	17	93	110
Baghdad	5	15	20	4	6	10	57	91	148	39	41	80	105	153	258
Basrah	28	85	113	12	31	43	13	16	29	4	20	24	57	152	209
Dahuk	0	0	0	2	2	4	5	40	45	8	31	39	15	73	88
Dhi Qar	0	0	0	2	4	6	4	2	6	0	6	6	6	12	18
Diyala	0	0	0	0	1	1	2	9	11	1	5	6	3	15	18
Erbil	28	67	95	2	0	2	28	51	78	41	51	92	99	169	268
Halabja	0	1	1	3	0	3	11	8	19	5	8	13	19	17	36
Karbala	0	0	0	0	1	1	1	9	10	0	6	6	1	16	17
Kirkuk	0	0	0	1	4	5	2	11	13	4	4	8	7	19	26
Maysan	3	7	10	2	3	5	2	4	6	0	8	8	7	22	29
Muthanna	0	0	0	4	6	10	1	5	6	0	5	5	5	16	21
Najaf	2	20	22	5	6	11	0	19	19	2	47	49	9	92	101
Ninewa	9	35	44	3	1	4	14	42	56	5	5	10	31	83	114
Qadisiya	3	5	8	2	2	4	2	6	8	0	9	9	7	22	29
Salah al-Din	0	0	0	0	1	1	3	9	12	5	6	11	8	16	24
Sulaimaniya	3	7	10	2	1	3	28	41	70	34	39	73	67	88	155
Wasit	0	6	6	0	1	1	1	16	17	7	34	41	8	57	65

TABLE 6: Number of individuals trained

Trainees and Training Characteristic	FY21 Q1			FY21 Q2			FY21 Q3			FY21 Q4			FY 21 CUMULATIVE		
	F	M	T	F	M	T	F	M	T	F	M	T	F	M	T
Age Range															
18 to 26 years	5	16	21	2	4	6	12	9	21	5	9	14	24	38	62
27 to 35 years	26	63	89	11	16	27	44	84	128	46	65	111	127	228	355
36 to 44 years	31	104	135	19	25	44	52	191	243	62	166	228	164	486	650
older than 45 years	20	127	147	21	37	58	79	163	242	55	165	220	175	492	667
Type of Employment/ Affiliation															
Federal GOI Officials	29	72	101	7	2	9	95	175	270	102	132	234	233	381	614
Provincial GOI Officials	49	226	275	46	80	126	72	261	333	61	262	323	228	829	1057
CSOs	4	12	16	0	0	0	6	1	7	5	11	16	15	24	39
Others*	0	0	0	0	0	0	14	10	24	0	0	0	14	10	24
Directorate															
Anbar Water Directorate	0	25	25	0	0	0	4	13	17	3	2	5	7	40	47
AFAD	0	0	0	0	0	0	11	42	53	0	6	6	11	48	59
PED	0	0	0	0	0	0	6	15	21	0	8	8	6	23	29
Babil Provincial Council	0	7	7	3	1	4	1	18	19	4	20	24	8	46	54
Baghdad Provincial Council	1	5	6	2	5	7	1	9	10	0	0	0	4	19	23
Basrah Provincial Council	0	4	4	3	4	7	4	5	9	0	7	7	7	20	27
Basrah Sewage Directorate	14	54	68	0	0	0	0	0	0	0	0	0	14	54	68
Basrah Water Directorate	9	22	31	8	23	31	0	1	1	0	0	0	17	46	63
Dhi Qar Provincial Council	0	0	0	2	4	6	0	0	0	0	3	3	2	7	9
Falluja District Court	0	0	0	1	6	7	0	0	0	0	13	13	1	19	20
HCCPsec	2	9	11	0	0	0	0	11	11	0	2	2	2	22	24

TABLE 6: Number of individuals trained																
Trainees and Training Characteristic	FY21 Q1			FY21 Q2			FY21 Q3			FY21 Q4			FY 21 CUMULATIVE			
	F	M	T	F	M	T	F	M	T	F	M	T	F	M	T	
Ministry of Agriculture and Water Resources-KRG	4	7	11	0	0	0	8	22	30	0	0	0	12	29	41	
Ministry of Health-KRG	3	8	11	0	0	0	0	0	0	0	0	0	3	8	11	
Ministry of Municipalities and Tourism-KRG	6	9	15	0	0	0	1	1	2	0	1	1	7	11	18	
Ministry of Planning-KRG	8	10	18	0	1	1	0	0	0	14	10	24	22	21	43	
Muthanna Provincial Council	0	0	0	4	6	10	0	1	1	0	2	2	4	9	13	
Ninewa Provincial Council	2	3	5	3	1	4	1	8	9	5	3	8	11	15	26	
Ninewa Water Directorate	2	26	28	0	0	0	7	22	29	0	0	0	9	48	57	
Other	32	120	152	27	31	58	143	279	422	142	328	470	344	758	1102	
Attendance rate (requirements for satisfactory completion of training)																
75% and above of the training length	82	310	392	53	82	135	187	447	634	168	405	573	490	1244	1734	
Less than 75% of the training length	20	25	45	3	3	6	4	20	24	10	32	42	37	80	117	
Type of Activity Attended																
On-the-Job Training	4	41	45	2	2	4	6	14	20	16	23	39	28	80	108	
Training	78	269	347	51	80	131	181	433	614	152	382	534	462	1164	1626	
Objective																
1: Enhanced GOI Service Delivery Capacity	51	241	292	17	60	77	43	112	155	34	150	184	145	563	708	
2: Improve the Public Financial Management of	0	0	0	0	0	0	100	239	339	75	159	234	175	398	573	

TABLE 6: Number of individuals trained

Trainees and Training Characteristic	FY21 Q1			FY21 Q2			FY21 Q3			FY21 Q4			FY 21 CUMULATIVE		
	F	M	T	F	M	T	F	M	T	F	M	T	F	M	T
the National Government and Governorates															
3: Strengthened Monitoring and Oversight of Service Delivery and Public Expenditure	31	69	100	0	0	0	15	42	57	12	32	44	58	143	201
4: Support Iraq Change Agents	0	0	0	36	22	58	29	54	83	47	64	111	112	140	252
Sector															
Civil Society & Advocacy	0	0	0	0	0	0	14	10	24	11	5	16	25	15	40
Governance Capacity Building	40	128	168	45	59	104	149	379	528	162	338	500	397	903	1300
Waste Management	13	31	44	0	0	0	0	0	0	0	0	0	13	31	44
Water	29	151	180	8	23	31	24	58	82	1	56	57	62	288	350
TOTAL Q1-Q4 FY21	82	310	392	53	82	135	187	447	634	168	405	573	490	1244	1734

ANNEX 4: CHANGE LOG

NO.	INDICATOR NAME AMELP Year 2 December 2018	INDICATOR NAME AMELP Year 3 August 2019	INDICATOR NAME AMELP Year 4 September 2020	INDICATOR NAME AMELP Years 5-6 September 2020	UPDATED DATE JUSTIFICATION FOR CHANGES
IGPA/Takamul # 1	Percentage of citizens reporting improvements to service delivery platforms				December 2019. Modified: The six indicators that the survey measured were added to the precise definition. The language has also been modified.
	Number of functional Provincial Planning and Development Councils (PPDC) in IGPA/Takamul supported provinces				December 2019. Dropped: All PPDCs are now fully functional.
IGPA/Takamul #2	Number of improved business processes implemented by provincial governments as a result of IGPA/Takamul support				December 2019. Modified: Modifications included the data collection method and construction, know data limitations, and rationale for targets sections. April 2021. Modified: Year 4 target for this indicator was revised from 42 to 6 as a result of the workplan revision and dropping of related activities.
IGPA/Takamul #3	Number of contracts awarded by GOI as a result of IGPA/Takamul support				December 2019. Modified: Modifications included adding more sectors, as well as the known data limitation section. April 2021. Modified: Year 4 target for this indicator was revised from 45 to 46.
IGPA/Takamul #4		Value of contracts awarded by GOI as a result of IGPA/Takamul support			June 2019. The indicator will measure the value of contracts that have been awarded as a result of IGPA's support December 2019. Modified: Modifications included the known data limitation section. April 2021. Modified: Year 4 target for this indicator was revised from \$122,000,000 to \$419,000,000.
	Score on Performance Evaluation Departments development index				June 2019. Dropped

NO.	INDICATOR NAME AMELP Year 2 December 2018	INDICATOR NAME AMELP Year 3 August 2019	INDICATOR NAME AMELP Year 4 September 2020	INDICATOR NAME AMELP Years 5-6 September 2020	UPDATED DATE JUSTIFICATION FOR CHANGES
	Number of IGPA/Takamul-supported functional Provincial Gender Departments	Number of IGPA/Takamul-supported functional Provincial Women Empowerment Departments			December 2019. Dropped: PWEDs remain to be unfunctional, their structures differ from one provincial government to the other as some provincial governments refused to adhere to the PM decision to convert it to a division as part of the PED. Moreover, given to the current political unrest, IGPA can't commit to achieving this indicator any longer.
IGPA/Takamul #5		Number of initiatives implemented by IGPA/Takamul-supported provincial institutions			August 2019. Modified: the targeted provincial institutions were changed in year 3 AMELP to reflect the actual focus and anticipated outcomes for those departments. The initiatives definition was updated to be very precise and details the actual interventions. August 2020. Modified: Definition enhanced. April 2021. Modified: Year 4 target for this indicator was revised from 37 to 29 as a result of the workplan's revision and dropping related activities.
IGPA/Takamul #6	Number of standard operating procedures (SOP) that are implemented by central, federal and provincial governments to manage PFM functional as a direct result of IGPA/Takamul support	Number of government institutions (central, federal, and provincial governments) that have implemented new SOPs as a result of IGPA/Takamul support			June 2019. Modified: Changes: Indicator changed from counting the SOPs implemented to count the number of government institutions implementing new SOPs; this will allow the project to count institutions where the SOP is introduced for the first time thereby measuring the rate at which the SOP is being adapted and utilized. April 2021. Modified: Year 4 target for this indicator was revised from 32 to 28 as a result of the workplan revision and dropping related activities.
	Number of mechanisms for external oversight of public resource use supported by USG assistance (Standard Foreign Assistance Indicator DR 2.4-2)				December 2019. Dropped: The definition for this indicator is mechanisms, such as interventions or actions taken by parliament (provincial Councils), audit agencies, ombudsman, anti-corruption agencies and NGOs. External oversight refers to actions taken by those actors to monitor, disclose, highlight, discipline, investigate, or otherwise bring attention to public resource use in a particular country. The current indicator target does not meet the definition for this indicator. Coordination meetings between the MOF/MOP and the AFAD or budget reviews by the AFAD and PPDCs is not external oversight. Given that the provincial councils have been dissolved by the Government of Iraq and will not be reconstituted in the near term and that Objective 2 is just in the initial discussion with the Federal Board of Oversight on potential assistance, the Objective 2 Lead

NO.	INDICATOR NAME AMELP Year 2 December 2018	INDICATOR NAME AMELP Year 3 August 2019	INDICATOR NAME AMELP Year 4 September 2020	INDICATOR NAME AMELP Years 5-6 September 2020	UPDATED DATE JUSTIFICATION FOR CHANGES
					<p>recommends deleting this PIR. The project would not be able to support any interventions or actions taken by PCs or the Federal Board of Supreme Audit in Year 3 and most likely in Year 4.</p> <p>Why did IGPA report on this in year 2? Objective 2 previously reported results in Year 2 for former Indicator #7 related to coordination meetings between the MOF/MOP and provincial AFAD without understanding that these coordination meetings are not external oversight mechanisms such as interventions and actions by the parliament (provincial council) and audit agencies (Board of Supreme Audit). Since then, the provincial councils have been dissolved and Objective 2 has only just initiated discussions with the Board of Supreme Audit about potential assistance without having agreed on any training or capacity building for Year 3 or beyond. IGPA/Takamul have therefore revisited this indicator and realized that Objective 2 will not be implementing any activities in Year 3 related to supporting institutions (PCs, BSA) that are carrying out external oversight mechanisms to monitor, disclose, highlight, investigate how the government is using public resources.</p>
	<p>Percentage increase in the rate of collection of fees imposed by Provincial Governments on services delivered in IGPA/Takamul-supported service delivery platforms</p>	<p>Value of local revenue generated as a result of IGPA support</p>			<p>June 2019. New indicator introduced to measure Result 2.3. Value of local revenue generated as a result of IGPA support.</p> <p>December 2019. Dropped: The original indicator “Value of local revenue generated as a result of IGPA support” has been dropped based on discussions with the technical leads. They believe that it’s impossible to achieve this indicator any time soon. The above indicator #6 has been added instead.</p>
<p>IGPA/Takamul #7</p>		<p>Number of local revenue laws passed by local governments as a result of IGPA/Takamul support</p>			<p>June 2019. Performance Indicator created.</p> <p>April 2022. IGPA/Takamul requested USAID putting on hold and set the target to zero. To be able to enact local revenue legislation, the provincial councils would need to be reinstated and operational. The provincial councils were disbanded in October 2019 by the Government of Iraq. They will not be up and running until after the scheduled elections for 2021 and after the Year 4 Workplan period ends.</p>

NO.	INDICATOR NAME AMELP Year 2 December 2018	INDICATOR NAME AMELP Year 3 August 2019	INDICATOR NAME AMELP Year 4 September 2020	INDICATOR NAME AMELP Years 5-6 September 2020	UPDATED DATE JUSTIFICATION FOR CHANGES
IGPA/Takamul #8	Number of Provincial in-year budget reports published in accordance with law/best practice				December 2019. Modified: Modification made to the precise definition. March 2020. Modified: Modified data source.
IGPA/Takamul #9	Number of mechanisms developed or improved, and implemented to establish effective citizen participation, outreach and communication.	Number of mechanisms developed or implemented to establish effective citizen participation, outreach and communication.			June 2019. Modified: Indicator modified to remove “improved” from the indicator title since the indicator will be disaggregated by “developed” and “implemented”. April 2021. Modified: Year 4 target for this indicator was revised from 13 to 22.
IGPA/Takamul #10	Number of advocacy interventions implemented by IGPA/Takamul-supported CSOs and SAGs	Number of interventions implemented by IGPA/Takamul-supported CSOs and SAGs			November 2018. Created. October 2019. Modified: This indicator was updated to capture the % of youth trained by IGPA/ Takamul project who are involved in the advocacy interventions. December 2019. Modified: The word ‘advocacy’ has been deleted due to the confusion it was creating among the technical team between this indicator and the one above. April 2021. Modified: Year 4 target for this indicator was revised from 63 to 34 as a result of the workplan revision and dropping related activities.
IGPA/Takamul #11	Number of Civil Society Organizations (CSOs) receiving USG assistance engaged in advocacy interventions. (Standard Foreign Assistance Indicator DR. 4.2-2)				April 2021. Modified: Year 4 target for this indicator was revised from 22 to 28.
IGPA/Takamul #12		Number of policy changes by provincial government as a result of advocacy interventions			June 2019. Added: The new indicator has been introduced to track policy changes implemented by government institutions that are influenced by CSO/SAGs advocacy interventions. April 2021. Modified: Year 4 target for this indicator was revised from 15 to 5 as a result of the workplan revision and dropping related activities.

NO.	INDICATOR NAME AMELP Year 2 December 2018	INDICATOR NAME AMELP Year 3 August 2019	INDICATOR NAME AMELP Year 4 September 2020	INDICATOR NAME AMELP Years 5-6 September 2020	UPDATED DATE JUSTIFICATION FOR CHANGES
		implemented by CSOs/SAGs or TWGs			
IGPA/Takamul #13	Number of individuals trained by IGPA/Takamul project				<p>October 2019. Added: Under this indicator, IGPA was capturing workshops/seminars/conferences, etc.</p> <p>As per USAID's regulations, trainees are counted once regardless of the number of their trainings and regardless of training topics. In order for IGPA to capture unique number of trainees, this indicator has been added and the above indicator was modified to capture # of participants only. IGPA will start counting individual/unique trainees as of year 3 now that automated tools are in place. Going retroactively will not provide us with accurate data. However, the actual number for years one and two will be considered as baseline.</p> <p>September 2020. Modified: The precise definition was rephrased following the DQA's results recommendation.</p> <p>April 2021. Modified: Year 4 target for this indicator was revised from 1,430 to 1,134 as a result of the workplan revision and dropping related activities.</p>
IGPA/Takamul #14	Number of participants attending IGPA/Takamul's interventions				<p>October 2019. Modified: added an age disaggregation for this indicator to be able to measure USAID requirement of the number of youth trained through IGPA/Takamul project.</p> <p>December 2019. Modified: This indicator counts the number of participants attending IGPA/Takamul's interventions. Interventions include workshops, conferences. Under this indicator, individuals will be counted multiple times, and this will not be considered double counting. and any other events excluding trainings and on-the-job trainings.</p> <p>April 2021. Modified: Year 4 target for this indicator was revised from 5,414 to 3,640 as a result of the workplan revision and dropping related activities.</p>
IGPA/Takamul #15			Number of persons trained with USG assistance to advance outcomes consistent with gender equality		<p>April 2020. Added: Will be reported on during the last quarter of fiscal year 3. This indicator will cover the gender-responsive budgeting under objective 2.</p>

NO.	INDICATOR NAME AMELP Year 2 December 2018	INDICATOR NAME AMELP Year 3 August 2019	INDICATOR NAME AMELP Year 4 September 2020	INDICATOR NAME AMELP Years 5-6 September 2020	UPDATED DATE JUSTIFICATION FOR CHANGES
			or female empowerment through their roles in public or private sector institutions or organizations		
IGPA/Takamul #16			Number of IGPA/Takamul PFM Reform Initiatives suggested to federal Entities in both Gol and KRG		August 2020. Added. In light of the importance of economic and fiscal reforms in Iraq, IGPA has increased its support to the MOF, MOP, PMO Economic Reform Unit and the recently established Economic Crisis Committee. This support to the current reform effort has two critical levels – first the short-term decisions that have to be made to overcome the current cash flow crisis, and the medium- and long-term reforms that need to be built into the system and prevent future crises from occurring. This indicator measures results achieved related to recommending and approving short-term and medium-term and long-term reform initiatives that are designed to address the economic and fiscal crisis the country has experienced in 2020. This indicator will also measure the results achieve from the implementation of key PFM reforms for the regional government. April 2021. Modified: Year 4 target for this indicator was revised from 17 to 7 as a result of the workplan revision and dropping related activities.
IGPA/Takamul #16.1			Number of IGPA/Takamul PFM Reform Initiatives approved to federal Entities in both Gol and KRG		

ANNEX 5: CONTRACTS AWARDED USING STANDARD BIDDING DOCUMENTS, FY21

PROJECTS AWARDED, FY21 Q4

TABLE 7: CONTRACTS AWARDED USING STANDARD BIDDING DOCUMENTS, FY1 Q4			
NO.	PROVINCE	PROJECT NAME	AMOUNT (US\$)
1	Basrah	Consultant's services for the development of 50 government schools in Basrah to become international standards schools	\$2,170,068.03
2	Basrah	Completion and expansion of the Shatt al-Arab corniche (the southern section) from the al-Khoora River to the government palaces and (the northern section) from the al-Khora River to the Central Bank Building	\$7,441,883.50
3	Basrah	Laying works for a ductile water pipe with a diameter of 1.2 m for a distance of 5 km on the streets for the Hamdan Industrial Rehabilitation Project from the Intifada Bridge to Hamdan Industrial area	\$4,918,272.11
4	Muthanna	Supply of 10 ambulance vehicles to Muthanna Health Directorate	\$727,891.16
5	Muthanna	Supply of specialized equipment for Muthanna Governorate	\$18,332,380.27
6	Muthanna	Supply and installation of two generators, 3-megawatt capacity in al-Salman	\$2,057,823.13
7	Muthanna	Supply and installation of two generators, 2-megawatt capacity in Busia District	\$629,251.70
8	Ninewa	Completion of the rehabilitation and asphalt paving of the main road leading to the village of Upper Maskalt and Lower Maskalt affiliated to the Telkaif District Center	\$126,666.67
9	Ninewa	Construction and paving of the road leading to al-Shamat with the work of barricades south of al-Qahtaniyah District in al-Baaj	\$157,571.43
0	Ninewa	Construction and paving of road in al-Arkoub and al-Kobeliya	\$109,551.02
11	Salah al-Din	Development and rehabilitation of the Shirqat Dam with a length of 10 km, development of roads in the Tulul al-Baaj sub-district, development of the entrance to the Tulul al-Baaj sub-district	\$2,666,709.90

12	Salah al-Din	Rehabilitation of street in Baiji District, with a length of 1,300 meters	\$778,811.45
13	Salah al-Din	Construction of Mubarak al-Farhan Road - Nahr Al-Azim project	\$1,423,741.50
14	Salah al-Din	Rehabilitation of the southern entrance street in al-Sharqat District and the paving of the southern entrance to the adversity area (al-Ghalaisat) project	\$1,319,703.34
Total			\$42,860,325.21

PROJECTS AWARDED AND VALUE, FY21

TABLE 8: CONTRACTS AWARDED USING STANDARD BIDDING DOCUMENTS, AS OF FY21

SUMMARY OF CONTRACTS AWARDED, AS OF SEPTEMBER 30, 2021

PROVINCE/ ENTITIES	Number of contracts awarded and value in US\$ per FY						Number of contracts awarded and value in US\$ per FY21								Total number and value in \$, as of FY21 Sept. 30, 2021	
	FY18		FY 19		FY 20		FY21, Q-1		FY21, Q-2		FY21, Q-3		FY21, Q-4			
Ninewa			8	8,728,622.50	13	4,301,699.38			8	\$1,655,441.04	1	\$2,786,122.45	3	\$393,789.12	33	17,865,674.48
Anbar			47	40,006,816.25							5	\$527,785.03			52	40,534,601.29
Baghdad			1	20,338,666.67	38	80,607,412.17									39	100,946,078.84
Basrah	1	39,627,027.71	14	256,415,250.02	6	26,307,282.91					13	\$33,719,440.02	3	\$14,530,223.64	37	\$369,472,481.72
Babil			1	5,119,041.70	6	21,543,545.01	1	297,455,748.00							8	324,118,334.71
Baghdad Amanat			1	2,706,604.17											1	2,706,604.17
Dahuk			1	80,701.67							1	\$1,972,988.00			2	\$2,053,689.67
Wasit							3	1,964,338.54			1	\$17,683,326.53			4	19,647,665.07
Maysan							1	1,728,319.33							1	1,728,319.33
Salah al-Din											2	\$2,372,484.25	4	\$6,188,966.19	6	8,561,450.43
Muthanna													4	\$21,747,346.26	2	\$21,747,346.26
TOTAL	1	39,627,027.71	73	333,395,702.98	63	132,759,939.48	5	301,148,405.87	8	\$1,655,441.04	23	\$59,062,146.29	14	\$42,860,325.21	187	\$910,508,988.56

ANNEX 6: IGPA PFM REFORM INITIATIVES IN YEAR 4 AND FOR YEAR 5&6 (BY WHITE PAPER INITIATIVES)

General. USAID IGPA/Takamul is active in many of the initiatives detailed in the White Paper implementation plan and has the ability and proven flexibility to expand its support in a variety of other initiatives. IGPA provides advisory support to the White Paper Reform Management Cell (RMC), the federal Ministry of Finance, and the KRG Deputy Prime Minister's Office to operationalize initiatives related to economic and financial reforms.

USAID IGPA currently provides technical assistance in seven broad areas of PFM reform within the implementation plan

1. PFM Law and Budget Processes

- Multi-year expenditure and planning frameworks – macroeconomic approaches, public investment management framework
- Program-based budgeting
- PFM Law implementation
- Debt management

2. Cash Management/Liquidity

- Capacity building and related support for Treasury Single Account establishment
- Cash management and forecasting

3. Performance of the Ministry of Finance (MOF)

- Training and capacity building of MOF Budget, Economic and Accounting Departments with the MOF Training Institute
- IT Directorate training and capacity building to serve as an advisory team to analyze IT projects proposed by MOF entities
- Create a Tax Identification Number (TIN) for all citizens
- Imposing the accounting reporting procedure to strengthen the system, monitoring, and sectoral supervision

4. Banking reform

- Industrial Bank financial reporting and auditing reforms
- Al-Rafidain Bank corporate governance reforms through new bylaws

5. E-governance

- Public service reform / extending biometrics in KRG through Phase II work

6. Fiscal decentralization

- Establish and operationalize the National Commission on Monitoring Federal Revenues
- Petrodollars and other federal revenues shared with provinces/own source revenues /provincial bank accounts

- Enhancing provincial government capacity in financial management

7. Other economic and general PFM reform support

- Support to Reform Management Cell
- Cost recovery models and financial sustainability plans for KRG and GOI Ministries of Electricity (Electricity Sector Assistance Package Under Objective 1)
- Other potential *ad hoc* short-term support

The following table details the PFM reform Initiatives and Year 4 accomplishments and what are planned for Years 5&6 for the five broad areas under the White Paper Initiatives:

No.	Initiatives	Year 4	Year 5/6	WP Initiative
PFM Law and Budget Processes				
1.	<ul style="list-style-type: none"> Multi-year expenditure and planning frameworks – macroeconomic approaches, public investment management framework 	<ul style="list-style-type: none"> IGPA provided support to MOF in these areas particularly in increasing the use of macroeconomic approaches, training ministry staff on accounting, economic and budgetary processes and linking this work with improvements in data collection and use within the Ministry of Planning (MOP). IGPA developed a proposal for a macrofiscal unit within the MOF Economic Department for MOF DM review and approval Created a guide for PIM assessment for KRG and is in the process of developing a similar framework for federal MOP. 	<ul style="list-style-type: none"> IGPA will continue to provide support to reform budget processes within MOF and MOP, and similar technical assistance to KRG. Support will mainly involve technical assistance to MOF with MOP in program budgeting implementation including multiyear budgeting, developing a model for the Budget Committee to use for different scenarios and analysis to finalize the draft 2022 Federal Budget. IGPA will support KRG MOP and select service delivery line ministries to implement the PIM guidelines with feasibility study guidelines developed with IGPA support and adopted by the MOP. The PIM guidelines were developed based on World Bank PIM best practice guidelines. 	<p>WP 1: Public Budget</p> <p>WP 4: Government Expenditure</p> <p>WP 7: Investment Priorities</p>
2.	<ul style="list-style-type: none"> Program-based Budgeting 	N/A	<ul style="list-style-type: none"> IGPA will work with DM MOF and DG Budget to develop a detailed roadmap for transitioning line-item to program budgeting over a three-year period and prepare a handbook for line ministries and provincial directorates to understand how to implement program budgeting in Iraq. IGPA will provide a high-level program budgeting presentation for MOF and MOP officials to increase their level of understanding and awareness of program budgeting implementation. This program budgeting work will be in close coordination with the UNDP FFER IGPA will also support the MOF Budget Directorate to engage with CSOs to prepare a Citizen’s Budget for 2022 and disseminate this to increase citizen awareness. 	WP 6: Programs Budget

No.	Initiatives	Year 4	Year 5/6	WP Initiative
3.	<ul style="list-style-type: none"> PFM Law implementation 	<ul style="list-style-type: none"> IGPA is supporting the development of a regulatory framework for the PFM law of 2019 with COMSec, federal MOF, KRG MOF, FBSA. 	<ul style="list-style-type: none"> IGPA will support MOF to disseminate the approved PFM law instructions to national economic institutions, line ministries, provincial directorates and assist MOF with MOP to conduct PFM law awareness workshops for relevant governmental entities. This will ensure that their PFM processes are harmonized within the framework of the law and the approved instructions 	WP 6: PFM
4	<ul style="list-style-type: none"> Debt Management 	<ul style="list-style-type: none"> IGPA has provided technical assistance to the Debt Management Office in Baghdad and is currently providing technical assistance to the KRG Debt Management Office. IGPA support to the KRG DMO played a vital role in operationalizing the DMO to enable KRG and Federal government to make key budget and debt decisions, increase transparency, and collect public debt data for reporting and analysis. Support included draft plan to transfer the function to MOFE, debt Management strategy, and DMO organizational and functional structure. 	<ul style="list-style-type: none"> IGPA can continue technical assistance to the KRG DMO once the Prime Minister approves the DMO transfer from the Council of Ministers to the Ministry of Finance and Economy. Technical assistance could be provided to implement the transfer plan, DMO organizational and functional structure, medium term debt strategy. <i>Technical assistance to be decided.</i> 	WP 8: Government Debt
Cash Management/Liquidity				
5	<ul style="list-style-type: none"> Cash management and forecasting Capacity building and related support for Treasury Single 	<ul style="list-style-type: none"> The previous IGPA Cash Management Advisor put in place cash forecasting and cash management procedures the MOF is continuing. This includes preparing a three-month cash forecast, convening a Cash Management Committee periodically to make important decisions on what major payments to cover and when based on the forecast. The MOF Accounting Directorate DG speaks with the Minister daily to convey what cash is 	<ul style="list-style-type: none"> The Project will continue supporting the MOF Accounting Directorate to verify the bank account balances to have the full picture of cash availability. This will enable the MOF Accounting Directorate to make more accurate three-month cash forecasts and expenditure decisions. IGPA will also give a TSA overview presentation for MOF DGs and DM to increase their understanding and awareness of the benefits of setting up the TSA and how to do so. 	WP 61: PFM

No.	Initiatives	Year 4	Year 5/6	WP Initiative
	Account establishment	<p>available and to make cash allocation decisions to prioritize payments. Periodically, the Minister, DMs and DGs convene as a cash management committee to make decisions together.</p> <ul style="list-style-type: none"> As an important first step to establishing a Treasury Single Account (TSA), the embedded IGPA economic reform advisor and local national STTA prepared a census of the government's bank account balances to provide a clear picture of available cash for MOF. MOF is working with agencies to verify bank balances so MOF make more accurate forecasts and timely payment decisions. 		
MOF Performance				
6	<ul style="list-style-type: none"> Training and capacity building of MOF Budget, Economic and Accounting Department with MOF Training Institute 	<ul style="list-style-type: none"> IGPA provided support to MOF in these areas particularly in increasing the use of macroeconomic approaches, training ministry staff on accounting, economic and budgetary processes and linking this work with improvements in data collection and use within MOP. 	<ul style="list-style-type: none"> IGPA will continue to provide extensive support to MOF in these areas including monitoring how well line ministries and provincial AFAD have improved accounting and financial reporting for more timely funding for government operations and activities. IGPA PFM team will build on the training for MOF Departments conducted in Year 4 to implement the fiscal reforms outlined above related to cash management, macroeconomic forecasting, budget, and accounting. IGPA is also working with the MOF training institute of MOF and MOP to institutionalize these technical skills training programs including training junior accountants on the government and unified accounting system. 	WP 62: MOF Performance

No.	Initiatives	Year 4	Year 5/6	WP Initiative
7	<ul style="list-style-type: none"> IT Directorate training and capacity building to serve as an advisory team to analyze IT projects proposed by MOF entities 	<ul style="list-style-type: none"> Information Technology department ITD (assess and enhance performance) <ul style="list-style-type: none"> Internal assessment (technology, people and processes) Produced organizational structure, bylaw, SOPs Completed several key MOF and ITD Internal Policies Assessed Skills matrix for every technical department Training requirements and needs for technical staff and a Training plan for ITD training department Assisted with advising on incoming IT projects 	<ul style="list-style-type: none"> IGPA will continue IT Advisory support and capacity building of the MOF IT Department in the areas provided in Year 4 	WP 62: MOF Performance
8	<ul style="list-style-type: none"> Create a Tax Identification Number (TIN) for all citizens 	<ul style="list-style-type: none"> IGPA coordinated a TIN field visit to KRI A working meeting was held with the Senior DPMO advisor and COM IT department to learn from KRG's experience with creating a unique identification number for the payroll management system for government employees. IGPA assisted MOF General Committee for Taxation (GCT) to agree to the final format for a Taxpayer Identification Number (TIN). The system will convert the manual registration process into an online process to register a new taxpayer online to receive a TIN. 	<ul style="list-style-type: none"> IGPA will continue supporting the GCT with the process of developing and implementing the new Tax Registration System to create a TIN electronically. 	WP 62: MOF Performance
9	<ul style="list-style-type: none"> Imposing the accounting reporting procedure to 	<ul style="list-style-type: none"> IGPA supported MOF Accounting Directorate on improving accounting errors and financing issues with financial statements and financial reports submitted by the line ministries and 	<ul style="list-style-type: none"> IGPA will continue to provide extensive support to MOF in these areas including monitoring how well line ministries and provincial AFAD have improved accounting and financial 	WP 62: MOF Performance

No.	Initiatives	Year 4	Year 5/6	WP Initiative
	strengthen the system, monitoring, and sectoral supervision	<p>provincial AFAD to streamline the payment process and to ensure funds are disbursed in a timely manner for government operations and services.</p> <ul style="list-style-type: none"> This involved a series of training sessions for line ministries and provincial AFAD with MOF, FBSA and the project. The project followed up and assisted MOF to develop a mechanism to track and monitor if ministries and directorates have reduced accounting errors and financing issues to streamline the funding process for government operations and activities. 	<p>reporting for more timely funding for government operations and activities.</p> <ul style="list-style-type: none"> IGPA PFM team will build on the training for MOF Departments conducted in Year 4 to implement the fiscal reforms outlined above related to cash management, macroeconomic forecasting, budget, and accounting. IGPA is also working with the MOF training institute of MOF and MOP to institutionalize these technical skills training programs including training junior accountants on the government and unified accounting system. 	
Banking Reform				
10	<ul style="list-style-type: none"> Industrial Bank financial reporting and auditing reforms 	<ul style="list-style-type: none"> The IGPA Industrial Bank financial audit readiness support was originally planned to start during Year 4. The kickoff meeting was held September 2021 with the technical assistance for Year 5. 	<ul style="list-style-type: none"> IGPA is assisting INDBK to report its financials for 2019 and 2020 in accordance with international accounting standards for the first time. The capacity building program will improve the bank's financial state and increase its capitalization and funds for private-sector loans. The Project will support the bank to develop SOPs and a manual for financial reporting and provide capacity-building sessions for key INDBK accounting and finance staff to use the SOPs and manual. 	WP 12: Government Banks
11	<ul style="list-style-type: none"> Al-Rafidain Bank restructuring corporate governance reforms through new by laws 	<ul style="list-style-type: none"> IGPA is supporting MOF to restructure Al-Rafidain Bank to address the existential crisis that the bank experienced earlier this year due to mismanagement. IGPA convened a committee consisting of ten bank managers to draft by laws to make the board of directors more independent, direct how the bank's General Manager is hired and can be removed for misconduct, and to 	<ul style="list-style-type: none"> Once the bylaws are approved by the Council of Ministers, the bank's management will require guidance in the implementation of the bylaws and continued support with updating the loan portfolio data. 	WP 12: Government Banks

No.	Initiatives	Year 4	Year 5/6	WP Initiative
		<p>ensure the bank is operating within CBI corporate governance rules.</p> <ul style="list-style-type: none"> IGPA is assisting with migrating the bank's \$4 billion loan portfolio data to its core banking system to have direct control and management of financial information needed to know its financial state. 		
E-governance				
12	<ul style="list-style-type: none"> Public service reform / extending biometrics in KRG through Phase II work 	<ul style="list-style-type: none"> IGPA provided key support to public sector reform for biometric registration of public sector employees which resulted in significant savings and reductions to the payroll in KRG. 	<ul style="list-style-type: none"> IGPA will continue supporting KRG with second phase biometric system to streamline payroll and allowance eligibility tracking. IGPA will support KRG International Reform Coordination Task Force (IRCTF) to finalize technical requirements for the technical solution 	WP 5: Public Sector Employee Salaries
Fiscal Decentralization				
13	<ul style="list-style-type: none"> Establish and operationalize National Commission on Monitoring Revenues 	<ul style="list-style-type: none"> Supporting GOI to establish and operationalize the National Commission on Monitoring Federal revenues. 	<ul style="list-style-type: none"> The Project will continue capacity building and technical assistance the Commission and the provinces to implement the Federal revenues distribution system once approved by the Prime Minister after the elections. 	N/A
14	<ul style="list-style-type: none"> Petrodollars and other Federal revenues shared with provinces/own source revenues /provincial bank accounts 	<ul style="list-style-type: none"> Support the NCMFR with the development of a standard Federal revenue distribution system and SOPs for the Commission's work and operations Clarify Federal and local revenue authorities and principles 	<ul style="list-style-type: none"> For Year 5 and 6, the Project will continue supporting the Commission to become fully operational to carry out its mandate to monitor Federal revenues to the provinces 	N/A

No.	Initiatives	Year 4	Year 5/6	WP Initiative
15	<ul style="list-style-type: none"> Enhancing provincial government capacity in financial management 	<ul style="list-style-type: none"> The Project continued to support the 15 provincial AFADs with capacity building in local revenues, budgeting, accounting and financial reporting to effectively carry out its role to manage the fiscal affairs of the provinces. 	<ul style="list-style-type: none"> The Project will continue AFAD capacity building to carry out their role to prepare the provinces to better manage their resources through budgeting and financial management capacity building and to improve their ability to generate and manage revenues at the local level. 	N/A
Other Economic Reform and PFM Reform Support				
16	<ul style="list-style-type: none"> Economic Reform Unit (ERU)/Reform Management Cell Support 	<ul style="list-style-type: none"> IGPA supports the day-to-day work of the Economic Reform Unit (ERU) to initiate and implement key economic and financial reforms, including development and implementation of the banking and financial reform program, advising the ECC and PMO officials on economic revitalization initiatives, supporting the entities under the PMO to effectively engage in foreign financial relations, and building the capacity of the ERU to identify, develop and implement economic reforms. In mid-2020, IGPA's support centered around implementing GOI's reform initiatives embodied in the White Paper document. The White Paper is a comprehensive program that sets out a clear roadmap to reform the Iraqi economy and address the accumulated, decades-old serious challenges that hinder progress. IGPA's programming directly responds to 20 of the 64 reform activities in the White Paper. 	<ul style="list-style-type: none"> RMC Support. This support evolved during Year 4 and currently the embedded advisor is supporting the Reform Management Cell with the two short-term local nationals to carry out its role to manage and monitor the White Paper initiative implementation. 	N/A
17	<ul style="list-style-type: none"> Cost recovery models and financial sustainability 	<ul style="list-style-type: none"> The Project is completing the RFP process to engage a vendor to implement the cost recovery work. 	<ul style="list-style-type: none"> The Project will develop comprehensive cost recovery models to ensure the financial sustainability of electricity services for the Kurdistan region and Federal Iraq. 	N/A

No.	Initiatives	Year 4	Year 5/6	WP Initiative
	plans for KRG and GOI Ministries of Electricity (Electricity Sector Assistance Package Under Objective 1)		<ul style="list-style-type: none"> The work will also involve building capacity of the Ministries of Electricity to use the cost recovery models for ongoing planning and budget and expense control. 	
18	<ul style="list-style-type: none"> Other potential ad hoc short-term support 	<ul style="list-style-type: none"> The Project engaged an expat budget reform expert short-term for remote work and to conduct the budget reform training in April for the MOF Budget department 	<ul style="list-style-type: none"> IGPA will also consider providing short-term experts on an <i>ad hoc</i> basis, in consultation with the Mission, and when the requests are linked with the IGPA's existing work in PFM reforms. <ul style="list-style-type: none"> International Tax Expert to review non-oil revenue fee study for KRG DPMO 	N/A

ANNEX 7: THE PUBLIC INVESTMENT MANAGEMENT SYSTEM

EIGHT STAGES OF PUBLIC INVESTMENT MANAGEMENT (PIM) SYSTEM

As good Public Investment Management (PIM) does not promote a “one-size-fits-all” solution, this PIM Guideline has adopted international best practices as proposed by the World Bank and the IMF and applied them to create a customized set of processes applicable for capital investment budgeting and infrastructure governance in the Kurdistan Regional Government. Coupled with the IMF approach, the PIM Diagnostic Framework formalized by the World Bank I has also been applied to analyze the presence of quality institutional arrangements required to support the performance of the 8 “must-have” functionalities across the project and capital budgeting cycles. These are:

Stage 1: Strategic Guidance and First Level Screening (Project Concept Note): National and/or sector strategy documents are specific enough and have sufficient coherence and authority to actually guide public investment and are used systemically to screen new projects (with at least some projects dropped at the preliminary stage).

Stage 2: Project Appraisal (Pre-feasibility Study): Project development follows a standardized and well-defined set of procedures, and projects are appraised (ex-ante evaluation) using the full range of techniques as appropriate. They are comprehensive central guidelines on project appraisal, including specific detailed guidance on the appraisal of PPPs.

Stage 3: Independent Appraisal Review (Feasibility Study): The risk of line ministries “adjusting the numbers” to ensure a project passes appraisal is limited by an independent review of the project. This is a key feature which can be implemented in various ways and with various degrees of “independence” of the entity in charge of the reviews.

Stage 4: Project Selection and Budgeting: In general, only projects that have been subject to thorough appraisal, and have been independently reviewed, are selected for funding in the budget. Multi-year budget authority with adequate financing and funding predictability supports effective project implementation.

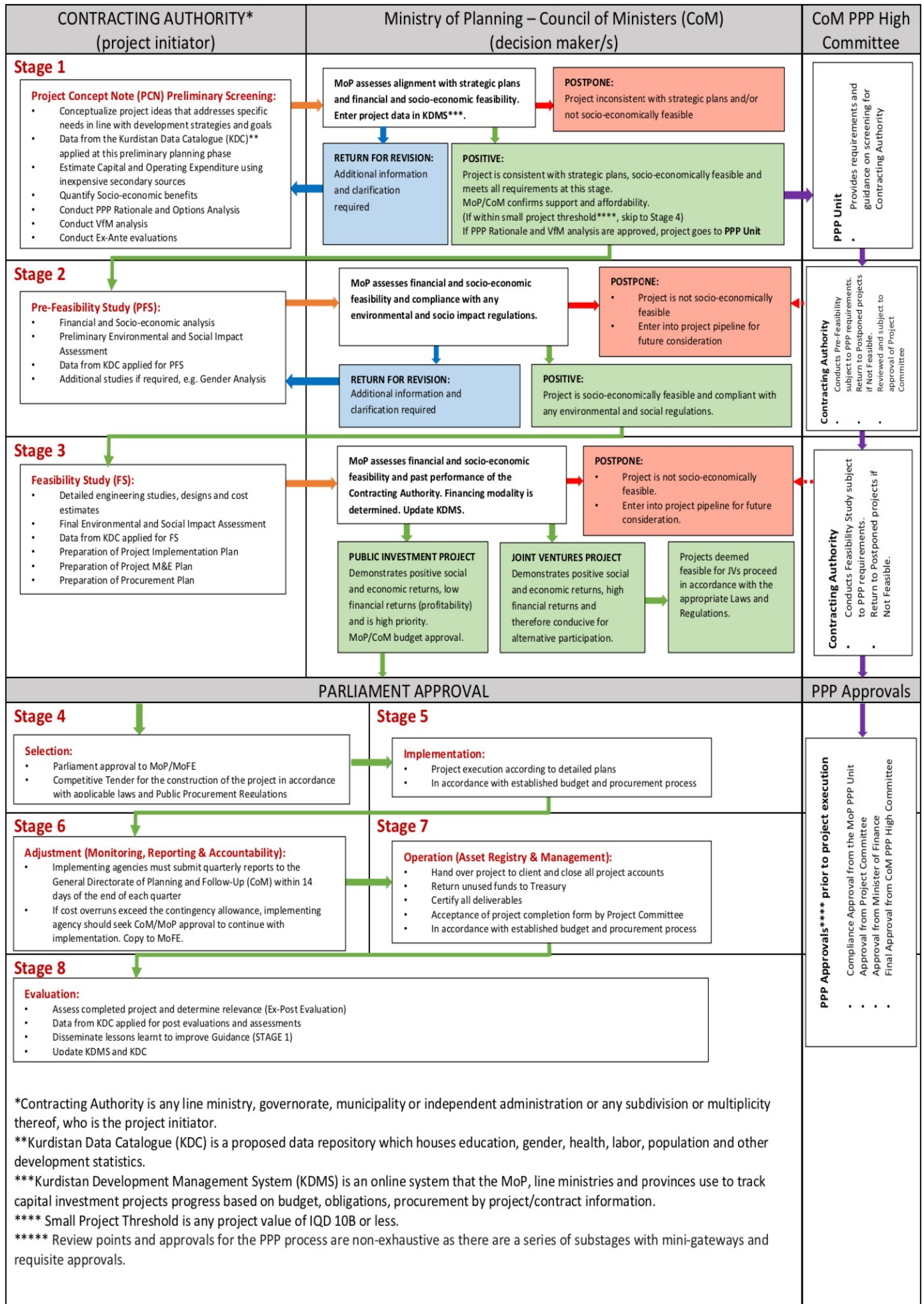
Stage 5: Project Implementation: There is a strong focus on managing the total project costs over the lifetime of each project. Clear roles and responsibilities are in place for project implementation, with regular reporting on financial and non-financial progress and close monitoring by the relevant Central Agencies. Sound procurement systems are in place and are consistently implemented, with advanced techniques for allocating risks between government and contractor.

Stage 6: Project Monitoring and Adjustment: Specific mechanisms are in place to trigger a review of a projects’ continued justification if there are material changes to project cost, schedule, or expected benefits.

Stage 7: Facility Operation and Maintenance: Financing and other resources for operation of the facility is planned for and made available by the relevant authority. Comprehensive and reliable asset registers are maintained and are subject to external audits.

Stage 8: Basic Completion Review and Evaluation: All advanced countries put significant effort into ex-post reviews. Investment projects are subject to audit by the supreme audit institution, including value-for-money (VfM) audits.

Figure 2 below outlines the proposed Public Investment Management Cycle which governs public investment decision making in the Kurdistan Regional Government, as well as Cabinet approvals. The 8-Stage Process is meant to ensure that all projects meet the same set of rigorous standards. Each stage is explained further in the subsequent section.



*Contracting Authority is any line ministry, governorate, municipality or independent administration or any subdivision or multiplicity thereof, who is the project initiator.

**Kurdistan Data Catalogue (KDC) is a proposed data repository which houses education, gender, health, labor, population and other development statistics.

***Kurdistan Development Management System (KDMS) is an online system that the MoP, line ministries and provinces use to track capital investment projects progress based on budget, obligations, procurement by project/contract information.

**** Small Project Threshold is any project value of IQD 10B or less.

***** Review points and approvals for the PPP process are non-exhaustive as there are a series of substages with mini-gateways and requisite approvals.

ANNEX 8: PFM TRAINING STATISTICS, FY21

TABLE 9: PROGRAM BUDGETING WORKSHOPS, FY21

NO.	PROVINCES	DATES	ACTIVITY	TOTAL	FEMALE	MALE
1	Najaf, Wasit, Baghdad	December 23-24, 2020	Workshop	24	5	19
2	Anbar, Ninewa, Baghdad	December 23-24, 2020	Workshop	24	1	23
3	Dhi Qar, Maysan, Muthanna	December 23-24, 2020	Workshop	24	2	22
4	Salah al-Din, Kirkuk, Basrah	January 24-25, 2021	Workshop	24	8	16
5	Karbala, Diyala, Qadisiya	January 24-25, 2021	Workshop	22	2	20
6	Najaf	January 24-25, 2021	Follow up session	19	-	19
TOTAL				137	18	119

TABLE 10: TRAINING ON HR PLANNING FOR THE OPERATING BUDGET, FY21

NO.	PROVINCES	DATES	TOTAL	FEMALE	MALE
1	Maysan, Dhi Qar, Muthanna, Basrah	August 22-23, 2021	26	1	25
2	Najaf, Qadisiya, Karbala, Babil, Baghdad	August 29-30, 2021	26	2	24
3	Diyala, Salah al Din, Wasit, Baghdad	September 1-2, 2021	20	2	18
TOTAL			72	5	67

TABLE 11: LOCAL REVENUE GENERATION WORKSHOP, FY21

NO.	PROVINCES	DATE	TOTAL	FEMALE	MALE
1	Anbar, Babil, Baghdad, Basrah, Dhi Qar, Ninewa, Salah al-Din, Wasit	June 14-16, 2021	30	8	22
2	Diyala, Karbala, Kirkuk, Maysan, Muthanna, Najaf, Qadisiya	June 17-19, 2021	28	3	25
TOTAL			58	11	47

TABLE 12: BUILDING PFM LAW AWARENESS FOR PROVINCES, FY21

NO.	PROVINCE	DATE	TOTAL	FEMALE	MALE
1	Babil, Karbala, Najaf, Qadisiya, Wasit	November 25-26, 2020 (Baghdad)	19	1	18
2	Anbar, Baghdad, Diyala, Ninewa, Salah al Din	November 25-26, 2020 (Erbil)	20	1	19
TOTAL			39	2	37

Table 13: IDMS WORKSHOP, FY21								
NO.	PROVINCE/ LINE MINISTRY	ACTIVITY	DATES	TOTAL PARTICIPANTS	MALE	FEMALE	DEPARTMENT/UNIT	IDMS UNIT
1	Najaf	Workshop	April 11-14, 2021	22	16	6	Najaf Reconstruction Authority /Projects Dept	Done
		Follow up session	April 24-25, 2021	22	16	6	Najaf Governorate Office Najaf Education, Municipalities, Water, Health, Planning Directorates AFAD	
2	Qadisiya	Workshop	April 26-29, 2021	14	11	3	GO, Planning Department GO, Planning, IDMS division	Done
		Follow up session	May 8 – 9, 2021	8	5	3	Governorate Diwan Accounts Qadisiya Health, Municipalities, Sewerage Directorates	
3	Wasit	Follow up session	May 12-17, 2021	10	9	1	Planning Dept and follow-up - Diwan Wasit Governorate Water Directorate Wasit Planning Department and follow up	Done
4	Karbala	Workshop	July 12-15, 2021	22	12	10	GO, Planning Department; GO, Contract Department; AFAD. Municipalities, Water Directorates; Office of the Governor's Assistant for Planning Affairs	in progress
		Follow up session	August 2 – 3, 2021	13	5	8		
5	Anbar	On the job training	July 27-28, 2021	11	11	0	Planning and Follow up Department, Engineering Department, Contracts Department, AFAD Governate Assistance Office	in progress
6	Maysan	Workshop	September 06-09, 2021	18	14	4	GO, Planning and Follow up Department, Project Department, Accounting Department, Contracts Department. Maysan Health, Education, Roads and Bridges, Housing, Building, Sewerage, Planning Directorates	in progress

7	Kirkuk	On the job training	September 21-22, 2021	7	3	4	Health Directorate, Department of Planning and Follow up, Sewage Directorate, Municipalities Directorate	in progress
8	Ninewa	Workshop	August 30 - September 2, 2021	15	14	1	Planning and Follow up, Roads and Bridges, Health, Education, Sewerage, Water Directorates	in progress
		September 19-20, 2021	13	12	1	Governorate Diwan / Studies Department, GO, Planning and follow up Department, Office of the Assistant Governor for Planning Affairs		
9	Salah al-Din	On the job training	August 8-9, 2021	8	4	4	GO, Project Management Department, GO, Engineering Department, Planning Department. Government Contracts Department	in progress
10	Babil	On the job training	August 17-18, 2021	8	3	5	GO, Planning and Follow up Department	in progress
11	Ministry of Electricity	Workshop	May 31 – Jun 8, 2021	29	19	10	General Companies for Southern, North Electricity Production, Distribution, Transportation	in progress
		Follow up session	June 19-20, 2021	13	7	6	General Company for the Middle Euphrates Electricity Production, General Companies for Central Electricity Distribution, Transportation, General Company for the Middle Electricity Production General Company for Baghdad Electricity Distribution General Company for Inspection and Workshops, Economic, Planning and Studies Depts.	
12	Ministry of Health	Workshop	Jun 2-3, 2021	33	23	10	Ministry Center, Projects and Engineering Services, Engineering Planning Department,	in progress
		Follow up session	July 10, 2021	18	10	8	Ministry Center, Administrative Undersecretary Office, Contracts Department, Administrative, Financial and Legal Department, Medical City Education Department, Financial Affairs Sections, Diyala, Ninewa, Basra, Anbar, Wasit Karbala, Maysan,	

							Salah al Din, Baghdad, Najaf, Kirkuk, Qadisiya, Muthanna, Dhi Qar Health Departments.	
13	Ministry of Construction, Housing, Municipalities, and Public Works	Workshop	Jun 28- Jul 01, 2021	23	9	14	Ministry Headquarters Office, Departments of Roads and Bridges, Housing, Buildings, General Directorates of Water, Sewerage, Urban Planning Directorate	Done
		Follow up session	July 17-18, 2021	14	7	7		
14	Ministry of Finance	Workshop	Aug 23 – 26, 2021	13	3	10	Administrative Department, Engineering Department, General Authorities for Free Zones, Customs Engineering, Financial Management Systems Modernization Project Department, Treasury Directorate, General Tax Authority	In progress
		Follow up session	Sept 12-13, 2021	8	1	7		
TOTAL				233	151	82		

TABLE 14: P6 PRIMAVERA TRAINING, FY21							
NO.	PROVINCE/ LINE MINISTRY	ACTIVITY	DATES	TOTAL PARTICIPANTS	MALE	FEMALE	DEPARTMENT/UNIT
1	Ministry of Planning	Training of Trainers	May 29- 31, 2021	6	3	3	Administrative Dept Investment Programs Dept
		Follow up Session	June 16, 2021	6	3	3	Sectors Dept
2	Ministry of Electricity	Training	Aug 29- 31, 2021	19	13	6	Planning and Studies Dept, Ministry Headquarters; Technical Dept, Ministry Headquarters; General Companies for Energy Production, Southern Region
		Follow up Session	Sept 16, 2021	15	11	4	General Company for Energy Production, Middle Euphrates General Company for Energy Transmission, Central Logistics
3	Ministry of Water Resources	Training	Aug 22-24, 2021	12	8	4	Dept of Planning and Studies, Ministry Headquarters
		Follow up session	Sept 9, 2021	6	2	4	Al-Rafidain State Company for the Implementation of Dams Marshes Recovery Center General Estuary Department, Damlj Lake General Authority for Survey Planning and follow-up department
4	Babil	Training	Jun 06-08, 2021	10	7	3	Directorate of Planning and Strategic Studies, Babil GO, Directorate of Planning and Policy, First Deputy Governor's Office
		Follow up session	June 23, 2021	4	3	1	
5	Anbar	Training	Jun 20-22, 2021	17	15	2	Anbar Governorate Office Planning and follow-up directorate
6	Ninewa	Training	Jun 20-22, 2021	13	6	7	Planning Assistants, Planning Department
		Follow up session	July 8, 2021	8	6	2	Governorate Office, Planning Department. Governorate Office, Information Technology Dept, Head of the Secretariat, Planning and Development Council
7	Kurdistan	Training	Jul 04-06, 2021	26	18	8	Governor's Office of Erbil, Halabja, Sulaimaniya and Dahuk
8	Wasit	Training	Aug 01-03, 2021	19	14	5	Wasit Governorate Office Wasit Municipalities - Essaouira Municipality, Azizia Municipality, Numaniyah Municipality, Wasit Municipality Directorate, Sewerage Directorate
TOTAL				122	84	38	

TABLE 15: TRAINING FOR ACCOUNTING & FINANCE STAFF

NO.	COURSE	INSTITUTION	DATE	TOTAL	MALE	FEMALE
1	Budgeting	Four KRI governorates (Erbil, Sulaimaniya, Dahuk, Halabja)	May 16-20, 2021	20	15	5
2		Ministry of Municipalities and Tourism, General Directorate of Water and Sewerage	May 23-27, 2021	21	17	4
3		KRG Ministry of Electricity	May 30 – June 3, 2021	24	17	7
4	Governmental Accounting System	Four KRI governorates (Erbil, Sulaimaniya, Dahuk, Halabja)	June 6-10, 2021	24	12	12
5		Ministry of Municipalities and Tourism, General Directorate of Water and Sewerage	June 13-17, 2021	25	19	6
6		KRG Ministry of Electricity	August 1-5, 2021	20	10	10
7	Internal Auditing	Four KRI governorates (Erbil, Sulaimaniya, Dahuk, Halabja)	July 6-8, 2021	19	10	9
8		Ministry of Municipalities and Tourism, General Directorate of Water and Sewerage	July 25-27, 2021	21	14	7
9		KRG Ministry of Electricity	July 11-113, 2021	26	17	9
10	Payroll Management	Four KRI governorates (Erbil, Sulaimaniya, Dahuk, Halabja)	June 27-28, 2021	21	16	5
11		Ministry of Municipalities and Tourism, General Directorate of Water and Sewerage	July 4-5, 2021	19	12	7
12		KRG Ministry of Electricity	June 29-30, 2021	23	14	9
TOTAL				263	173	90

ANNEX 9: RECOGNITIONS, APPRECIATIONS FOR IGPA/TAKAMUL, FY21

The following is a list of expression of gratitude, appreciations, and recognitions received in FY21 by IGPA/Takamul from implementing partners.

DATE	DESCRIPTION	SIGNATORY / PRESENTER
October 11, 2020	Directorate General of Justice Departments presented an appreciation letter to IGPA/Takamul for the activities conducted to re-engineer the Notary Public Functions and support to Awareness Campaign on the new electronic system in the Notary Public Departments in the Kurdistan Region.	Azad Rostam Abdullah Director General of Justice Department KRG MOJ
October 13, 2020	IGPA/Takamul received an appreciation letter on its support to conduct citizen awareness on water conservation in Dahuk implemented by Rwanga Foundation in coordination with the Dahuk Water Directorate.	Vager Ahmed Ali, Director of Dahuk Water Directorate
October 21, 2020	Najaf Water Directorate presented an appreciation letter in recognition of the Project's efforts in helping the directorate conduct awareness and water conservation campaigns.	Louy al-Yassri, Najaf Water Directorate
October 28, 2020	Najaf Municipality Directorate presented an appreciation letter in recognition of the Project's efforts in helping the directorate conduct awareness and trash collection campaigns.	Nabeel Abdul Hussein, Acting Director of Najaf Municipality Directorate
November 1, 2020	The governor of Wasit presented an appreciation letter to CSOs and TWG members for their efforts in conducting numerous activities in Wasit. The letter came after the deputy governor shared the TWG's activities from August to October with the governor.	Mohammed Jameel al-Mayahi, Wasit Governor
November 3, 2020	IGPA/Takamul received a letter of appreciation from Babil first deputy governor in recognition of the Project's support to train staff on water leak testing.	Wisam Aslan, Babil First Deputy Governor
November 8, 2020	The governor of Wasit issued appreciation letter to IGPA, the Wasit TWG, and al-Kut Municipality Directorate staff for installing sound systems on 60 garbage compactor trucks.	Mohammed Jameel al-Mayahi, Wasit Governor
November 17, 2020	The governor of Basrah presented IGPA/Takamul a letter of appreciation recognizing the Project's efforts to build the capacity of the governorate's staff on PFM.	Asaad al-Edani, Governor of Basrah
November 19, 2020	The governor of Babil presented an appreciation letter to IGPA/Takamul Project in recognition of the Project's effort in building the capacity of staff of Citizens' Affairs Department.	Hasan Mendil, Babil Governor
November 29, 2020	IGPA/Takamul received an appreciation letter from Anbar Water Directorate recognizing the Project's support to the directorate in building the capacity	Ibrhaim Madlol, Director of Anbar Water Directorate

	of staff on standard operation procedures in operating and maintaining power generators.	
December 21, 2020	Najaf governor offered an appreciation letter to IGPA/Takamul Project recognizing the Project efforts in providing technical support. The Project provided consultative support to Najaf in planning and budgeting and activation of CSOs' role and women affairs through conducting campaigns that motivate citizens to cooperate with service directorate.	Luay al-Yasri, Najaf Governor
December 21, 2020	The Najaf's Governor's Office presented an appreciation letter to IGPA/Takamul Project recognizing its efforts in building the capacity of the governorate's department staff. The Project provided consultative support to Najaf in planning and budgeting and activation of CSOs' role and the women affairs through conducting campaigns that motivated citizens to cooperate with service directorate.	Luay al-Yasri, Najaf Governor
December 21, 2020	Directorate General of the Justice Department presented an appreciation letter to IGPA/Takamul for the activities conducted on the business process re-engineering of the notary public functions and awareness campaign on the new electronic system in the Notary Public Departments in the Kurdistan Region.	Azad Rostam Abdullah Director General of Justice Department KRG MOJ
December 31, 2020	IGPA/Takamul team receives the Shield of Honor and an appreciation letter from Babil Governorate through its deputy governor.	Wisam Aslan al-Jobouri, Babil First Deputy Governor
January 17, 2021	The Ministry of Planning – Directorate General of Human Development extends its appreciation to the USAID-Funded IGPA/Takamul Project for the joint activity conducted with the Kurdistan Institute for Public Administration (KIPA) regarding the series of training courses conducted for selected KRG service ministries.	Abdulrazzaq Muhamed Mustafa, Director General of Human Development
January 18, 2021	IGPA/Takamul received a letter of appreciation from Babil's assistant governor in recognition of the Project's support to develop a communications and outreach manual.	Ra'ad John al-Makhzomi, Assistant Governor for Administrative Affairs, Babil
January 28, 2021	The governor of Anbar presented a letter of appreciation to IGPA/Takamul in recognition of the Project's assistance to provide financial consultation to the governorate's Administrative and Financial Affairs Directorate.	Ali Farhan, Governor of Anbar
February 1, 2021	IGPA /Takamul received a letter of appreciation from the Directorate of Accounting and Finance of Erbil in recognition of the success behind the (Help Desk). As a result of the help desk, the applications have been accelerated by (%78). The citizen takes less time for processing their application within the Directorate of Accounting and Finance.	Hemin Qadir, on behalf of the Erbil governor

February 7, 2021	The Baghdad Water Directorate presented IGPA with a letter of appreciation for building their staff's capacity in mapping the directorate's resources, making the staff "skillful in conducting similar activities in the future."	Ra'ad Khairy, Director of Baghdad Water Directorate
February 8, 2021	Basrah Governor presented IGPA/Takamul a letter of appreciation recognizing the efforts of the Project to build the capacity of the governorate's staff on PFM.	Asaad al-Edani, Governor of Basrah
March 1, 2021	The Babil Water Directorate presented IGPA with a letter of appreciation for building their staff's capacity in documenting the directorate's assets. The data will help the directorates identify priority areas, hotspots, repair and rehabilitation needs, and expansion plans.	Aqeel Tradh Radhi, Babil Water Director
March 4, 2021	Najaf AFAD presented IGPA/Takamul's project with a letter of appreciation in recognition of the Project's efforts in conducting program-based budget workshops.	Abbas Kadhim Lafta, Director of AFAD
March 8, 2021	The Ninewa Water Directorate presented IGPA with a letter of appreciation for building their staff's capacity in water asset documentation training.	Hazim Mohammed Qanber, Director of Ninewa Water Directorate.
March 17, 2021	The Baghdad governor presented a letter of appreciation to IGPA for its support to the governorate's SWM program, specifically in conducting a highly effective business process re-engineering for SWM.	Mohammed Atta, Baghdad Governor
March 17, 2021	The governor of Baghdad issued an appreciation letter officially recognizing IGPA's technical and advisory support to activate PWED and CSOs' roles in conducting campaigns to increase citizen awareness and their overall support to the service directorates.	Mohammed Atta, Baghdad Governor
March 29, 2021	IGPA/Takamul received an official letter of appreciation from Salah al-Din Governor Ammar Jaber Khaleel Al-Joubouri thanking the project for the capacity building and support to prepare the 2021 planning budgets of self-funded entities. As a result of this assistance, the Salah al-Din Administrative and Financial Affairs Directorate (AFAD) completed the 2021 planning budgets of the self-financing directorates (Municipalities, Water, Sewerage) which were submitted to the Ministry of Finance.	Amar Jaber Khalil, Salah al-Din Governor
April 5, 2021	The governor of Wasit thanked IGPA/Takamul for its efforts in building the capacity of provincial government staff in public financial management. The governor specifically mentioned IGPA's help in completing the end-of-year accounts and its training on program-based budgeting.	Mohammed Jameel al-Mayahi, Wasit Governor

April 19, 2021	The governor of Qadisiya presented IGPA/Takamul a letter of appreciation for the Project's support to the governorate's procurement activities.	Zuhair Ali, Qadisiya Governor
April 20, 2021	The Sulaimaniya Governorate Audit Department expressed its appreciation to IGPA/Takamul for its multiple visits and meetings to discuss and assess the department's needs and its successful workshop from April 4-7 in Erbil.	Ahmed Ameen, department head, Sulaimaniya
April 22, 2021	The governor of Najaf appreciated the efforts of the provincial Directorates of Health, Municipalities, and Water, and IGPA/Takamul for their exceptional work in increasing the governorate's local revenues through awareness campaigns led by the Najaf TWG.	Luay al-Yasiry, Najaf Governor
April 28, 2021	The Najaf Water Directorate presented a letter of appreciation to the Project for its support to its water awareness and revenue generation campaigns.	Ali Hussien Mohammed, Najaf Water Director
May 5, 2021	The governor of Wasit presented an appreciation letter in recognition of IGPA/Takamul's capacity building efforts that positively reflect in the improved performance of staff and entities.	Mohammed Jameel al-Mayahi, Wasit Governor
May 5, 2021	The first deputy to the governor of Ninewa presented a letter of commendation to the Ninewa TWG and IGPA/Takamul in appreciation of their exceptional effort to support the implementation of various activities in the province.	Ninewa's First Deputy Governor
May 25, 2021	The HCCP Secretariat issued a letter of appreciation to the Project to recognize IGPA's support provided to his office, specifically on the decentralization initiatives. The chairman specifically mentioned the technical assistance provided by IGPA advisors embedded at the HCCPsec.	Dr. Khadum al-Sahlani, HCCPsec Chairman
May 25, 2021	The director of AFAD Anbar presented IGPA/Takamul with a letter of appreciation in recognition of the Project's efforts to build the capacity of the directorate in budgeting and planning in compliance with MOF rules and regulations.	Mohammad Ghargan, AFAD Director, Anbar
May 26, 2021	The governor presented an appreciation letter to IGPA/Takamul Project in recognition of the Project effort in conducting a virtual workshop on SBD. The workshop aimed at building the capacity of the contracting staff and the development of the bidding documents for two projects worth \$4.4 million, the two projects are: <ol style="list-style-type: none"> 1. Supply special medical equipment for Tikrit medical hospital 2. Construction three entrance gates for the city of Salah al-Din. 	Ammar Jaber Khalil, Salah al Din governor.

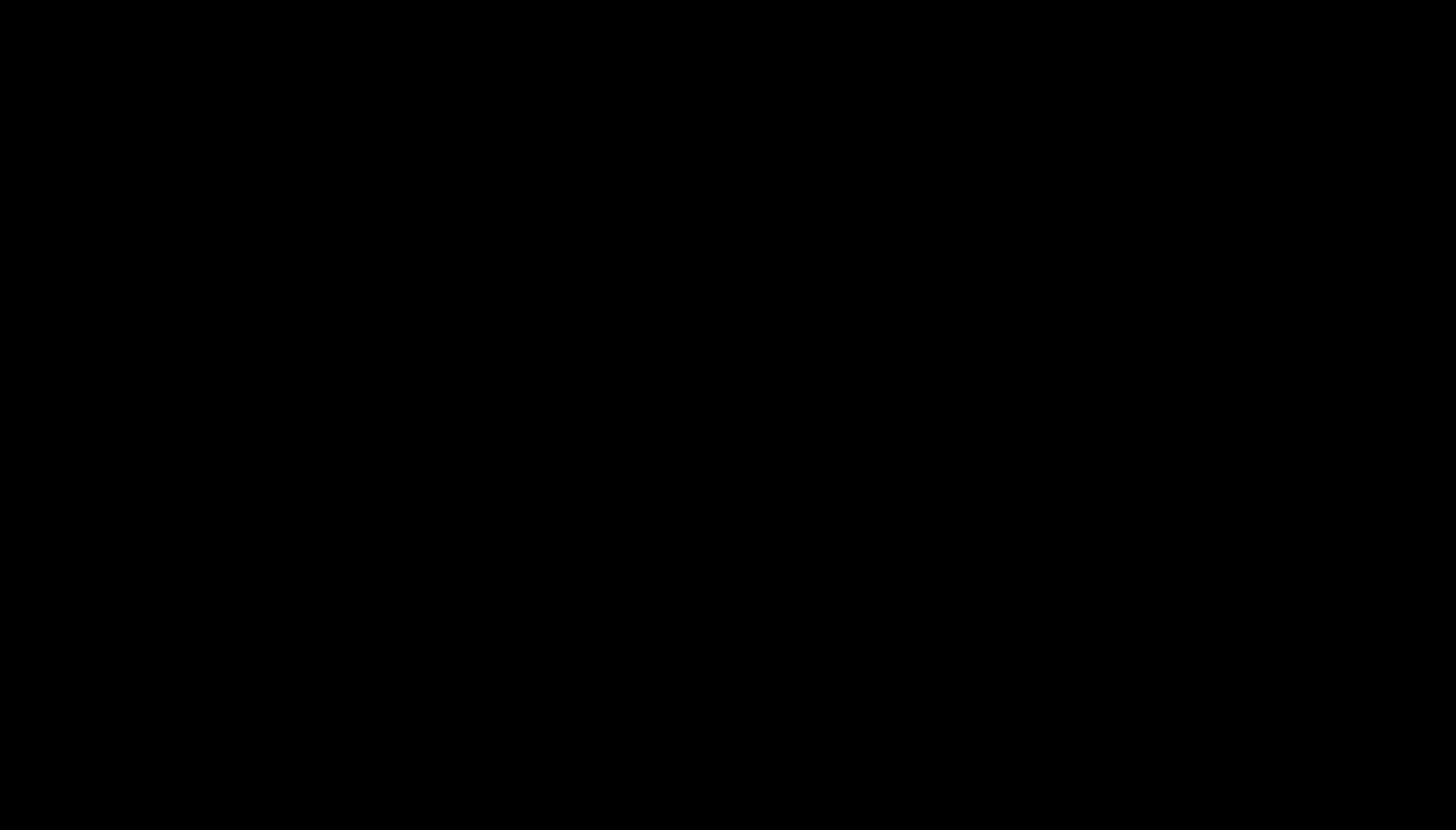
June 6, 2021	MOF presented IGPA/Takamul with a letter of appreciation in recognition of the Project's efforts in continuous support to draft PFM law regulations committee. The Project was praised for its support in conducting workshops to train accounting, budget and economic directorates of MOF.	Finance Deputy Minister Taif Sami
June 8, 2021	MOF presented IGPA/Takamul with a letter of appreciation in recognition of the Project's efforts in continuous support to draft PFM law regulations committee. The Project was praised for its support in conducting workshops to train accounting, budget and economic directorates of MOF.	Finance Minister Ali Alawi
June 8, 2021	Muthanna governorate presented a letter of appreciation to IGPA/Takamul Project recognizing the Project's role in building the capacity of GO staff in admin and PFM areas.	Ahmed Manfi Jowda, Muthanna Governor
June 17, 2021	The Ninewa Water Directorate presented IGPA/Takamul an appreciation letter in recognition to the Project's effort in training the directorate.	Hazim Mohammed Qanber, Head of the Ninewa Water Directorate
June 27, 2021	Basrah Governor's Office offered a letter of appreciation to IGPA/Takamul Project recognizing the Project's effort in conducting an analytical study to the situation of the Wastewater Treatment Plant of al-Imam al Qa'em subdistrict. The Project also developed a comprehensive planning for the directorate's system to reduce operation costs and environmental impacts and to increase the benefit from the it indulgently.	Asa'ad Abdulameer al-Edani Basrah Governor
July 7, 2021	The governorate of Salah al-Din extend its thanks and appreciation to IGPA/Takamul in recognition to the support and assistance provided by the Project to Salah al-Din province.	Ammar Jaber al-Jobouri Salah al-Din Governor
July 12, 2021	Babil governorate presented a letter of appreciation to IGPA/Takamul's Project to praise the Project's support. The Project presented Babil with result of a survey that contains identified prioritized projects.	Wisam Aslan al-Jouburi First Deputy Governor of Babil
August 15, 2021	Wasit governorate presented a letter of appreciation to IGPA/Takamul's Project in recognition of the Project's continuous support to the province. The Project helped Wasit in following up citizens stratification survey which aimed to know citizens projects priorities.	Mohammed Jameel al Mayahi Wasit Governor
September 6, 2021	Anbar Water Directorate presented IGPA/Takamul with a letter of appreciation in recognition of the Project's efforts in providing technical support via the training course on project management.	Ibrahim Madlol Mohammed Anbar Water director
September 15, 2021	Ninewa Deputy Governor presented IGPA/Takamul with a letter of appreciation in recognition of the Project's continuous support.	Hasan Thanon, Deputy Governor for technical affairs

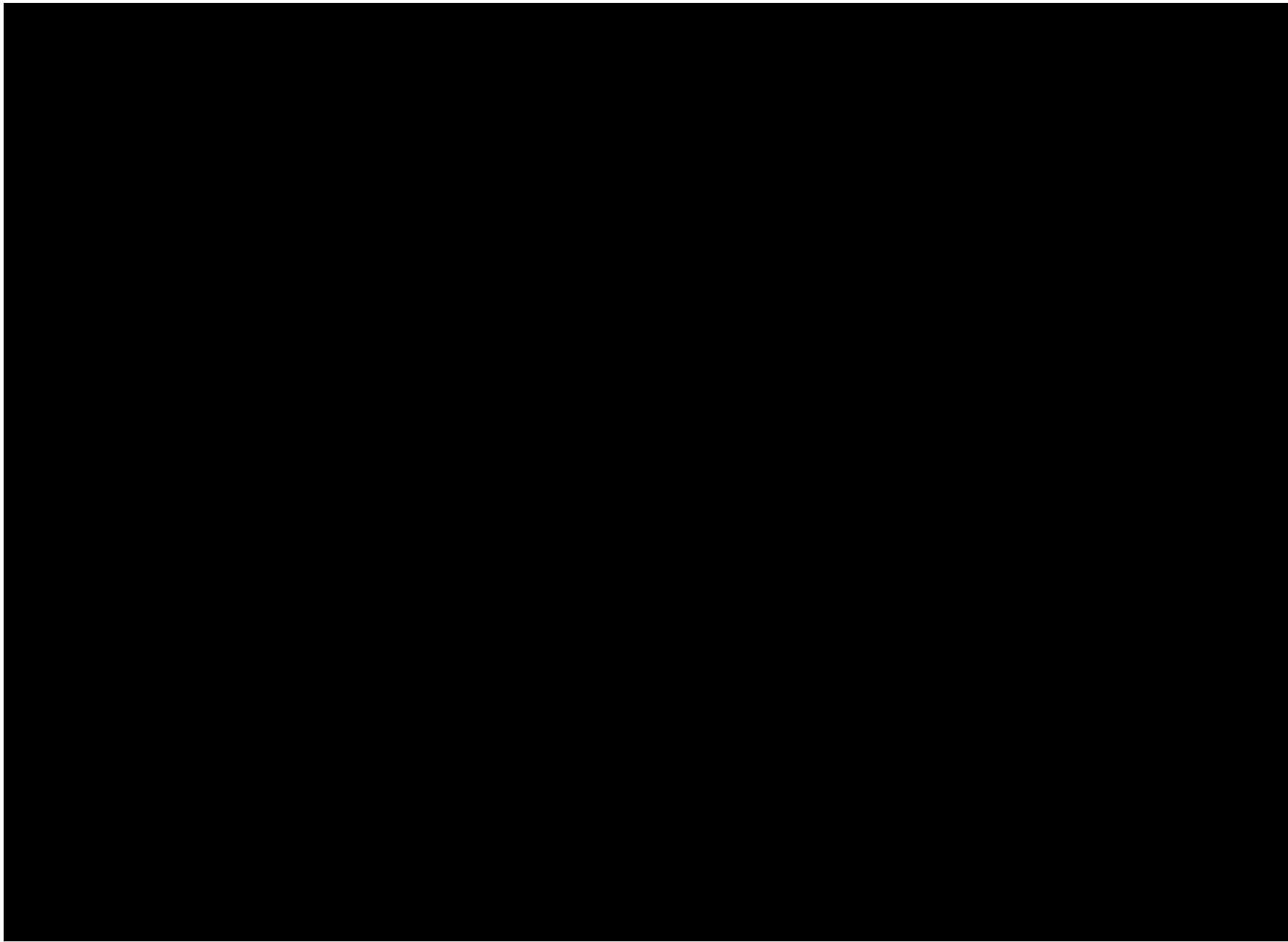
September 16, 2021	The governor of Wasit presented IGPA/Takamul with a letter of appreciation in recognition of IGPA's effort in training the local governments and the Vocational Training Centers (VTC) on the tools and mechanisms to address challenges.	Mohammed al Mayahi, Wasit governor
September 20, 2021	MOCHMPW Deputy Minister for Administrative Affairs Yelmaz Shehbaz Abbas wrote to express appreciation to IGPA/Takamul. He cited the success of the Project Management Office Fundamentals and the Mini Project Management Professional training program for the MOCHMPW staff, which helped the participants acquire project management skills such as conducting a feasibility study and cost calculation.	MOCHMPW Deputy Minister for Administrative Affairs Yelmaz Shehbaz Abbas
September 27, 2021	Ninewa PWED expressed its appreciation to IGPA/Takamul's Project due to its efforts in supporting the Provincial Women Empowerment Department.	Rafi'aa Mohammed Saeed, Director of Ninewa PWED

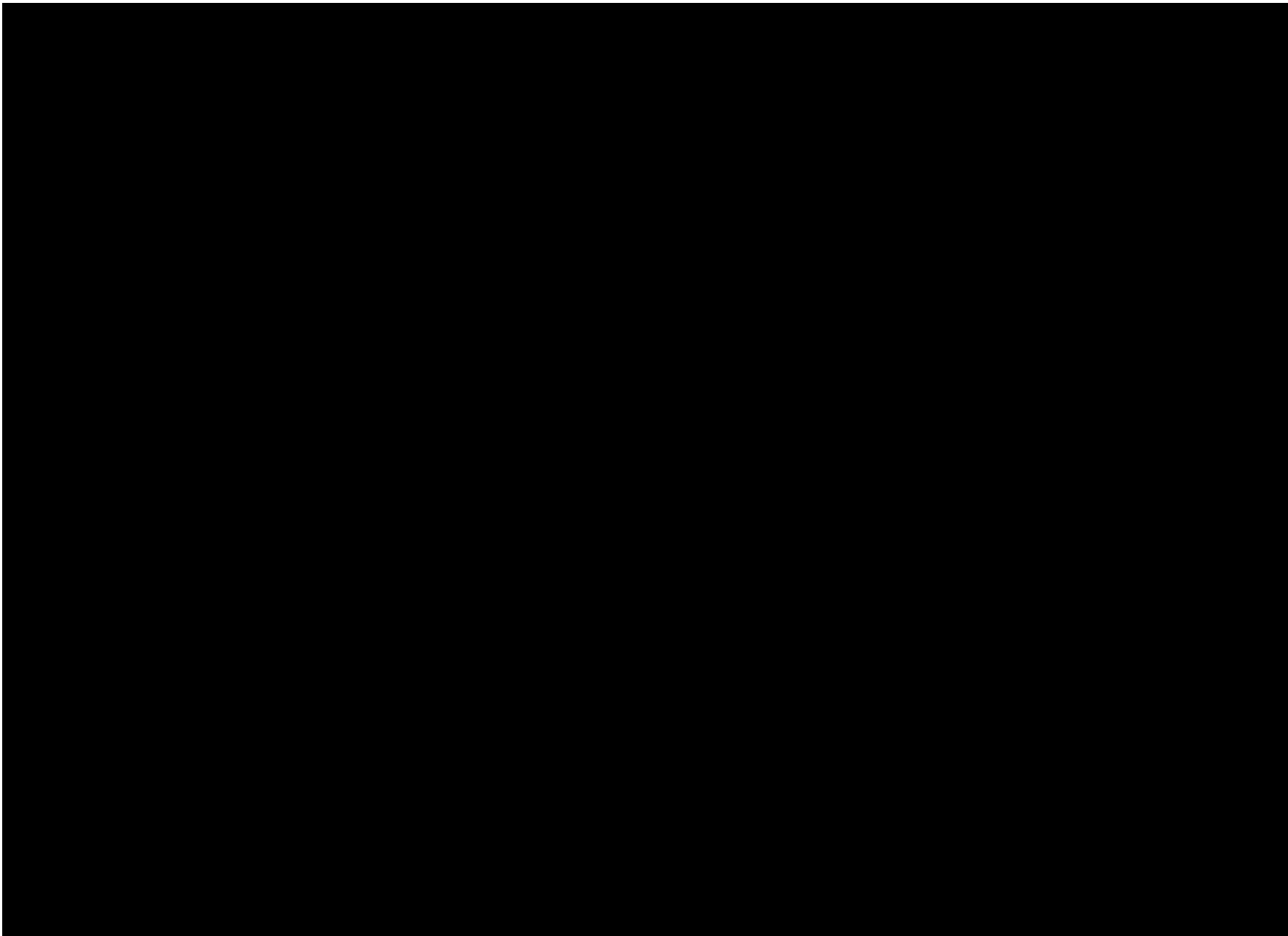
ANNEX 10: CONTRACT DELIVERABLES

DELIVERABLE TITLE	SUBMISSION DATE	STATUS
Weekly Progress Reports	Weekly	USAID approval not needed
Weekly Political and Security Reports	Weekly	USAID approval not needed
Quarterly Report FY21 Q-1	January 31, 2021	Approved by USAID on February 22, 2021
Quarterly Report FY21 Q-2	April 30, 2021	Approved by USAID on May 9, 2021
Quarterly Report FY21 Q-3	July 30, 2021	Approved by USAID on August 16, 2021
AMELP Project Years 5&6	July 19, 2021	Approved by USAID on August 16, 2021
Work Plan Years 5&6	July 19, 2021	Approved by USAID on August 12, 2021
Task Order 4 (NIFI) Progress Report	Weekly	USAID approval not needed
Task Order 4 (NIFI) Year 3 Workplan	June 10, 2021	Approved by USAID on June 19, 2021
Task Order 4 (NIFI) Semi Annual Report	March 4, 2021	Submitted on March 4, 2021
Task Order 4 (NIFI) AMELP	August 16, 2021	Approved by USAID on September 22, 2021
Task Order 6 (Climate Change Governance Activity)	Weekly (started on June 24, 2021)	USAID approval not needed
Task Order 6 (Climate Change Governance Activity) Workplan	August 1, 2021	Approved by USAID on August 8, 2021

ANNEX 11: ANNUAL FINANCIAL INFORMATION







ANNEX 12: OVERVIEW OF SUBCONTRACTORS

AI-JIDARA

CONTRACT VALUE: [REDACTED]

ROLE ON IGPA/Takamul:

Al-Jidara's primary responsibilities include providing technical assistance in support of IGPA/Takamul's Objective One, "Enhance GOI Service Delivery Capacity," which provides technical assistance to government institutions and regulators to improve service delivery outcomes in sectors with potential for high impact and visibility at the national, provincial, and local levels. This includes the provision of three Service Delivery Coordinators that provide targeted assistance to key service delivery improvement activities and participate in work-plan development to design activities in-line with IGPA/Takamul AMELP indicators. *Al-Jidara's* activities include technical assistance for government institutions and regulators to improve service delivery, the creation of regulatory and procedural certainty to attract private sector investment, and support for organizational restructuring and strengthening with regards to provincial government execution of service delivery.

AQUA STRATEGIES, INC.

[REDACTED]

ROLE ON IGPA/Takamul:

Aqua Strategies works with IGPA/Takamul to provide water advisory services in Babil, Baghdad, Basra, and Duhok. *Aqua Strategies'* primary responsibilities include providing technical assistance in support of Objective 1 - Enhance GOI Service Delivery Capacity, which provides technical assistance to government institutions and regulators to improve service delivery outcomes in the water sector with potential for high impact and visibility at the national, provincial, and local levels. *Aqua Strategies* introduces and implements standard procedures for the operation and maintenance of Water Treatment Plants to ensure the water treatment plants are supplying quality water regularly to citizens at a low cost of production. *Aqua Strategies* also supports other activities which further Objective 2-4 goals as they apply to the water sector. *Aqua Strategies* allocates Short Term Technical Assistance (STTA) to provide expertise to assist the relevant IGPA/Takamul Objective teams with activity design, monitoring activity implementation, and technical soundness throughout all water works activities.

ERNST & YOUNG

[REDACTED]

ROLE ON IGPA/Takamul:

Ernst & Young's primary responsibility is to provide cross-cutting support to IGPA/Takamul under Objective Two, "Improve Governorate and National Government Public Financial Management," Objective Three, "Strengthen Monitoring and Oversight of Service Delivery and Public Expenditure," and Objective Four, "Support Iraqi Change Agents." EY achieves this by supporting the development of internal procedures to implement and comply with Ministry of Finance standards; providing analysis and making recommendations to increase locally derived revenue streams; assisting with the development and implementation of standard operating procedures to manage expenditure assignments; and developing regulations on decentralized finance, financial reporting, and oversight of expenditures.

GARDAWORLD

CONTRACT VALUE: [REDACTED]

ROLE ON IGPA/Takamul:

GardaWorld provides professional risk management services to IGPA/Takamul, especially focusing on providing mobile security for movements in Baghdad and across Iraq. Road movement is risk and information-led and conducted using armored vehicles. *GardaWorld* provides services in IGPA/Takamul's initial operational areas, including Baghdad, Basrah, and Erbil, as well as surrounding provinces, but may be called upon to provide mobile security services elsewhere when required. *GardaWorld* also provides threat assessments and manages physical movements under the monitoring and oversight of the DAI Country Security Manager. To keep staff abreast of security concerns, *GardaWorld* provides daily, weekly, and individual incident reports as designated by the DAI Country Security Manager.

GENDER RESOURCES, INC. (GRI)

CONTRACT VALUE: [REDACTED]

ROLE ON IGPA/Takamul:

GRI provides cross-cutting support to IGPA/Takamul through activities related to gender, vulnerable populations, and youth by working to support activities that ensure a gender-sensitive approach to IGPA/Takamul programming while promoting a reduction in gender disparities within the provincial government. GRI uses their experience to ensure that IGPA/Takamul takes diversity-sensitive approaches to citizen outreach, planning, and service delivery across the board. GRI contributes to both of IGPA/Takamul's concurrent work streams, one to produce "quick win" demonstrable improvements in service delivery with high-visibility, high-priority, projects; and the other to help correct systemic capacity deficiencies in Iraqi governance. GRI's contract ended on June 25, 2021.

OVERSEAS STRATEGIC CONSULTING (OSC)

CONTRACT VALUE: [REDACTED]

ROLE ON IGPA/Takamul:

OSC provides support to IGPA/Takamul under Objective 3, "Strengthen Monitoring and Oversight of Service Delivery and Public Expenditure," by working to make provincial government staff more receptive to citizen feedback and promoting citizen engagement with local government. OSC does so by providing trainings to provincial government staff on effective citizen participation and public outreach mechanisms; designing public awareness programs for citizens and civil society organizations to increase participation in provincial budget development, service delivery outcomes, and investment priorities; and designing public awareness programs using innovative technology to enhance citizen consultation and engagement.

ACRONYMS

AFAD	Administrative and Financial Affairs Directorate	PPDC	Provincial Planning and Development Council
AMELP	Activity Monitoring, Evaluation, and Learning Plan	PPP	Public-Private Partnership
BDC	Business Development Center	PWED	Provincial Women's Empowerment Directorate
BPR	Business Process Reengineering	RFP	Request for Proposal
CBI	Central Bank of Iraq	SAG	Social Accountability Group
COM	Council of Ministers	SBD	Standard Bidding Document
COMSec	Council of Ministers' Secretariat	SDP	Sectoral Development Plan
COR	Council of Representatives	SME	Small- and Medium-sized Enterprise
CSO	Civil Society Organization	SOP	Standard Operating Procedure
CSR	Corporate Social Responsibility	SOW	Scope of Work
DPM	Deputy Prime Minister	STTA	Short Term Technical Assistance
DPMO	Deputy Prime Minister's Office	SWM	Solid Waste Management
E&I	Equality and Inclusion	TSA	Treasury Single Account
GOI	Government of Iraq	TOT	Training-of-Trainers
GRI	Gender Resources, Inc.	TWG	Technical Working Group
HCCPSec	Higher Commission for Coordination among Provinces' Secretariat	U.S.	United States
HRMS	Human Resource Management System	USAID	United States Agency for International Development
ICT	Information and Communication Technology		
IDP	Internally Displaced Person/Population		
IFMIS	Integrated Financial Management and Information System		
IGPA	Iraq Governance and Performance Accountability		
IMS	Identity Management System		
IPP	Independent Power Producer		
KRG	Kurdistan Regional Government		
KRI	Kurdistan Region of Iraq		
M&E	Monitoring and Evaluation		
MEL	Monitoring, Evaluation and Learning		
MOE	Ministry of Energy		
MOF	Ministry of Finance		
MOFE	Ministry of Finance and Economy		
MOH	Ministry of Health		
MOMT	Ministry of Municipalities and Tourism		
MOO	Ministry of Oil		
MOP	Ministry of Planning		
MOU	Memorandum of Understanding		
MP	Member of Parliament		
NCMFR	National Commission for Monitoring Federal Revenues		
NIF	Ninewa Investment Forum		
O&M	Operations and Maintenance		
PDD	Public Debt Department		
PEA	Political Economy Analysis		
PED	Performance Evaluation Department		
PFM	Public Financial Management		
PM	Prime Minister		
PMF	Popular Mobilization Forces		
PMO	Prime Minister's Office		