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IRAQ GOVERNANCE AND PERFORMANCE ACCOUNTABILITY (IGPA/TAKAMUL) PROJECT

QUARTERLY REPORT: OCTOBER 1 – DECEMBER 31, 2017

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ACRONYMS

AFAD	Administrative Financial Affairs Directorate
AMEP	Activity Monitoring and Evaluation Plan
CCN	Cooperating Country National
COMSEC	Council of Ministers Secretariat
COP	Chief of Party
CSO	Civil Society Organization
DAI	DAI Global LLC
DCOP	Deputy Chief of Party
EY	Ernst & Young
GCA	Gaffney, Cline & Associates
GO	Governor's Office
GOI	Government of Iraq
GRI	Gender Resources, Inc.
HCCP	Higher Commission of Coordinating among Provinces
IHEC	Independent High Electoral Commission
IRFAD	Iraqi Research Foundation for Analysis and Development
ISF	Iraqi Security Forces
KDP	Kurdistan Democratic Party
KRG	Kurdistan Regional Government
LOP	Length of Project
M&E	Monitoring and Evaluation
MEL	Monitoring, Evaluation, and Learning
MoF	Ministry of Finance
MoO	Ministry of Oil
MoP	Ministry of Planning
NGO	Nongovernmental Organization
OSC	Overseas Strategic Consulting
PC	Provincial Council
PCC	Provincial Council Chair
PEA	Political Economy Analysis
PFM	Public Financial Management
PG	Provincial Government
PMF	Popular Mobilization Force

PMO	Prime Minister's Office
PUK	Patriotic Union of Kurdistan
USAID	United States Agency for International Development
USG	United States Government

PROJECT SNAPSHOT

SUMMARY TABLE OF RESULTS

Ref #	Description	Output this Reporting Period (number of)					Read more	Output LOP (number of)				
		W/shop ¹ days	Training days	Participants ²		Other ³		W/shop days	Training days	Participants		Other
		Male	Female					Male	Female			
I	Enhance Government of Iraq Service Delivery Capacity											
I.1	Improve Service Delivery Outcomes in Sectors with High Impact/Visibility	1	-	27	6	2	Page 8 and Page 4 Success Story 2	1	-	27	6	2
I.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	-	-	-	-	-	-	-	-	-	-	-
I.3	Enhance Regulatory and Procedural Certainty to Attract Private Sector Investment	-	-	-	-	-	-	-	-	-	-	-
I.4	Enhance the Targeting of Capital Investment Spending in Service Delivery	-	-	-	-	-	-	-	-	-	-	-

¹ Includes Focus Group Discussions and Conferences

² Calculated on the basis of participants to an event (no 'double count')

³ Includes: 1) Documents developed by/with support of IGPA/Takamul for the direct beneficiary of an activity, such as guidelines, charts, standard operating procedures, and manuals, and 2) Mechanisms developed with the support of IGPA/Takamul

Ref #	Description	Output this Reporting Period (number of)					Read more	Output LOP (number of)				
		W/shop ¹ days	Training days	Participants ²		Other ³		W/shop days	Training days	Participants		Other
				Male	Female					Male	Female	
	Sectors that Serve Vulnerable and Disadvantaged Populations											
2	Improve Provincial and National Government Public Finance Management											
2.1	Strengthen Capacities of Administrative and Financial Affairs Directorates (AFAD)	-	4	15	4	-	Page 4 Success Story I	-	4	15	4	-
2.2	Support Development of Federal Oversight Mechanisms	-	-	-	-	-	Page II	-	-	-	-	-
2.3	Enhance Provincial Revenue Generation, Collection, and Management from Outside the Oil Sector	-	-	-	-	-	Page II	-	-	-	-	-
2.4	Enhance Budget-Cycle Planning	-	-	-	-	-	Page II	-	-	-	-	-
3	Strengthen Monitoring and Oversight of Service Delivery and Public Expenditure											
3.1	Enhance Capacity of Selected Provincial Institutions to Establish Effective Citizen Participation and Outreach Mechanisms	-	-	-	-	-	Page 13	-	-	-	-	-
3.2	Enhance Public Capability and Willingness to Participate in Planning, Monitoring, and Evaluating Public Services	-	-	-	-	-	Page 13	-	-	-	-	-
4	Support Iraqi Change Agents (CLIN0005)											
4.1	Cross-cutting activities	5	-	24	25	-	Page 16 and 20	5	-	24	25	-
4.2	Task Order I						Page 16					
TOTAL OUTPUT		6	4	66	35	2		6	4	66	35	2

PROJECT DASHBOARD

Discussions are underway with DAI's partner, Souktel, for the development of a Monitoring, Evaluation and Learning (MEL) system that will comprise a relational database and information management modules. It is anticipated that the system will be functional in time for the preparation of Quarterly Report #2 or 3 in Fiscal Year 2018 (FY18). The MEL system will facilitate visualization of input and output data in a user/reader-friendly dashboard format.

EXECUTIVE SUMMARY

As decentralization accelerates in Iraq and more authority is transferred to provinces, service delivery and public financial management (PFM) are transitioning from federal competences to becoming the responsibility of provincial governments. Iraq's federal and provincial governments face a new reality, with both seeking to redefine the boundaries between federal and provincial jurisdictions in terms of functions and resource allocation. Provinces find themselves with more responsibility to deliver services to their citizens and more power in determining public financial priorities, but often without the capacity and/or required resources to do so.

With this increase in provincial power and responsibility, provinces are left to grapple with how to most effectively provide services previously administered by the federal government. Provincial governments face challenges in budget resources, staff experience, organizational structures, and federal-provincial coordination mechanisms. These challenges are further compounded by the lack of funding disbursement for investment budgets or provincial development budgets, due to the combined crisis of plummeting oil prices and Iraq's fight against Da'esh. This combination of increased provincial authority paired with inadequate resources poses a unique set of challenges for the ongoing decentralization process.

The USAID Iraq Governance and Performance Accountability (IGPA/Takamul) project works with the Government of Iraq (GOI) at the federal and provincial levels to address many of these decentralization issues, working to improve service delivery and public financial management and ensuring a more efficient and accountable government structure. The project identifies barriers to the decentralization process, especially in terms of service delivery and PFM, and works with government officials to address these issues through capacity building and other interventions. The project also works with civil society organizations (CSOs) and Iraqi change agents, empowering them to monitor and oversee the allocation and use of resources in the provision of services while ensuring a more accountable and transparent government.

During Quarter One (Q1) of FY18, IGPA/Takamul continued project start-up activities as well as limited activity implementation. The project, in agreement with USAID, selected its first six provinces for full project implementation: Baghdad, Basrah, Erbil, Babil, Ninewa, and Anbar. The project also selected water supply and solid waste management as its two targeted service sectors, in line with GOI stated priorities.

IGPA/Takamul's Objective One Team began implementation of initial "quick-win" activities, including its Business Process Reengineering (BPR) approach. The Objective One Team also worked with the Baghdad Amanat (Mayorality), Baghdad Provincial Government, and Higher Commission of Coordinating among Provinces Secretariat (HCCPSEC) to improve joint planning and service sector integration. The Objective Two Team began capacity development of the Administrative and Financial Affairs Directorates (AFADs) in five provinces, holding the first of many trainings to improve AFADs' accounting skills and knowledge of the Ministry of Finance's (MoF) decentralized financial system. The Objective Two staff worked to assess the Integrated Financial Management Information Systems (IFMIS) and worked with the World Bank to further IFMIS implementation within selected pilot provinces. The Objective Two Team also worked with the Ministry of Planning (MoP) to further develop their Iraqi Development Management System (IDMS). Objective Three staff met with a wide range of Iraqi CSOs and key provincial government officials to begin establishing a network of CSOs and connecting them with government service providers. The

Objective Three Team also began implementation of its Youth Accountability Group activity, which empowers youth groups to exercise monitoring and oversight over public service providers. The Objective Four Team continued implementation of Task Order One to improve public financial management. IGPA/Takamul also received a request for task order proposals from USAID to assist with internally displaced persons (IDPs) voter registration and election monitoring.

CHAPTER I: PROJECT CONTEXT

POLITICAL ECONOMY

IGPA/Takamul launched and commenced implementation in post-Da'esh Iraq, shortly after the Kurdish referendum on September 25, 2017 and the GOI military realignment operation in the disputed areas with the Kurdistan Regional Government (KRG). This operation resulted in a political and security stalemate in the critical areas around Kirkuk and Ninewa valley. In addition, the upcoming 2018 election is fueling further political friction and conflicts. Prime Minister Abadi has used the momentum of his achievements against Da'esh and the KRG's plan for independence to announce a campaign against corruption. These anti-corruption measures have stirred opposition, with opponents pushing back against Abadi's agenda, by undermining his plans for the privatization of the electricity sector, including mobilizing anti-privatization demonstrations in the south and south-center provinces. Another major pattern emerging in Iraqi politics is the transformation of Iranian-backed militias into political forces, following the Hezbollah model.⁴ This process aims to alter the roles of these militias from an Iranian proxy military force into an Iranian proxy political force. If these Iranian-backed militias gain further political power, this will create security and political concerns for the well-being of GOI, especially that the political transformation of non-state actors enhances the political influence of certain regional powers at the Council of Representatives (COR) and GOI.

In the aftermath of the KRG referendum and GOI's military operation to re-align the presence of the federal government and Iraqi Security Forces (ISF) in the newly disputed areas, which resulted in a political and military stalemate between Erbil and Baghdad, relations between GOI and KRG have drastically deteriorated and threatened security and stability in the KRG and disputed areas, especially in Kirkuk and Tooz Khormatoo. Recently, GOI and KRG have taken steps to advance solutions, including Prime Minister Abadi receiving KRG Prime Minister Nachirvan Barzani in Baghdad and Davos, and GOI announcing that

⁴ The Popular Mobilization Forces (PMF)/Hashed announced a new political coalition of eight militias led by Hadi al-Amri, the head of the PMFs. The coalition has announced that it will run in the 2018 elections under (al-Fateh List: Conquest List). The Fateh list consists of the Badr organization, Asa'eb Ahl al-Haq, al-Nujb'a (which is on the U.S. terrorist list), al-Tyar al-Risali, and Kata'eb Jund al-Imam.

it will pay KRG's public employee salaries in the health and education sectors. This progress will facilitate IGPA/Takamul's opening of its Erbil office and lessen the probability of conflict eruption in the disputed areas.

As mentioned above, elections for the national and provincial parliaments are scheduled for May 12, 2018. While debate continues as to whether the elections will be held at that time or postponed, it seems reasonable at this time to assume that they will go ahead as planned. IGPA/Takamul has been tasked by USAID to provide assistance for election monitoring, IDP registration, and training in support of these elections. Many observers believe politically-motivated violence is likely to increase in the run up to the elections both to stop them from occurring as well as to influence their outcome should they take place as scheduled.

In addition, IGPA/Takamul started its activities in a context where the social contract between the GOI and its citizens has been shaken, if not completely broken. The lack of functioning civil services, corrupt use of public resources, and poor security measures, coupled with internal and external conflicts, have delegitimized the GOI and ignited wide-reaching citizen protests. Additionally, Iraq lacks an effective political and legislative process able to balance state capacity with high public expectations. The Iraqi parliament is still underperforming due to its unstable political structure, corruption, and heavy Iranian influence.

Improving service delivery by means of utilizing decentralized powers and authorities in this uncertain political context will continue to be a major challenge. However, for the present, decentralization remains the national policy and has broad acceptance among Iraqis who seek any means of improving the currently dismal picture of service delivery in the country. Evidence of Abadi's determination to move forward with the decentralization process is clear from his decision early in his administration to cancel a lawsuit brought forward by his predecessor to stop the decentralization process altogether.

Good governance and decentralization measures that improve service delivery are fundamental to revitalizing the social contract and reinstating an Iraqi citizen spirit. This is an important entry point for the assistance provided by IGPA/Takamul and is central to supporting a stabilized and effective GOI. Therefore, IGPA/Takamul's preliminary activities during the reporting period were focused on developing an inclusive capacity building process within various provincial level units that are supporting the advancement of the decentralization process and better service delivery.

CONFLICT SENSITIVITY

Conflict in Iraq is complex; it emerges on social and economic levels, and derives from various ethnic, religious, economic, and social factors. Non-state actors are the main perpetrators of violent operations for political and sectarian reasons. These groups include terrorist networks and sleeper cells, Shia militias, organized crime groups, and intra-sectarian/tribal armed groups.

In addition, conflict types vary across Iraqi regions. In the Sunni areas (IGPA/Takamul area of operation: Anbar and Ninewa), terrorism and counter terrorism measures have led to aggressive military operations, causing enormous destruction in terms of lives and infrastructure. Da'esh has lost its strongholds in Mosul and Anbar, and violence in Iraq has fallen to its lowest level since 2014. However, while Iraqi intelligence capabilities have significantly improved, Da'esh and its terrorist sleeper cells still threaten civilians and

hinder the return of IDPs. Attacks and suicide bombs are still reported in the liberated areas of Mosul, with perpetrators infiltrating the area by blending in with returning IDPs.⁵

The southern provinces (IGPA/Takamul area of operation: Basrah and Babil), on the other hand, suffer from intra-Shia fighting, violence associated with militias, tribal rivalry over irrigation systems, and illicit trade of drugs and weapons. In 2014, when Da'esh controlled most of the Sunni areas in Iraq, Grand Ayatollah Ali al-Sistani issued a religious decree (fatwa) to form the Popular Mobilization Forces (PMFs). Since then, the number of Shia militias have doubled. Iraqi sources document 79 militias active in the country since 2003, with the majority announcing their allegiance to the Iranian Supreme Leader Ali Khamenei.⁶ In addition to the militias, tribal conflicts have become a main source of destabilization in the south, especially in Basrah. Two types of tribal conflicts are emerging: first, conflict between the tribes and the government over power and resources;⁷ and second, intra-tribal conflicts over control of irrigation sources, lands, and smuggling/trade routes. The tribal conflicts are also exacerbated by tribal loyalties to various groups of the PMF (Hashed) militias. The historical rivalry among certain tribes has transferred to dictate their support to rival militias.

In the Kurdistan region (IGPA/Takamul area of operation: Erbil), intra-Kurdish political rivalry between the Kurdish ruling parties, Kurdistan Democratic Party (KDP), Patriotic Union of Kurdistan (PUK), and Gorran (the Change movement), has created a political stalemate between Erbil and Sulaimaniya, resulting in government inaction which further exacerbates citizens' economic hardship. The GOI's military realignment operations in Kirkuk and the disputed areas in the aftermath of the Kurdish referendum have created a new political crisis between the KRG and GOI. This, in turn, has created a military stalemate in the areas of Alton Kopri (Kirkuk) and Fish Khabor (Ninewa). Further, the expanded PMF presence on the sideline of the Iraqi Security Forces (ISF) presence in Kirkuk, and the humiliating Peshmerga retreat, have created an uncertain security situation in Kirkuk's Kurdish collective towns of Imam Qasim, Shorja, and

⁵ Josie Ensor, "Hundreds of Mosul residents flee liberated neighborhoods after ISIL sleeper cell attack," *The Telegraph*, <http://www.telegraph.co.uk/news/2017/06/26/hundreds-mosul-residents-flee-liberated-neighbourhoods-isil/> (June 26, 2017).

⁶ Some reports about Hashed measures in the Sunni areas: <http://www.reuters.com/article/us-mideast-crisis-iraq-idUSKBN0K909K20141231>

"Iraq's Killing Zone," *Chicago Tribune*, <http://www.chicagotribune.com/news/nationworld/chi-iraq-killing-zones-20141217-story.htm> (2014).

A study about Hashed with a list of their names: (Arabic) <http://rawabetcenter.com/archives/31326>
<https://www.hrw.org/news/2014/07/31/iraq-pro-government-militias-trail-death>

Human Rights Watch, "After Liberation Came Destruction," <https://www.hrw.org/report/2015/03/18/after-liberation-came-destruction/iraqi-militias-and-aftermath-amerli> (March 2015).

Details of the Sunnis: <http://altagreer.com/%D8%B8%D8%A7%D9%87%D8%B1%D8%A9-%D8%A7%D9%84%D8%A7%D8%B9%D8%AA%D9%82%D8%A7%D9%84%D8%A7%D8%AA-%D9%88%D8%AA%D9%87%D8%AC%D9%8A%D8%B1-%D8%A7%D9%84%D8%B3%D9%86%D8%A9-%D9%81%D9%8A-%D8%A7%D9%84%D8%B9%D8%B1/>

⁷ "Abadi is outgunned in fight to disarm the tribes," *Al Monitor*, <http://www.al-monitor.com/pulse/en/originals/2016/03/iraq-basra-tribes-fighting-disarmament.html> (March 2016).

Rawabet Center, "Basra Tribes if the Government doesn't fight the criminals we will use our weapons," <http://rawabetcenter.com/archives/38987> (2017).

Rahimawa. Informal Kurdish armed groups have conducted continuous attacks against PMFs and ISF checkpoints.

IGPA/Takamul's focus is not specifically *ON* conflict (i.e., to address conflict issues⁸); instead, it operates *“IN* conflict (i.e., applying a conflict sensitive lens to ensure that programming does not have a negative impact on the conflict at hand).”⁹ Accordingly, based on the contextual overview of the Iraqi conflicts explained in the paragraphs above, IGPA/Takamul has adopted a conflict sensitivity strategy that recognizes the complexity of the country's chronic and protracted conflicts, and ensures a do no harm approach to activity design and implementation.

The nature of IGPA/Takamul's activities and objectives necessarily involves working at both the provincial and federal levels. Conflict may accordingly ensue on either level: as part of a larger controversy over the appropriateness of decentralization as a strategy for providing services; and within provinces, where the delivery of services, whether decentralized or not, may be perceived as favoring one group over another. On the federal level, the project seeks out “champions” of decentralization who will be helpful in both legitimizing and promoting decentralization as the preferred strategy for the delivery of services, and who will further help address objections from critics of decentralization. At the provincial level, the project will operate in line with the following principles:

1. Ensure that programming choices demonstrate awareness of different forms of conflict and, in accordance with the “do no harm” principle, do not exacerbate them.
2. Work to establish consensus within provinces on the delivery of services as a means of demonstrating good governance.
3. Be a constant advocate for fairness in the distribution of services.
4. Be aware of the implications of program choices for increasing or diminishing conflict in the selection of partners.
5. Recognize the need for ensuring sustainability in the delivery of services through capacity building and strengthening of financial capacities of provinces and service delivery agencies.
6. Assist the local government in communicating about its service delivery successes.
7. Seek out opportunities to find innovative ways to provide security, for example in cooperation with another donor providing infrastructure assistance while IGPA/Takamul provides capacity building support.
8. Be aware that additional resources will be required for improved service delivery, but ensure that fee/cost recovery strategies are designed and implemented in a transparent and fair manner, following assessment of the impact of having to pay for services on different groups in the community.

⁸ UN High Commissioner for Refugees, “Framework for conflict-sensitive programming in Iraq,” <https://reliefweb.int/report/iraq/framework-conflict-sensitive-programming-iraq> (December 31, 2007).

⁹ Ibid.

CHAPTER II: PROJECT PROGRESS

During FY18 Q1, the project began limited implementation activities, following instructions from USAID to establish and raise awareness of the project's presence through quick impact activities. The project developed and began implementation of activities under all four of its objectives across multiple provinces within Iraq. To develop its activities, the project met with provincial and federal decentralization officials, civil society organizations, implementing partners, and other relevant stakeholders to assess needs and develop effective methods to strengthen Iraq's decentralization process, emphasizing provincial priorities.

The project also continued work on start-up activities, including hiring relevant project staff and opening the Basrah regional office. The project aims to open the Erbil regional office in early Q2.

Following a two-day conference with USAID in December 2017, the project selected its first six provinces for full project implementation: Baghdad, Basrah, Erbil, Babil, Ninewa, and Anbar. During the conference, the project also agreed upon its two main service delivery sectors: water supply and solid waste management.

The following sections detail specific project progress under its four objectives, as well as cross-cutting efforts. The activities are categorized under the work plan's intended Results per Objective:

OBJECTIVE ONE: ENHANCE IRAQI GOVERNMENT SERVICE DELIVERY CAPACITY

In Q1, in collaboration with subcontractor Al Jidara, the Objective One Team continued developing activities, as well as undertook initial implementation of technical assistance to government institutions and regulators of service delivery to improve service delivery outcomes in sectors with potential for high impact and visibility. In addition to focusing on water supply and solid waste management, the project will continue to analyze and consider each province's local context and needs, while maintaining a focus on the two agreed service delivery areas to ensure overall project effectiveness.

The Objective One Team participated in numerous meetings with government actors and stakeholders to assess primary governance needs and to better tailor assistance to Iraq's regional and decentralization contexts. The project met with the HCCPSEC and other government entities in Baghdad and Basrah and presented main activities that will support the different entities. Each of these meetings resulted in defining areas of requested support from the IGPA/Takamul project and possible collaboration opportunities.

The Team also began implementation of its first "quick-win" activities under Objective One's Result 1.1 in the work plan. Result 1.1 aims to improve service delivery outcomes in sectors with high impact and visibility. To achieve this result, the project emphasizes enhancing local government capacity to more effectively deliver services and build citizen trust in and support of service delivery. The project also emphasizes building provincial government's operational capacity and improving service delivery coordination.

In Q1, the project began implementation of its first activity under this first result area to improve/reengineer service delivery processes for water and solid waste management, or Business Process Reengineering (BPR). The BPR activity, as one of IGPA/Takamul's 'quick win' activities developed



The project met with Wasit PG to identify issues in public service delivery

prior to formal agreement on geographic and service delivery focal areas, is a four-phased approach aimed at defining weaknesses in the provision of services and designing appropriate measures for their improvement in Baghdad, Qadisiya, and Wasit. To better define weaknesses in service provision and needed improvements, the project developed a concept note for a service-specific satisfaction and improvement survey. In Q2, the project will analyze the survey findings and utilize them as input for service improvement to support the BPR methodology.

The Objective One Team conducted a preliminary assessment of the directorates, services, and locations that could be targeted during implementation of the BPR project. Selection was based on the successes of previous USAID projects. The Team selected the following service sectors for each of the provinces:

- Baghdad: Water Directorate and Sewage Directorate
- Qadisiya: Municipality of Qadisiya and services offered by the Directorate of Labor and Social Affairs
- Wasit: Agriculture Directorate and Youth and Sports Directorate

The Objective One Team developed a detailed action plan for the implementation phase which commenced in early December. This included preparing and issuing official introductory letters addressed to the targeted governorates to ensure their buy-in and support for the trainers' work and to facilitate the Team's work in the respective governorates. The Team then held several meetings with each of the selected governorates to introduce the initiative and discuss challenges faced. The Team also distributed questionnaires to collect information needed from each of the directorates' service providers regarding the current processes that are to be enhanced. During the coming quarter, the Objective One Team will organize the first workshop to be held on January 16-17, 2018. This workshop will bring together the beneficiaries of the selected BPR services to discuss and map out the detailed steps of providing these services. The workshops will also discuss challenges faced and potential areas of improvement.

Another activity under Result 1.1 was strengthening coordination and cooperation between the Baghdad provincial government and Baghdad Amanat (mayoralty), especially in the areas of water supply and waste management services. As the capital of Iraq, Baghdad has a unique government structure among Iraqi provinces. In its function as the capital city, Baghdad has its own Mayoralty called the "Amanat of Baghdad," which provides services for 15 municipalities within the capital. The Amanat is under the Council of

Ministers Secretariat (COMSEC) and has its own budget. The Amanat is responsible for services such as water, sewage, drainage, recreation areas, vehicle parking areas, and trash collection.



The project met with members from Baghdad PG and Amanat to assess their shared issues and areas of collaboration

However, in addition to the Baghdad Amanat, there is also the Baghdad provincial government (PG), which manages government functions for the Baghdad province and has a budget independent from the Amanat. The Baghdad PG oversees other districts and municipalities (outside the Amanat's 15 municipalities), but has overlapping responsibilities with the Amanat. There is a lack of coordination between the two entities which leads to duplicated efforts, waste of resources, and poor sector

integration. In Q1, the project met with officials from the Baghdad Amanat and PG, including provincial council members and the Governor's Office (GO), to explore this issue. Officials from the Baghdad Amanat and PG requested assistance in addressing this lack of coordination between the two entities. Accordingly, the project organized a workshop to bring their officials together to open channels of communication and set the foundation for a future working relationship that will mainly focus on establishing a mechanism for improving joint planning and sector integration.

The project held the workshop on December 18, 2017. The workshop resulted in developing a structure for the recommended coordination team and defining the team's roles and responsibilities to effectively utilize resources from the two entities. This workshop was unique, as this was the first time that Baghdad local government, Baghdad Amanat, and HCCPSEC came together to find a mechanism to promote joint planning and sector integration. A key outcome of the workshop was the participants' decision to establish a joint team which includes Baghdad Amanat, Baghdad GO, and Baghdad provincial council to coordinate service delivery-related activities and solve service delivery-related issues. The workshop also established the structure, role, and responsibilities for this coordination team, with IGPA/Takamul to serve as the team's advisor. This team will serve as the core mechanism for coordinating service delivery. The project will work to establish this joint team in upcoming quarters.



Baghdad PG and Amanat members participated in a workshop to develop better coordination methods

OBJECTIVE TWO: IMPROVE GOVERNORATE AND NATIONAL GOVERNMENT PUBLIC FINANCIAL MANAGEMENT

In Q1, the Objective Two Team worked with federal and provincial governments as well as donors to develop activities with long lasting and sustainable impact. The project used a holistic approach in developing its strategy, analyzing current PFM challenges and needs to develop activities with both the federal government, to improve overall systems and laws; and the provincial governments, to build their capacity to administer their new PFM responsibilities. Objective Two staff met with various stakeholders to understand the main challenges and opportunities, incorporate best practices, explore areas of cooperation, and prevent duplicative efforts. The Team established and continues to strengthen constructive relationships with key PFM players such as the MoF, MoP, and other related government entities. This project approach aims to create coordination mechanisms between national and sub-national units in different PFM areas.

Objective Two activities in Q1 focused on supporting results under the interim work plan, focusing particularly on Results 2.1 and 2.2, with initial work also conducted on Results 2.3 and 2.4. Result 2.1 aims to strengthen the capacity of the AFAD. Established in 2016, AFADs are new entities, which serve as provincial-level financial management offices for all decentralized ministries in Iraq.¹⁰ The Objective Two Team held meetings with MoF's decentralization, information technology, and unification units; the AFAD Baghdad; and other PFM experts in Iraq to identify urgent training needs of AFAD.



The project held a PFM training for AFAD employees from five provinces

To address these training needs, the project worked with subcontractor Ernst & Young (EY) to design a training course for AFAD on the MoF's decentralized financial system, using Excel to address common errors in AFADs' monthly financial reports. The course was designed to help new or current AFAD employees from five provinces (Baghdad, Anbar, Babil, Basrah, and Diyala), who lacked adequate accounting and Excel skills, to improve the quality and timeliness of monthly financial reports. The project held the four-day

training in Baghdad on November 26-30. The training also served to strengthen dialogue and coordination

¹⁰ The initial draft submission of the work plan included reference to project support of the Provincial Treasury Offices. However, the project shifted support to the AFADs since the Provincial Treasury Offices administer financial support to provincial ministries that are not yet decentralized. The MoF decided to not use the Provincial Treasury Offices for the decentralized ministries and instead utilizes AFAD for this function.

between MoF and the provinces. On the last training day, two MoF officials involved with AFAD reporting discussed with the trainees the main issues encountered in monthly financial reports.

For Result 2.2, which aims to support development of federal oversight mechanisms, such as financial audit procedures, the Objective Two Team met with the Department of Audit and Oversight at COMSEC to assess GOI's strategy and priorities for auditing and oversight. The project incorporated main discussion points into its work plan, emphasizing strengthening the performance audit and internal audit functions at the provincial level. The Objective Two Team also met with MoF officials and relevant World Bank staff to discuss and assess the current status of the Integrated Financial Management Information System (IFMIS) and reviewed relevant reports on the proposed future developments. From these meetings, the project and MoF agreed to coordinate implementation of IFMIS in Iraq's provinces. The World Bank, in consultation with the MoF, selected two provinces, Baghdad and Babil, as pilot sites for IFMIS implementation, which are also among the six provinces selected by the project.



The project met with the MoF to coordinate implementation of IFMIS

For Result 2.3, which seeks to enhance provincial revenue generation, collection, and management from outside the oil sector, the Objective Two Team began work on assessing the draft Provincial Revenue Fund Law. Given Iraq's budget deficit and declining oil prices, the federal and provincial governments are prioritizing local revenue generation. The Objective Two Team conducted several meetings and participated in the discussion on financial reform at COMSEC to better understand the current roadblocks and legal environment around revenue generation. With the proposed Provincial Revenue Fund Law under discussion, the Objective Two Team will work with provinces in upcoming quarters to advance the revenue generation strategy and agenda at the provincial level.

Part of the project's strategy is to build on the effort and successes of previous USAID projects. USAID invested money and efforts in establishing the MoP's Iraqi Development Management System (IDMS) through its Taqadum and Tarabot projects. Through Objective Two's Result 2.4, enhance budget-cycle planning, development, and execution against decentralized expenditure assignments, the project will capitalize on this work and ensure its continued progress. In Q1, the Objective Two Team met with MoP officials to discuss the MoP's future plans for IDMS and how it can be used for commitment control and invoice tracking. From these meetings, the project and MoP agreed to further develop IDMS and use it to meet some of IMF's conditionalities by developing new functionalities, policies and procedures, and training provincial governments to use the system for better investment budget preparation, execution, and monitoring.

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

Over the past decade, as civil society space in Iraq has begun to open, it has become populated by a range of civil society actors: registered CSOs, youth and student groups, social movements, music and artist groups, and others. In 2014, the movement of Da'esh into certain provinces had a clear impact on the work of civil society. Some changed their scopes of work to focus on relief work; others closed offices in occupied provinces or moved to safer areas, such as Erbil. The planned support of CSOs by the GOI has not materialized, a casualty of Iraq's ongoing budget crisis. However, international groups, aware of the vital role CSOs play in promoting civic participation, good governance, and democracy are stepping in to fill the gap. IGPA/Takamul's Objective Three Team is one of the groups working to fill this role, with its focus on increasing citizen support for, and engagement with, decentralization and service delivery.

The project seeks to build on the success of previous projects and focus specifically on providing technical support for provinces, services, and target beneficiaries. For Objective Three, this support includes partnering with national entities on a broader communication and outreach campaign focused on increasing awareness of, and support for, decentralization; working with provincial government partners to improve service delivery and better engage citizens and representative groups both in service delivery and a participatory budget process; and increasing the capacity of local CSOs to meet new demands for engagement and partnership under the new decentralization procedures.

In Q1, the Objective Three Team focused on introductory meetings with Iraqi CSOs and key government officials at the provincial level to assess the status of the current oversight system, the relationship between the public and service departments, and citizen participation. Key meetings conducted during Q1 included:

Al-Tadhamun Iraqi League for Youth, a group in Anbar, provided its feedback to the project regarding civil society's role in Anbar. The League provided an overview of the strengths and weaknesses of civil society in Anbar and provided guidance that engaging youth and civil society organizations in oversight will help the Anbar community to build the trust between the community and the provincial government, as well as enhance social cohesion between different communities in Anbar.

Al-Noor Foundation in Diyala shared its experience evaluating service delivery. The meeting allowed al-Noor to identify obstacles the project may face during implementation. Additionally, it was noted that although some CSOs have experience with service delivery, CSOs need additional capacity building, specifically in the areas of building an oversight system, oversight regulations and instructions, and the roles of CSOs, PGs, and national and provincial laws.

Al-Tahreer Organization for Development in Mosul met with IGPA/Takamul to discuss possible cooperation between the two organizations. A specific challenge noted was that most provincial CSOs moved to the KRG during the Da'esh occupation and there is a great need for civil society capacity building. As a result of this meeting, IGPA/Takamul and al-Tahreer agreed to develop a work plan focusing on service departments, local government, and civil society. Specific activities will focus on increasing citizen participation in monitoring service delivery.

Governance, an NGO which works with local governorates to implement decentralization, met with the project to discuss its continued support to the local governorates with service decentralization and improved public expenditures. IGPA/Takamul built on that meeting to identify the role civil society can

play in decentralization. It was clear that few CSOs know the progress of decentralization and a key focus of IGPA/Takamul's activities must be to enhance the oversight role of CSOs on the decentralized directorates, as well as to support HCCPSEC and CSOs to develop and implement decentralization awareness campaigns.

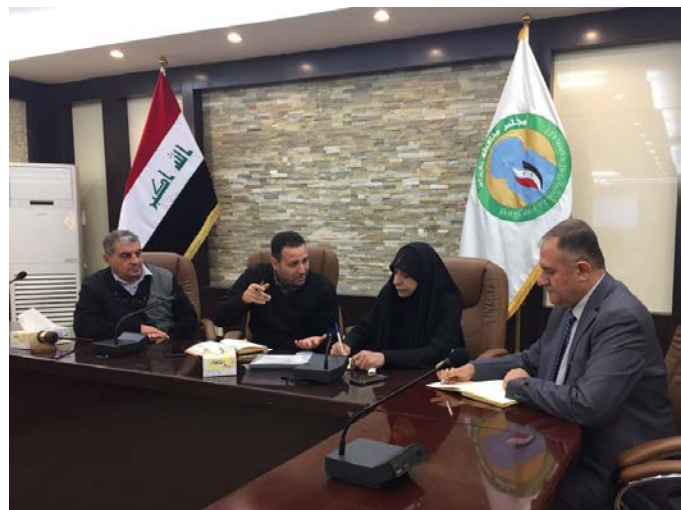
The Iraqi Institute for Human Rights in Kirkuk noted that many CSOs work under the umbrella of the provincial government, meaning a truly independent civil society is lacking. The Institute also described obstacles local and international CSOs face in Kirkuk, including the current political situation.

The Governor's Office (GO) in Babil expressed interest in sharing reports with civil society, and expressed an urgent need to build up civil society in the province. The meeting also made clear there is no current mechanism or regulation for involving citizens in service delivery. There is also a challenge in that the lack of existing procedures and regulations means that decision makers can exhibit bias in favor of a few organizations. No remedy exists to address such bias.

The Najaf Governor's Advisor for Service Affairs, Mr. Ahmed al-Hilow, received a briefing on Objective Three with a special focus on the idea of creating youth accountability groups in Najaf as a part of social accountability work. Mr. al-Hilow described the current framework of oversight and accountability in Najaf governorate, describing how the Najaf Governor issued an official letter and formulated 14 oversight teams. The Governor asked his advisors to track the executive departments and report directly to the governor. Mr. al-Hilow stated, "we need to develop new oversight methodology in accordance with the new decentralization system, especially articles 44 and 45 from Law 21; that will help build dynamic institutions to be ready for better response to citizen need."

Baghdad GO, PC, and Municipalities Directorate met to discuss the monitoring role of Baghdad PG, how IGPA/Takamul can help build the capacity of the PG staff, and what technical assistance they are looking for to improve service delivery and strengthen citizen participation.

During Q1, the Objective Three Team worked to advance its two work plan Results. Result 3.1 seeks to enhance capacity of selected provincial institutions to establish effective citizen participation and outreach mechanisms. To this end, the Objective Three Team held meetings to discuss communication between the municipalities directorate in Baghdad, Baghdad Provincial Council, and the Baghdad GO. These meetings resulted in an initial agreement between the project and Baghdad provincial government to develop new mechanisms for government communication and outreach. These mechanisms will serve to strengthen the engagement of service users, enable them to voice their needs and preferences, provide feedback on their experience with service provision, and engage them actively in the delivery of services. This will allow service users to better align service delivery to their needs and play a part in decision-making about how resources are allocated and managed.



The project met with the Baghdad PC's CSO Head to explore ways for provincial government to engage CSOs

The Objective Three Team worked with the Babil GO to develop a decentralization communication plan to increase citizens' awareness about Babil's provision of decentralized services, especially water supply and solid waste management. The head of the Administrative Decentralization Department recommended inviting CSOs to attend a meeting with the GO to develop a mechanism for decentralization awareness. The project will follow up in Q2 to bring together Babil GO and CSOs to develop decentralization awareness mechanisms for the GO and enhance CSOs' knowledge.

In Q1, the Objective Three Team also worked to advance Result 3.2, which aims to enhance public capacity and willingness to participate in planning, monitoring, and evaluating public services. The project was able to obtain initial local provincial government approvals for social accountability by engaging youth in monitoring service delivery. Objective Three staff developed and finalized a Scope of Work (SOW) for



The project met with the Babil Ministry of Youth and Sport to discuss the YAG activity

establishing Youth Accountability Groups (YAGs) as part of an oversight system that will enhance social accountability in Iraq. The project will pilot the YAGs in two provinces, Basrah and Babil, before rolling them out to other provinces in the project's area of responsibility. The project aims to empower youth to be involved in and influence the decisions of government, especially those that affect their present and future welfare. The YAG activity will start by establishing youth oversight of water delivery and solid waste collection. Once the group's capacity is increased and is better able to engage the government in a meaningful way, the scope of the group will be expanded to include, among other things, engagement in a participatory budget process.

Overall, Q1 meetings gave the Objective Three Team a solid base from which to identify key focus areas for building the capacity of civil society (with a special focus on youth). While the capacity of youth is underdeveloped in service delivery oversight, youth have the potential to be a force for social accountability, as most of them use social media, and many groups are well-regarded locally as a result of previous community-based work. The initial meetings laid the groundwork for a series of meetings with government officials at the provincial level who work directly on youth and sports, either in the governor's office or within the directorate, including:

- Mr. Salah Obais, Director of Youth and Sport Directorate in Babil, confirmed his commitment to ensuring youth participation in social accountability and serving an oversight role in service delivery.
- Mr. Hisham al-Silawi, the Najaf governor's Advisor for Youth and Sport Affairs, indicated his office's willingness to enhance the role of youths in monitoring and evaluating service delivery. He also expressed an interest in improving the response of government departments to citizens' needs.
- The head of the Youth and Sports Directorate in Hillah expressed his support for YAGs in Hilla, including allowing the project to use his meeting hall for discussions with youth groups. He also made the following recommendations:

- Coordinate with provincial government before implementing any similar activities to ensure better communication between the PG and YAG.
- Develop a clear mechanism for sharing youth feedback with service providers and local governorates.

OBJECTIVE FOUR: SUPPORT IRAQI CHANGE AGENTS

The Objective Four Team works to support Iraqi change agents, seizing “windows of opportunity” within Iraq’s ever-changing political landscape to further the priorities of Objectives 1-3. During Q1, the project hired an Objective Four Lead to provide cross-cutting support to Objectives 1-3. Objective Four staff worked with the other objective teams as well as the Equality and Inclusion (E&I) Team on Result 4.1: to enhance the capacity of women and vulnerable populations to represent their needs within government decision-making processes. The Objective Four Team began work to develop training curricula on women’s leadership, gender in service delivery, and workplace diversity. The Team also initiated research on establishing an effective team of change agents from federal and provincial officials as well as CSO leaders. The project will continue these efforts in upcoming quarters.

The main function of Objective Four is to provide targeted, high-impact technical assistance to Iraqi change agents through task orders issued by USAID. The following section provides an update on the project’s task order progress during Q1.

TASK ORDER ONE

IGPA/Takamul began work on its first task order on August 31, 2017 to provide public financial management technical assistance to GOI, as well as support to the Ministry of Oil in meeting Prior Actions under the World Bank’s Development Policy Financing program. During Q1, the project continued its technical assistance under sub-tasks one, three, and four. Sub-Task Two remains on hold, per USAID instructions. The following sub-sections outline the progress during Q1 for each sub-task under Task Order One.

SUB-TASK ONE

Sub-Task One aims to provide technical assistance to the MoF to implement an interim commitment control system until the IFMIS is in place. The Sub-Task One Lead will also design an improved cash management system, based on the IMF’s Technical Assistance Report in April 2017, and work with the MoF to operationalize the system. IGPA/Takamul’s Sub-Task One Lead, Mr. Asad Awashra, began Sub-Task One implementation at the beginning of Q1. Mr. Awashra met with the Deputy Minister of Finance, Dr. Maher John, to establish priorities for implementation. Based on this initial meeting, activities began with the formation of the Cash Forecasting Division (CFD) under the Cash Management Unit at the MoF’s Accounting Department.

In order to strengthen its cash management as part of ongoing public financial management reform, the MoF established a Cash Forecasting Division (CFD), a new division at the Accounting Department, to advise the Cash Management Committee on budget execution to improve cash management at MoF. The

CFD's goal is to provide recommendations on proper use of cash based on inclusive and reliable cash forecasting of budget implementation to harmonize cash management and reduce the cost of borrowing. The CFD will strengthen trust between MoF and stakeholders, both domestic and foreign, citizens, suppliers, and creditors.

The Sub-Task Lead began work with the CFD head, Mr. Atheer Fadil, who reports to the Cash Management Committee, and Mr. Isam Yaqoub, who the MoF assigned to support and liaise on behalf of the Deputy's Office. Mr. Awashra worked with the CFD to begin to identify data sources that feed into the cash forecasting tool. To do so, Mr. Awashra assessed technical issues related to data sharing and quality characteristics of the data needed by the CFD. In addition to this work to widen data coverage and quality, Mr. Awashra and the CFD Team began inputting banking data into the cash forecasting tables to set the basis for the flow of work. Mr. Awashra and the CFD Team will continue developing the data quality and coverage in upcoming quarters.

The Sub-Task Lead and CFD Team conducted visits with officials in relevant departments on data sources, to assess data quality, availability, and timeliness. As a note, the Sub-Task Lead was not able to establish contact with the Ministry of Oil. The MoF cooperated with the CFD Team, provided background on the systems and regulations at MoF, and set up meetings for the CFD with departments under MoF, including the General Commission for Taxes, General Commission for Customs, Accounting, and Public Debt Department. From these meetings, the Sub-Task Lead learned that lack of adequate software for tax departments does not allow those departments to provide viable data on estimates of future cash inflows. However, Mr. Awashra and the CFD Team found that those departments can feed into the forecasting analytical framework by adding an additional analytical rationale to the assumptions when developed. Mr. Awashra will continue to coordinate and provide further consultation with these departments in upcoming quarters.

The Sub-Task Lead worked with the Central Bank and the public banks, al-Rafidain and al-Rasheed, to request data for the Treasury Single Account (TSA). The TSA is a consolidation of all government bank accounts into one single account to manage and control cash liquidity. GOI Spending Units operate their budgets through the public banks: al-Rafidain and al-Rasheed. The Sub-Task Lead found that information systems at these banks do not have the technical capacity to consolidate a TSA balance on a daily or weekly basis. Instead, the consolidation is done only at the end of each month. Mr. Awashra began work to improve this inefficient process to allow the TSA to be able to consolidate the whole government cash balance. In Q1, Mr. Awashra began planning consultation workshops to address this issue and will hold the workshops in Q2.

In Q1, Mr. Awashra also worked to gain access to oil sales information, necessary for input into the cash forecasting tables. Oil sales represent 85 percent of total government revenues and accordingly are of critical importance to the production of a comprehensive and reliable cash forecast for the MoF. As of the end of Q1, Mr. Awashra was unable to access data on oil sales future payments, but will work in Q2 to resolve this issue. Mr. Awashra informed the MoF of this issue and will work with the MoF to ensure access to this data.

The CFD's daily activities during Q1 consisted of updating cash forecasting tables with the partial data available. Mr. Awashra and the CFD Team also assessed MoF bank accounts at the Central Bank to produce a daily report of cash receipts, payments, and cash position. Without access to all the required data, Mr. Awashra and the CFD Team did not produce a comprehensive cash forecast in Q1. However, performing the cash forecasting process proved to be a helpful learning process for the CFD Team and

enabled the CFD to provide weekly cash flow statements to the Cash Management Committee. Furthermore, Mr. Awashra initiated important workflow channels among relevant departments and introduced a new working concept for the first time to fiscal operations in MoF. In Q2, Mr. Awashra will introduce the first multi-month cash forecast using 2017 fiscal reports statistical analysis to predict the forecast to the Cash Management Committee.

In Q1, Mr. Awashra started consultation with MoF departments to develop an action plan on operationalizing Commitments Control and Arrears Reporting (CCAR). The CCAR tool will grant the MoF more control over commitments and prevent accumulation of arrears. Information gathered by the tool will feed into the cash forecasting inputs to accurately capture allocated funds by Spending Units and enable the CFD to calculate expected payments in the cash forecasting tables. The CCAR will alert budget and accounting units to account for these funds before their due date and better inform MoF's resource allocations and budget appropriation decisions. Mr. Awashra will continue working to operationalize the CCAR tool in upcoming quarters.

SUB-TASK TWO

On hold, per USAID instructions.

SUB-TASK THREE

Sub-Task Three aims to assist the GOI to design, draft, and prepare to implement a Supplementary Natural Gas Processing Contract template and attendant regulations on Natural Gas Marketing and Natural Gas Transport in accordance with its commitments under the World Bank (WB) Development Policy Financing (DPF) II operations. In FY17 Q4, DAI selected the firm Gaffney, Cline & Associates (GCA) to undertake Sub-Task Three work.

In Q1, GCA continued to conduct interviews and meetings with Iraq stakeholders, including the WB, Ministry of Oil (MoO), and international donors to gather background research and scope out key challenges and constraints. In October and November, GCA evaluated the Iraqi upstream oil/gas supply situation and developed a high-level electricity supply model. GCA assembled high level electricity supply and demand match and infrastructure requirements. Taking into account existing constitutional constraints, state-owned entity roles and governance, policy and GOI constraints, GCA also formulated a conceptual market design for gas. GCA drafted a decree for consideration by the Council of Ministers (COM), which included the following:

- Roadmap and key dates
- Gas processing contract heads of agreement
- Gas marketing regulatory framework, including reference gas price
- Gas transportation regulatory framework
- Draft five-year gas to power plan and roadmap for inter-ministerial committee
- Explanatory PowerPoint to illustrate market concepts (which provides a summary of the proposals)

GCA also organized and held a three-day workshop in Baghdad with all key stakeholders. GCA followed up on support to WB and USAID in protracted negotiations with Ministry of Oil and other stakeholders

in GOI, interpretation of contract amendments made by MoO, and support for WB management processes. As part of these efforts, GCA revised reference pricing formulae and held discussions with MoO on alternative indices.

In December, GCA supported the WB and USAID in redrafting and reformulating the decree and key appendices, which led to a mid-December approval by the COM. GCA will work in Q2 to establish the final Arabic form of the decree, to be approved by the MoO. The outcome of the gas market structure dialogue and the form of agreement passed by the COM was of critical importance to the WB/IMF decision on the planned 2018 loan, in that a gas market structure was part of the “prior actions” that were considered conditions for a loan to be approved. As of the end of Q1 reporting, the WB/IMF deferred a decision on the loan, pending further evaluation, including evaluation of features of electricity market restructuring (which this sub-task is not involved in) which may have also fallen short of the measures considered necessary.

In Q1, GCA also conducted a re-appraisal of a five-year gas to power methodology. In Q2¹¹, GCA will work to revise and extend the draft electricity plan. This will involve extended data collection from the Ministry of Electricity (MoE) during January and re-formulation of plan and investment scenarios in February, with a view to submitting the plan to GOI in March. Also in Q2, GCA will deliver a final report to the WB, which will include a section on capacity building and skills mapping with respect to the GOI's ability to support implementation of the proposed market structure.

SUB-TASK FOUR

Sub-Task Four aims to support the Prime Minister's Office's (PMO) nascent Economic Reform Unit (ERU). Financial Sector Specialist Hyder Zahid works as the Sub-Task Four Lead to support the ERU in coordinating with senior GOI officials in the MoF, MoP, and Ministry of Energy (MoE), as well as the Central Bank, to aid in priority economic reforms. Specific tasks include engaging with high-level GOI officials in Iraqi financial institutions to ensure they are on track to meet commitments, helping the GOI develop and implement systems for the efficient management of financial instruments such as sovereign guarantees, helping the GOI implement the financing of investments and related sovereign guarantees to ensure investments are financed, assessing the current state of the financial sector in Iraq and recommending interventions, and building the capacity of ERU staff.

In September 2017, the Prime Minister authorized the plan to reform the MoF's Public Debt Department. This reform includes implementation of Export Credit Agency (ECA) financing, backed by sovereign guarantees. In Q1, Mr. Zahid worked with the ERU to coordinate the required legal documentation and approval requests for the MoF to submit to the COM and PMO. Mr. Zahid and the ERU have worked as the focal point to implement ECA financing.

In Q1, Mr. Zahid also coordinated closely with the MoE to ensure energy sector contracts are prioritized. Mr. Zahid and the ERU also designed a template for methods of reporting Iraq's Sovereign Debt. Mr.

¹¹ As of the end of Q1, DAI was working with USAID to extend the period of performance for GCA.

Zahid and the ERU advised the MoF on methods for standardizing their data and prepared a quarterly progress update for senior officials at the MoF.

TASK ORDER TWO

USAID issued a request for task order proposals (RFTOP) under CLIN 5 on December 16, 2017. The anticipated task order will focus on supporting Iraq's upcoming elections, specifically by coordinating with CSOs to conduct election monitoring activities during and before the elections; assisting with voter registration, especially for IDPs; and providing training to CSOs to achieve these goals. During Q1, the project met with a number of relevant CSOs and donors with elections experience to conduct background research. As of the end of the reporting period, the project was working on responding to the RFTOP.

CROSS-CUTTING

IGPA/Takamul strives to utilize the information obtained from its conflict sensitivity analysis, gender analysis, and political economy analysis to mitigate potential negative impacts on conflict and gender dynamics, encourage positive outcomes, and monitor for these outcomes.

Specifically, IGPA/Takamul's Conflict Sensitivity Strategy will include the following steps:

1. What: Identify activity goal and target.
2. Who: Identify participants, implementers, and beneficiaries (e.g. diverse group of local officials, CSOs, diverse localities/institutions in the target province).
3. When and How: Determine when and how the activity will occur and implementation process.
4. Strategy Inclusion: Ensure that conflict sensitivity strategy will be part of planning and implementation discussions for the suggested activity.
5. Re-adjustment plans: Establish re-adjustment plans to address conflict prone issues as they arise. The "do no harm" considerations are of particular impact in this regard. A decision not to move forward will be considered should potential conflict emerge, or the engagement appears to exacerbate rather than mitigate conflict.
6. IGPA management will ensure that conflict sensitivity analysis is an integral component of the project and all issues should be immediately reported.

Using USAID's guide to Conflict Sensitive Activity Design Tool, IGPA developed an "Activity Checklist" based on USAID's Activity Design Template to ensure the inclusion of both conflict and gender sensitivity analyses at all activity levels, including: a) designing the intervention, b) developing the SOW, and c) operationalizing the implementation. See [Annex 5: Project Design and Implementation: Conflict Sensitivity and Gender Sensitivity Activity Checklist](#) for the full Activity Checklist.

In Q1, subcontractor Gender Resources Inc. (GRI) established the IGPA/Takamul Equality & Inclusion (E&I) Team and supported conducting a review of the project workplan and provided inputs to ensure diversity and gender-sensitive approaches to project programming in all activities. Parallel to this process, GRI is finalizing a Gender Implementation Plan which will provide details of planned gender activities. The project will submit this plan in Q2.

During the reporting period, the E&I Team provided cross-cutting support to project activities to ensure incorporation of diversity and gender-sensitive approaches in citizen outreach, planning, and service delivery in all project activities. The Team also established a positive working relationship between IGPA/Takamul and COMSEC's Women's Empowerment Directorate and the MoP. IGPA/Takamul anticipates building on those relationships significantly in future reporting periods to collaboratively design and implement activities to benefit women and vulnerable populations in Iraq.

The IGPA/Takamul Gender Analysis

As part of GRI's support to IGPA/Takamul in assisting the GOI at central and provincial levels to be more responsive, inclusive, equitable, and accountable in the delivery of public services to all its citizens, GRI has conducted a gender analysis and vulnerable populations assessment to determine the extent to which the quality of public service delivery correlates with citizens' membership in vulnerable social groups - specifically women, youth, IDPs, and ethnic or religious minorities.

For this analysis, a mixed methods approach was used, employing both qualitative and quantitative methods for data collection and analysis. The qualitative methodology and evidence collected included (i) document review, (ii) semi-structured key informant interviews (KIIs), and (iii) focus group discussions (FGDs). FGDs were conducted in Baghdad with government officials from a mix of public service directorates and with representatives from civil society organizations (CSOs) working with vulnerable populations in Iraq. Telephone interviews were also conducted with similar groups of government and civil society informants from five additional governorates: Basrah, Diyala, Erbil, Ninewa, and Wasit.

Detailed findings and recommendations can be found in the IGPA/Takamul Gender Analysis and Implementation Strategy that is to be submitted in January 2018.

IMPLEMENTATION CHALLENGES

Iraq's lack of investment budget directly impact the project's ability to enhance GOI service delivery capacity. Poor service delivery erodes citizens' trust in the GOI, which further exacerbates the situation. A wide gap exists between citizens' service delivery needs and expectations, on the one hand, and the GOI's ability to meet them, on the other. The project works with GOI to lessen this gap and increase citizens' awareness of the service delivery improvements that the government is undertaking. However, managing the expectations of citizens and the GOI in terms of what assistance the project can realistically provide and on what scale (and in which provinces) remains a key challenge.

The project also encountered challenges in opening its Erbil regional office due to the KRG independence referendum and ensuing conflict between GOI and KRG. Following instructions from USAID, the project suspended opening its Erbil office, pending a stabilization of the KRG situation. The project continued in QI to prepare for opening its office including interviewing relevant staff and assessing office space in to be able to quickly mobilize its office once USAID approval is received.

Additionally, in meeting with different government officials, the project often receives capacity building requests that fall outside the project's areas of work. The project must deal with these requests transparently and sensitively as it seeks to not alienate any potential government partners. Additionally, some information from the project's potential beneficiaries (governmental and non-governmental) runs the risk of being biased to benefit certain beneficiaries over others. The project must work to target its interventions so that project activities are not spread too thin and make a meaningful and lasting impact.

The Objective Two Team encountered limited access to information, especially at the federal level, due to bureaucratic restrictions and lack of clear guidelines. The Objective Two Team also witnessed limited human resources at the provincial level. For instance, some AFAD members were unable to send trainees to IGPA/Takamul's first AFAD training due to limited staff member availability.

While conducting the Gender Analysis, GRI faced significant challenges in data collection within the start-up timeline. Logistical restrictions also prevented conducting face-to-face interviews in the provinces. The Team constructed a three-domain composite gender gap index, but was unable to calculate the planned fourth domain. Given the difficulties in independently conducting statistically representative surveys in Iraq, and the high level of cooperation and interest received from the Iraqi government, the IGPA/Takamul E&I Team anticipates working closely with the Iraqi government to expand planned surveys and data collection operations to gather more data on gender and vulnerable populations.

The Objective Three Team encountered some challenges in reaching CSOs as outreach and communication mechanisms used by these groups are often limited and inefficient. The Objective Three Team also noted a lack of collaboration between CSOs and the provincial government, with a weak relationship particularly between CSOs and service delivery engagement. This lack of established networks presents an initial starting challenge to the project as it seeks to connect CSOs and government officials.

CHAPTER III: MONITORING, EVALUATION, AND LEARNING

PERFORMANCE INDICATORS

During the first quarter of FY18, the project presented and submitted a draft Activity Monitoring and Evaluation Plan (AMEP) to USAID. Following valuable feedback from both the Mission (Iraq) and Washington, the project will submit a revised AMEP during January 2018. Subject to approval of the AMEP, the following Performance Indicators (PI) will be reported on:

PI No.	Performance Indicator	PI Level	Result
IGPA/Takamul Goal: Improved GOI response to citizens' needs			
1	Percentage of citizens reporting improvements to service delivery platforms.	Impact	
Objective 1: Enhanced GOI service delivery capacity			
2	Score on Performance Evaluation Department Index.	Outcome	1.1 Improve service delivery outcomes in sectors with potential for high impact and visibility.
3	Number of Service Delivery Improvement Plans (SDIPs), aligned to priorities of provincial governments and citizens' needs, and developed in accordance with national standards	Outcome	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.
4	Percentage of participants who report improved knowledge and capacity in public procurement as a result of IGPA/Takamul capacity building activities	Output	1.3 Enhance regulatory and procedural certainty to attract private sector investment.
5	Number of High Impact Priority Projects (HIPP) that address priority needs of vulnerable population	Output	1.4 Enhance the targeting of capital investment spending in service delivery sectors that serve vulnerable and disadvantaged populations
Objective 2: Improved Provincial and National Government Public Financial Management			
6	Number of standard operating procedures (SOP) that are implemented by central, federal and provincial governments to manage Public Finance Management (PFM) functions	Outcome	2.1 Strengthen capacities of provincial AFAD and support their conversion into fully operational financial management offices.
7	Number of mechanisms for external oversight of public resource use supported	Outcome	2.2 Support development of federal oversight mechanisms, such as financial audit procedures, of provincial finances.

PI No.	Performance Indicator	PI Level	Result
	by USG assistance. (Standard Foreign Assistance Indicator DR.2.4-2)		
8	Percentage increase in the rate of collection of fees imposed by Provincial Governments on services delivered in IGPA-supported service delivery platforms.	Outcome	2.3 Enhance provincial revenue generation, collection and management from outside the oil sector.
9	Number of provincial in-year budget reports published in accordance with law/best practice	Outcome	2.4 Enhance budget-cycle planning, development and execution against decentralized expenditure assignments
Objective 3: Strengthened Monitoring and Oversight of Service Delivery and Public Expenditure			
10	Number of mechanisms developed or improved, and implemented, to establish effective citizen participation, outreach and communication.	Outcome	3.1 Strengthen capacity of selected provincial institutions to establish effective citizen participation and outreach mechanisms.
11	Number of Civil Society Organizations (CSO) receiving USG assistance engaged in advocacy interventions. (Standard Foreign Assistance Indicator DR.4.2-2)	Outcome	3.2 Enhance public capability and willingness to participate in planning, monitoring and evaluating public services

COMPLEXITY AWARENESS

DAI uses a mixed-method approach to complexity awareness that includes:

- Sentinel Indicators
- Stakeholder Feedback
- Process Monitoring of Impact
- Outcome Harvesting

For the purposes of quarterly reporting, the focus will be on sentinel indicators - proxy indicators used not to measure a result, but used as a bellwether for indicating that greater changes are occurring within a complex system. Specific sentinel indicators tracked during this reporting period are illustrated below:

- **Progress of the decentralization process: Continuing, although at varying pace for different services and different provinces.**

Given security concerns, transfer of authorities to newly liberated areas (NLA) will be delayed at least until after the 2018 elections. The Iraqi Council of Ministers issued Decree no. 141 in December 2017 to halt decentralization and transfer of authorities for four months in three provinces: Anbar, Salah al-Din, and Ninewa. Politically, the decision is to postpone the decentralization of these provinces until after the elections of 2018. Furthermore, it is currently the preference of the GOI to retain authority for spending on reconstruction of basic infrastructure with federal government agencies. Due to protests from the NLA provincial governments, this decision is likely to be reviewed in January 2018.

At the end of 2017, the Ministry of Construction, Housing, Municipalities and Public Works (MOCHPW) issued transfer orders for transferring staff and their financial allocations to provinces for both

municipalities and for sewage, water, buildings, road and bridges, and housing. It is further anticipated that a significant amendment to Law No. 21 (2008) will be legislated in January 2018 that is likely to decrease the number of seats at the provincial council and cancel the sub-district councils.¹²

- **Intensive development efforts in newly liberated areas: IGPA/Takamul will ensure close cooperation with other development agencies focused on infrastructure reconstruction to leverage IGPA/Takamul resources for maximum benefit in NLA.**

Towards the end of 2017, the WB approved an additional loan in the amount of \$400 USD million to Iraq for the Emergency Operation for Development. The project will focus on reconstruction, and rehabilitation of priority infrastructure to restore delivery of public services in NLA, expanding the scope of the existing project. Component 2 of the expanded WB project will concentrate on restoring municipal waste, water and sanitation in the NLA as illustrated below, including the two NLA where IGPA/Takamul will be implemented:¹³

Province	Location	Planned	Actual
Salah al-Din	Tikrit	X	X
	Al-Dawr	X	X
	Al-Dalooeyya	X	X
	Al-Alam	X	X
Diyala	Jalawla	X	X
	Diyala	X	X
	Al-Azim	X	X
	As-Sadiya	X	X
Anbar	Ramadi	X	X
	Rural	X	
Ninewa	Mosul	X	
Kirkuk	Kirkuk	X	X

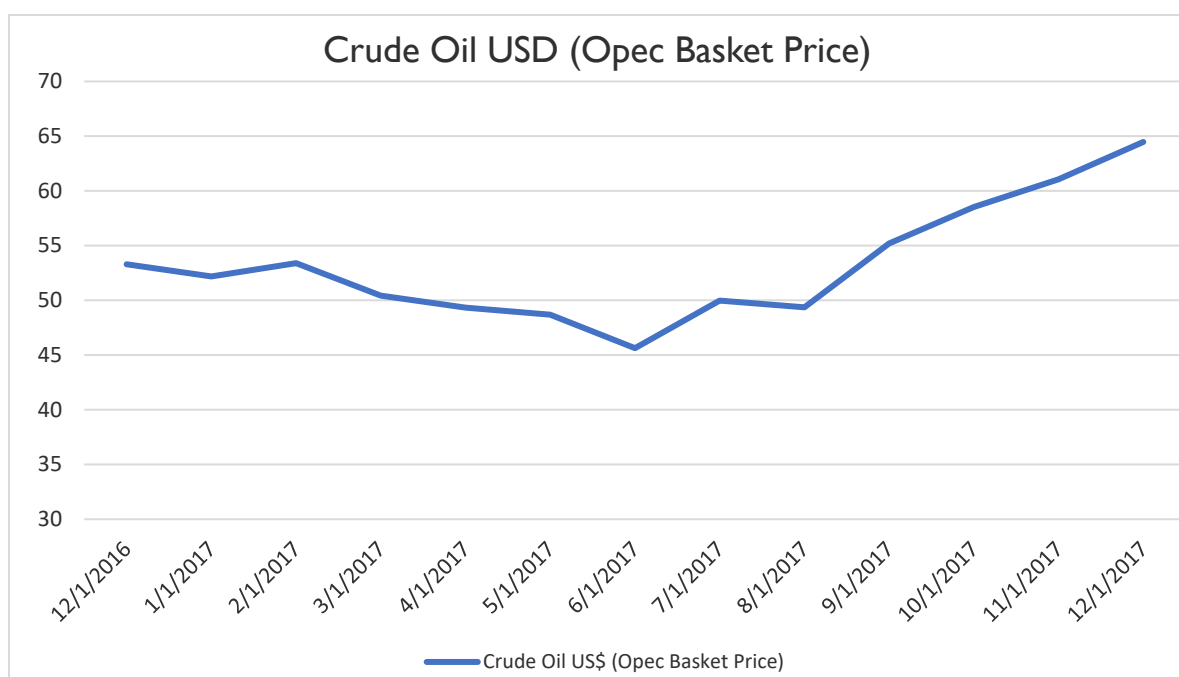
- **Government (central and provincial) takes active measures to reduce trust deficit between government and citizenry: no update available for Q1.**
- **Project assistance, if agreed to through collaborative stakeholder engagement, will be accepted by federal and provincial government agencies: During this reporting period, meetings held with several federal and provincial agencies demonstrated not only acceptance, but also eagerness for project support.**

¹² As of the writing of this report, a third amendment to Law No. 21 (2008) was passed on January 14, 2018 that decreased the number of seats at the Provincial Council and canceled the sub-district councils, representing major steps within the process of decentralization.

¹³ http://projects.worldbank.org/search?lang=en&searchTerm=&countrycode_exact=IQ

- **Economic conditions, already unfavorable, do not decline, as this will increase the budget deficit and impact directly on the government's ability to deliver services: In an attempt to reduce the ever-increasing budget deficit, the GOI has announced that funding for new projects (investment spending) will be drastically reduced, and prioritized for NLA.**

During this reporting period, the oil price (based on OPEC basket price) continued to show upward movement, as illustrated in the graph below¹⁴. However, the GOI continues to take measures in accordance with conditions under the 3-year Stand-by Agreement with the IMF to reduce the budget deficit, including a freeze on public service bonuses, increases, and new hiring. While the 2018 budget is yet to be approved by Parliament, it is understood that the approximately \$96 billion USD budget includes a deficit of roughly \$12 billion USD.



- **Political and administrative buy-in to PFM reforms, including for internal controls: While some trainings for Ministry of Finance and provincial AFADs were implemented during this reporting period, it is too early to assess the uptake and/or institutionalization of reforms.**

PROJECT LEARNING

Learning and adaptation throughout project implementation will be done in two categories, synchronized with the preparation of quarterly and annual progress reports:

¹⁴ http://www.opec.org/opec_web/en/data_graphs/40.htm

- Quarterly Portfolio Reviews
- Annual Project Reviews

Quarterly Project Learning Sessions are intended to examine project implementation from the perspective of how activities are being designed and implemented, drawing on data and analyses taken from the first two levels of the MEL pyramid (administrative monitoring and project management monitoring). These reviews focus on how activities in the work plan are implemented. Specific questions examined during these reviews include:

- Are there any early warning signs that implementation may not be going as planned, or that it is but it is not producing the results as expected?
- How is feedback or recommendations from monitoring site visits, data and analyses fed back into adaptive implementation? What is the current link between monitoring feedback and adaption and how can that be strengthened?
- Have wider changes in the selected provinces or service delivery platforms emerged, and if so, how can these observations be used to add rigor to implementation planning?
- Is it necessary, and if so, how should indicators being tracked at the first two levels of the MEL pyramid be adapted to reflect adaptive implementation and/or changes at implementation level?

While project implementation during Q1 of FY18 was still limited due to ongoing foundational activities, including preparation of the Annual Work Plan and AMEP, the MEL Team nevertheless conducted the first Project Learning Session soon after the end of the quarter to ensure the practice becomes entrenched in the run-up to preparation and submission of the quarterly report.

The agenda for this first project learning session is outlined here. The session was attended by the COP, DCOP, Objective Leads for each of the four IGPA/Takamul objectives, the Regional Integration Director, the Director of Gender, Vulnerable Populations, and Youth, the Specialist for Minority Rights, the Senior Political Advisor, the Project Communications Officer, and the MEL Team. The following section describes issues identified during this Project Learning Session together with adaptive solutions.

Agenda for Quarterly Portfolio Review

1. Quarterly 'HOW-we-do' review

- Have wider changes in the selected provinces or service delivery platforms emerged, and if so, how can these observations be used to add rigor to implementation planning?
- Public Opinion Survey – mapping the way forward
- Are there any early warnings signs that implementation may not be going as planned, or that it is but it is not producing the results as expected?
- How do we ensure focus on vulnerable groups and conflict sensitivity in activity planning?

2. PEA status update

3. Local Capacity Development Work Plan status update

4. Monitoring, Evaluation and Learning

- AMEP Performance Indicators:
 - Finalization of performance indicators and Performance Indicator Reference Sheets
 - Assess the relevance of performance indicators and measurement/data collection approaches to planning of activities.
- Indicators to be tracked at the first two levels of the MEL pyramid: aim is to ensure adaptive implementation in response to changes at implementation level
- Engendering and/or equity-lens of indicators at all levels of the MEL pyramid
- How is feedback or recommendations from monitoring site visits, data and analyses fed back into adaptive implementation? What is the current link between monitoring feedback and adaption and how can that be strengthened?

Issues identified in respect of the selected provinces and service delivery platforms

1. Severely limited GOI funding for investment in improving service delivery.

It is clear that given continuing fiscal constraints, funding from the federal government to provincial governments for anything other than recurrent costs will be severely limited, if not completely absent. This situation is likely to continue for some time and will continue to impact IGPA/Takamul, possibly throughout the life of the project. While the oil-producing provinces are likely to receive some funding, such funding will likely be confined to ongoing projects (projects with a completion rate of 80 percent or higher), leaving expansion and/or improvement of service delivery investment prone to the same limitations that will be experienced by non-oil-producing provinces. To address these constraints, IGPA/Takamul will:

- Provide support to GOI to address current conflicts in the legal framework that impede local revenue generation at provincial level;
- Explore options such as charging fees/cost recovery programs for project-supported service delivery platforms. This must be done with due consideration to the quality of services provided and the feasibility and impact of such strategies on vulnerable groups so as not to create barriers to accessing services;
- Explore non-government funding avenues, such as private sector/corporate social responsibility funds.

2. Selection of service delivery platforms for IGPA/Takamul support

In addition to focusing project support in six provinces (Anbar, Babil, Baghdad, Basrah, Erbil, and Ninewa), it was agreed with USAID that IGPA/Takamul will primarily support two service delivery platforms, water supply and solid waste management. Notwithstanding these service delivery platforms being congruent with national priorities identified by the Prime Minister, pre-defining service delivery platforms poses risks to IGPA/Takamul's flexibility and the ability to be responsive to specific needs in the different selected provinces. Two measures were agreed to mitigate these risks:

- The MEL Team, with the support of the Objective Leads and the Regional Integration Director and Regional Teams, will systematically collect data on access to services for the identified service delivery platforms, as well as for other basic public services, to closely monitor the emergence of provincial-level priorities that significantly differ from national-level priorities;
- Where duly justified, IGPA/Takamul may propose on an ad hoc basis to USAID support to be provided to other service delivery platforms, especially where such support is likely to leverage support from other development partners and/or have a significant impact.

3. Elections planned for May 2018

The COR has approved the election date of May 12, 2018, and IHEC has closed the registration period for coalition and party registration. With these two major steps, it appears that the parliamentary elections of 2018 will be held on time. However, it is still not clear whether the provincial elections will be synchronized with the national elections or postponed until December 2018. While some Shia, Kurdish, and Sunni factions at COR prefer to postpone the provincial elections, the GOI strongly objects to postponing given a) Iraq's financial hardship with organizing two elections in six months, and b) public mobilization difficulties for two elections within six months. Both eventualities are likely to have a significant impact on implementation of project activities, possibly causing delays. To mitigate this potential

negative impact, the Annual Work Plan is being drafted with due consideration to the possibility of such impacts. In addition, the project will focus on setting up and commencing implementation of activities in the months prior to the elections so that these activities can continue unimpeded even when a decision-making vacuum develops after the elections. The lull in government activities before, during, and after the elections will also be used by the project for conceptualization, planning, and drafting of instruments that can be presented to government counterparts as soon as they are ready.

Ensuring focus on vulnerable groups and conflict sensitivity in activity planning

The following measures are being/will be put in place to ensure that activities are implemented with a focus on vulnerable groups to ensure the principle of “do no harm” is applied in activity planning:

- Institutional activities (activities targeted at government institutions) will not target vulnerable groups (including women) per se, but for activities aimed at improving service delivery, IGPA/Takamul will prioritize those interventions that disproportionately benefit vulnerable groups;
- Objective Leads will work closely with the IGPA/Takamul gender specialists, the Political Advisor, and the MEL Team in preparing implementation of activities to ensure vulnerability and conflict sensitivity is integrated throughout the IGPA/Takamul Work Plan. This will include a review of all activities once the Annual Work Plan is approved to identify activities where conflict sensitivity is required, as well as those activities that offer possibilities of actively mitigating conflict;
- IGPA/Takamul will work closely with the national and provincial Offices for Women Empowerment and other donors (e.g. UNDP projects supporting domestication and implementation of UN Security Council resolution 1325 in Iraq);
- An SOW template will be developed to ensure attention is paid to vulnerability and conflict sensitivity where the design and/or implementation of activities are being outsourced;
- Integration of the Gender- and Conflict Sensitivity Implementation Strategies into activity planning and implementation.

Monitoring, Evaluation and Learning

1. Facilitating data collection

The MEL Team prepared a list of generic activities based on the Annual Work Plan with data requirements indicated for each generic activity. Where possible, standard forms and/or templates are being developed to facilitate and standardize data collection. Both the list of data requirements as well as the forms/templates will be continuously adapted and augmented to reflect evolving activities and improve data collection efforts.

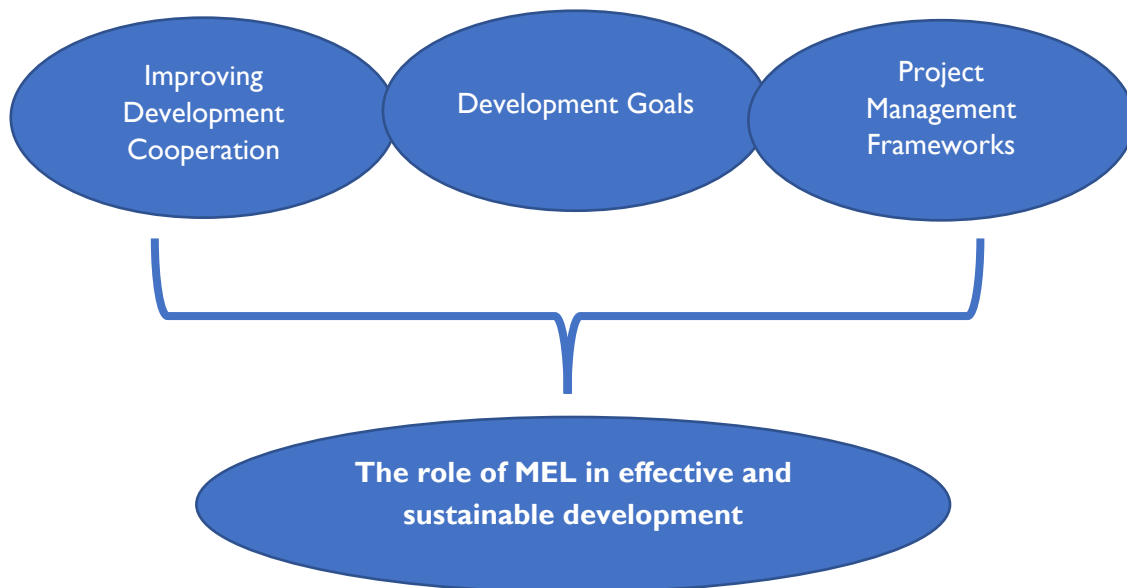
2. IGPA/Takamul MEL system

The MEL Team discussed the establishment of a relational database to support M&E data collection, analyses, and storage with DAI technological solutions partner, Souktel, during a Souktel scoping mission in December 2017. Follow-up discussions are required before Souktel can commence work on the MEL system that will hopefully be in place by the end of Q2, FY18.

3. Internal training needs

The MEL Team will conduct regular sessions to strengthen capacity of all technical staff in areas of M&E, data collection, and adaptive management. During Q2, the MEL Team will start with a series of four

sessions to strengthen the understanding of the role of MEL in supporting effective and sustainable development.



The Senior M&E Advisor will also undertake specific activities to strengthen capacity of the IGPA MEL Team in Baghdad, and in the regional offices.

4. IGPA Success Stories

A separate meeting identified the need to be proactive in documenting success stories to highlight IGPA/Takamul's impact. MEL staff, as well as relevant technical staff, will be provided with training on interview techniques, and future monitoring of activities will include (where relevant) documented interviews with government and non-government participants/beneficiaries during the implementation of activities. These interviews will contribute to building the project's success and learning narrative once activity outcomes are established.

CHAPTER IV: LESSONS LEARNED

Iraq has experienced dictatorship, ethnic exclusiveness, and religious tyranny, in addition to successive wars and continuous low-intensity conflicts in various provinces. This complex context poses a number of challenges to project implementation. Accordingly, adaptive management is essential to adjust to the changing situation and needs of the provincial governments, especially regarding the empowerment of the newly established provincial units at the PG level, such as AFAD. Adaptive management in such a complex and demanding environment proved instrumental in: a) dealing with Iraq's fluid political and security situations, and b) advancing critical project activities in a short period of time.

In a rapidly evolving context such as Iraq, it is also important to adapt and quickly take advantage of emerging opportunities to achieve IGPA/Takamul objectives. One of the main challenges that emerged during the reporting period was the difficulty of integrating various activities of different project components into an overall vision that meets program objectives and expectations. Given the various institutions and government agencies, which, in turn, vary in performance and areas of activities; both at the provincial and national level, IGPA/Takamul must maintain a unified vision and integrated activities so that the program can achieve its complex set of objectives.

Given Iraq's economic challenges and the progress of the decentralization process, and the persisting challenges of service delivery, most of the provinces are anxious to receive project assistance. In turn, this provides a programming burden and difficulties for the implementing team. The project also encountered competing priorities among different government actors. The project has been met with overwhelming support from different ministries and provinces, all of whom have expressed their eagerness to have the project work to develop their capacity. However, the project must target its resources strategically and develop methods to ensure that its interventions will have targeted, sustainable impacts, rather than ad hoc interventions. The project will continue to develop ways to capitalize on this government eagerness to cooperate.

Continuously striving to gain the trust of different government officials is a key success factor for project implementation. Intervening with the local government and decentralized directorates, sharing their concerns, and playing an active role in rebuilding Iraq requires gaining the trust of the project's different stakeholders. Trust should also be coupled with cultural sensitivity, and in-depth knowledge of decentralization efforts.

Due to data collection limitations that the project encountered during Q I, the project established working relationships with key ministry officials and relevant government resources to gather reliable data needed to inform project implementation and encourage government transparency. For instance, the gender assessment team established a strong working relationship with the Ministry of Planning and Women's Empowerment Directorate, and succeeded in collecting much of the required data for the gender assessment from unpublished GOI surveys that were deemed methodologically rigorous.

Iraq's limited budget and financial resources, exacerbated by the Da'esh insurgency and low oil prices, provide a unique opportunity for the project. Due to this lack of funds, the government is more receptive

to exploring local revenue sources through improved services. The project can capitalize on this willingness to develop service delivery capacity and associated service fees to sustain these services.

The Objective Three Team found CSOs to be eager to participate in project activities aimed at increasing their monitoring and oversight of public service delivery. The CSO community has strengthened over the past decade and represents a strong opportunity for the project to engage a range of CSOs involved in various aspects of society. Youth groups in particular have high levels of community trust and buy-in from their ongoing community support projects; these youth groups can capitalize on this public support to transition to service delivery oversight and monitoring.

CHAPTER V: QUARTERLY ACTIVITY TABLE

Date	Activity Type	Title	Purpose / Outcome	Status	Province	Ministry
8 Oct	Conference	Secretariat of the Iraqi Council of Ministers Conference	Project staff attended a conference on financial and administrative reform. There are three active groups dealing respectively with administrative, financial, and oversight reform. One of the central themes of the conference was implementing decentralization as part of the overall reform effort.	Completed	Baghdad	COMSEC
12 Oct	Meeting	Prime Minister Advisory Council (PMAC) Meeting	Project staff attended the Steering Committee for privatization of services at the PMAC. Participants reviewed and approved the Contracting Mechanism final draft and agreed to send the regulation to the PMO, to issue it to all Iraqi entities. PMAC developed and sent an article to the Prime Minister to include the privatization of services model in upcoming budget laws until the law is issued.	Completed	Baghdad	PMO
23 Oct	Meeting	Meeting with MoF Unification and Decentralization Units	IGPA/Takamul met with the Unification and Decentralization Units at MoF to discuss issues with provincial financial reports submitted by the newly established AFAD. MoF staff explained the provincial financial reports submission process and AFAD role as well as the Decentralization Unit's role in reviewing and auditing all financial reports submitted by provinces.	Completed	Baghdad	MoF
23 Oct	Meeting	Meeting with Baghdad Deputy Governor's Office (GO)	IGPA/Takamul met to discuss the government's legislative and executive branch needs to better implement decentralization initiatives and identify quick win activities during the project's limited implementation phase. The GO staff requested project assistance in areas such as improving coordination between Baghdad Amanat and GO, trash management collection system, assets transition from ministries to directorates, tax collection as MoF considers it a federal responsibility which will affect local revenue generation, performance of administrative staff at the GO, and means of controlling the multiplied numbers of staff hiring at the directorates.	Completed	Baghdad	PG
1 Nov	Meeting	Meeting with Women's Empowerment Organization (WEO)	IGPA/Takamul met with the WEO President and key national figure in women's rights, Susan Arif, to discuss the political landscape for women's rights. Ms. Arif requested IGPA/Takamul's assistance building the capacity of the National and Provincial 1325 Implementation	Completed	Baghdad	N/A

Date	Activity Type	Title	Purpose / Outcome	Status	Province	Ministry
			Committees and streamlining operations with the Women's Rights Committees.			
2 Nov	Meeting	Meeting with Baghdad Provincial Government Officials	IGPA/Takamul met with Baghdad PG officials to obtain their input on the project's proposed workshop to increase coordination between Baghdad local government including the PC and GO and the Baghdad Amanat. The meeting identified the need for better joint planning of service delivery and sector integration. The PC also highlighted concerns with the draft "law of the capital", which Baghdad local government officials believe will exacerbate the disconnect between the Amanat and the Baghdad local government. The PC requested IGPA/Takamul assistance on addressing this issue through a workshop to review the draft law and provide input.	Completed	Baghdad	PG
2 Nov	KII	Meeting with Yazidi Community Activist	IGPA/Takamul met with Hasso Mishkow, Yazidi community activist and tribal chief from Mt Sinjar, to discuss the situation faced by Yazidis in the area and the gaps in service delivery in his community.	Completed	Ninewa	N/A
5 Nov	Meeting	COMSEC Women's Empowerment Directorate	IGPA/Takamul met with Dr. Iptisam, Deputy Director General of the COMSEC Women's Empowerment Directorate, to discuss their needs moving forward and identify areas for support. Dr. Iptisam highlighted the need for technical capacity building for gender focal points at the Ministries, and the need to build the capacity of the staff at the Directorate to analyze gender data and prepare reports.	Completed	Baghdad	COMSEC
6 Nov	Meeting	Basrah Provincial Government Meeting	USAID introduced IGPA/Takamul staff to the Basrah provincial government.	Completed	Basrah	PG
15 Nov	Meeting	HCCPSEC Meeting	IGPA/Takamul met with HCCPSEC to discuss the upcoming workshop to increase joint coordination and sector integration between the Baghdad Amanat and the Baghdad local government and HCCPSEC, establishment of the Performance Evaluation Department at selected GOs, improvement of provincial council committees' monitoring capacity, and assistance to Baghdad local government and federal entities to review Iraq COR's draft "Law of the Capital."	Completed	Baghdad	HCCPSEC
15-16 Nov	FGD	CSO Representatives FGD	The focus group of 35 CSO representatives, including women, youth, PWDs, IDPs, and ethnic and religious minorities, who shared their views on PSD for the gender assessment.	Completed	Baghdad	N/A
19 Nov	Meeting	COR Standing Committee on	IGPA/Takamul Equality and Inclusion Team met with the Chair of the Standing Committee on Women, Family, and Childhood at the	Completed	Baghdad	COR

Date	Activity Type	Title	Purpose / Outcome	Status	Province	Ministry
		Women, Family, and Childhood Meeting	Council of Representatives to discuss the status of services as perceived by Iraq women and vulnerable population.			
20 Nov	FGD	Government Officials FGD	The focus group of 14 government representatives discussed PSD from the perspective of gender and vulnerable populations, in addition to challenges in the provision of services and capacity of services directorates to respond to the need of women and other vulnerable groups.	Completed	Baghdad	PG
20 Nov	Meeting	Baghdad Municipalities, Water, and Sewage Meeting	The Objective One Team met with Baghdad Municipalities, Water, and Sewage Managers to discuss the main challenges and the different factors affecting the level of service delivery. Challenges included deficiencies in the implementation of decentralization by some authorities and the possible privatization of the services. The upcoming elections may also affect services due to the political influence on the distribution of allocated budgets. Areas of needed support focused on the lack of needed skills and the opportunity to build the capacity of the staff in different areas and levels.	Completed	Baghdad	PG
22-19 Nov	KII	CSO KIIs	The KIIs collected information from 17 CSO representatives on service delivery for the gender assessment.	Completed	Basrah, Diyala, Erbil, Ninewa, Wasit	N/A
22-29 Nov	KII	Government Officials KII	The KIIs collected information from seven government representatives on service delivery for the gender assessment.	Completed	Basrah, Diyala, Erbil, Ninewa, Wasit	PG
26-30 Nov	Training	AFAD Training on PFM	The project delivered the PFM training course to 19 AFAD new and/or existing AFAD staff in five provinces (Baghdad, Diyala, Babil, Anbar, and Basrah) to increase overall performance and efficiency. This PFM training focused on budget preparation, financial management, and reporting using Excel.	Completed	Baghdad, Diyala, Babil, Anbar, Basrah	AFAD
27 Nov	Meeting	MoP Meeting	The Objectives Two and Three Teams met with MoP officials to discuss the investment budget and potential areas of cooperation with the ministry in PFM and supporting provinces with the investment budgeting cycle. The MoP approved project work to begin on some of the IMF/WB requirements, such as commitment control and arrears accounting. They support working with provinces on their investment budget cycle.	Completed	Baghdad	MoP

Date	Activity Type	Title	Purpose / Outcome	Status	Province	Ministry
29 Nov	Meeting	UNAMI Meeting	The project met with the UNAMI Director and electoral consultant to gain insight into the electoral process, discuss how to effectively organize the assistance to elections requested by USAID, and to explore future project cooperation with UNAMI. Meeting notes were sent to USAID on November 29.	Completed	Baghdad	N/A
6 Dec	Meeting	U.S. Consulate Meeting in Basrah	The project met with the Acting Consul General and other Consulate General staff in Basrah. This was a follow-up to the previous meeting in Basrah where the idea of using the corporate social responsibility budgets of oil companies to assist in service delivery improvement was brought up. The discussion touched on local government accessing social benefit funds from the international oil companies for the use in improving service delivery by government.	Completed	Basrah	N/A
6 Dec	Meeting	U.S. Consulate Meeting in Basrah	IREX discussed its various ongoing programs with Iraqi universities. IGPA/Takamul provided an overview of the project. BP discussed its training program mandated by the MoO. The Communications and External Affairs officer mentioned that projects are meant to benefit and are generated by oil field communities. BP has established a proposal generation system to make sure that proposals come only from the targeted communities. Several meeting participants expressed interest in learning more about how local governments operate, as until now they have just been focusing on and coordinating with the MoO. IGPA/Takamul said that it would be glad to provide the necessary orientation.	Completed	Basrah	N/A
4 Dec	Meeting	IBTCI Meeting	The project reviewed the decentralized Iraqi government structure with IBTCI.	Completed	Baghdad	N/A
5 Dec	Meeting	MoP Investment Budgeting Team Meeting	The project met with Ms. Nedahl Merzah, the MoP Head of Investment Budgeting and her team to discuss the detailed work plan for PFM coordination with MoP. The team discussed IDMS and how the project can utilize it for commitment control and arrears management. Also discussed was the plan to train MoP (and later MoF) on Medium-Term Expenditure Framework (MTEF), updating MoP's investment budget preparation manual, and training AFAD on using IDMS and the internment budget manual.	Completed	Baghdad	MoP
9 Dec	Meeting	Central Bank of Iraq Annual Conference	The project attended the first two sessions. The first session was about monetary policy in Iraq and the second session was about financial stability in Iraq.	Completed	Baghdad	MoF

Date	Activity Type	Title	Purpose / Outcome	Status	Province	Ministry
18 Dec	Workshop	Baghdad Amanat and Baghdad Provincial Government Coordination Workshop	The project held a workshop between Baghdad Amanat and Baghdad local government to improve the joint planning process and sector integration among the two entities. The workshop was attended by the HCCPSEC Chairman Dr. Torhan al-Mufti and the Mayor of Baghdad Dr. Thikra Alwash, to recommend the best mechanism for ensuring joint planning and sector integration between the two entities to improve service delivery. The workshop resulted with a developed structure of the recommended coordination committee and defined the roles and responsibilities to effectively utilize resources from the two entities. The HCCPSEC will issue an official order for the establishment of the committee. The workshop also discussed needed support from IGPA/Takamul in establishing the recommended structures.	Completed	Baghdad	Amanat, PG, HCCPSEC
20 Dec	Meeting	Baghdad GO CSO Meeting	The Objective Three Team provided technical assistance to the service committee at Baghdad GO regarding engaging CSOs in evaluating public services and how to overcome challenges in diagnosing service delivery issues. As a result of the meeting, the Head of Service Committee showed his readiness to support this initiative through inviting effective CSOs to monitor specific services and initial approval from Baghdad governor's office to involve CSOs has been obtained. Specific services that CSOs will focus on have been identified including water, sewage, road paving, and reducing pollution.	Completed	Baghdad	PG
21 Dec	Meeting	Babil Youth and Sports Affairs Meeting	The Objective Three Team delivered technical assistance to the governor's assistant for youth and sports affairs for Babil Province to establish a YAG which will help evaluate services in the province. The governor's assistant expressed support for the project and emphasized the following items - selection criteria of youth accountability groups, reporting mechanisms, and data analysis of raw information's that is generated by the YAGs.	Completed	Babil	PG
21 Dec	Meeting	IFMIS Technical Team Meeting	IGPA met with IFMIS technical team at MoF to follow up on the project's meeting with Dr. Maher (Deputy Minister of Finance and IFMIS team on December 19) During the meeting, Takamul PFM and MoF IFMIS teams discussed, in detail, areas of coordination for IFMIS planning and implementation at the provincial level.	Completed	Baghdad	MoF
24 Dec	Meeting	HCCPSEC Chairman Meeting	IGPA/Takamul met with HCCPSEC Chairman Dr. Torhan al-Mufti to introduce the project and present the main activities that will support HCCPSEC and other government entities. The Chairman noted the exceptional support received from USAID and stressed the	Completed	Baghdad	HCCPSEC

Date	Activity Type	Title	Purpose / Outcome	Status	Province	Ministry
			importance of IGPA in supporting administrative decentralization, building the capacity of federal and local governments, and enhancing GOI service delivery. The Chairman requested support in several areas, including developing a unified structure for the PCs, establishing a performance evaluation department, establishing a provincial executive council, developing a provincial planning and development council, implementing the provincial revenue fund law, and raising awareness of decentralization through developing a website and engaging CSOs.			
25 Dec	Meeting	Baghdad Director of Sewage Meeting	The IGPA/Takamul project introduced itself to the Baghdad Director of the Sewage Directorate and discussed challenges faced in sewage management. The Director expressed support for the project's activities and emphasized the need to support service delivery for citizens living in the outskirts of Baghdad. He emphasized the need to build the capacity of directorate staff in several areas, including financial management, planning, administration, and technological services for receiving citizen claims and monitoring movements via GPS. The directorate will submit a report outlining requested project support by January 15th.	Completed	Baghdad	PG
27 Dec	Meeting	Basrah US Consulate Call	The IGPA/Takamul Regional Integration Director delivered a Skype presentation for US consulate staff in Basrah on the status of decentralization in Iraq. The presentation touched on the legal framework for decentralization, status of the transfer of functions, AFAD's structure and mandate, challenges for implementation of decentralization, and HCCP and COM's decision to use municipal revenue to fund trash collection.	Completed	Basrah	N/A
27 Dec	Meeting	Baghdad Provincial Council NGO Committee Meeting	IGPA/Takamul met with the head of the Civil Society Organizations Committee of the Baghdad PC, Ms. Mahdia al-Lami, to discuss engaging CSOs with Baghdad local government to evaluate selected services. Ms. Lami expressed interest in enhancing CSOs' role in monitoring public services and offered to provide a database of active CSOs in Baghdad. Ms. Lami requested that IGPA/Takamul select a group of CSOs to train on oversight and accountability, as well as work with Baghdad service departments to educate them on the role of CSOs in oversight.	Completed	Baghdad	PG

ANNEXES

Annex 1: Success Stories

Annex 2: Contract Deliverables

Annex 3: Political Economy Analysis and Reports

Annex 4: Subcontractor Overview

Annex 5: Project Design and Implementation: Conflict Sensitivity and Gender Sensitivity Activity Checklist

ANNEX I: SUCCESS STORIES

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SUCCESS STORY

Improved Public Financial Management Paves Way for Better Services

Empowering provincial employees to better administer Iraq's decentralized financial system



Iraq provincial employee Haifa Kadhum Ghadban participates in the USAID-supported training to improve public financial management in November 2017.

The Administrative and Financial Affairs Directorate (AFAD) was established in 2016 in all Iraqi provinces as part of the Government of Iraq's (GOI) ongoing decentralization process. AFAD performs duties previously carried out by the Ministry of Finance (MoF), but are now administered at the provincial level, including budgeting, accounting, financial reporting, revenue collection and financial compliance for decentralized ministries and directorates. AFAD and the decentralization process allows GOI to be more effective and responsive to its citizens' needs.

However, this shift in responsibilities requires an accompanying high level of financial capabilities and understanding of the MoF's decentralized financial system within Iraq's provinces to administer tasks previously performed by the federal government. While some AFAD staff have relevant financial experience, many of them come from other decentralized directorates and lack crucial financial management knowledge and skills. AFAD Accounting Department Manager, Ms. Haifa Kadhum Ghadban, encountered long delays in processing decentralized directorates' monthly financial statements due to inadequate training and inefficient accounting methods like manual recording and consolidation.

To address these issues, the USAID-supported Iraq Governance and Performance Accountability (IGPA/Takamul) project, in coordination with MoF, designed and held a training session for AFAD employees from November 26-30, 2017 in Baghdad. The session trained 19 AFAD finance and accounting staff from five provinces (Baghdad, Basrah, Babil, Anbar, and Diyala) on efficient accounting practices using Excel and the MoF's decentralized financial system's rules and regulations. Ghadban was one of these trainees, learning to proficiently consolidate and prepare monthly financial statements required by the MoF.

This USAID-supported training was an important step in strengthening collaboration between federal and provincial financial authorities. Trainees had positive feedback and requested follow-on trainings to continue to strengthen AFAD's financial management and interaction with the MoF. Ghadban's supervisor witnessed noticeable improvements in her ability to effectively utilize AFAD's accounting system after the training and affirmed the need for continued trainings for more AFAD employees.

This training is the first in a series of trainings to strengthen AFAD's coordination with the MoF and ability to perform crucial financial management within Iraq's provinces. IGPA/Takamul will continue to follow up with trainees like Ghadban and other relevant AFAD officials to identify ways to further strengthen collaboration with MoF and improve provincial financial management.

SUCCESS STORY

Establishing a Joint Team to Improve Baghdad's Public Service Delivery

Baghdad Provincial Government and Mayoralty (Amanat) join forces to improve provision of essential public services



Workshop participants from the Baghdad Amanat, Provincial Government, and Higher Coordination Commission among Provinces Secretariat work to develop better methods of cooperation and sector integration

As the capital of Iraq, Baghdad has a different public service structure from Iraq's other provinces. Baghdad has a mayoralty, or "Amanat," which is responsible for providing public services, including water, sewage, drainage, recreation areas, and trash collection, for 15 municipalities located within the boundaries of Baghdad as the capital city. Meanwhile, the Baghdad provincial government (PG) provides similar public services for municipalities and districts outside of the Amanat's jurisdiction. Though these two entities provide similar services, they often face issues with coordination and joint planning. Baghdad Amanat and PG have separate budgets and different reporting structures, which often result in duplicated efforts and wasted resources.

To strengthen coordination between Baghdad Amanat and PG, the USAID Iraq Governance and Performance Accountability (IGPA/Takamul) project held a workshop on December 18, 2017 for 43 staff from Baghdad PG, Amanat, and the Higher Coordination Commission of Coordinating among Provinces Secretariat (HCCPSEC). USAID aims to strengthen Iraq's public service provision at the federal and provincial level, thereby helping the Government of Iraq (GOI) be more effective and accountable to its citizens. This joint planning and sector integration workshop was the first of its kind, bringing together agencies involved in Baghdad's governance: Amanat, PG, and HCCPSEC; the entity responsible for decentralizing authority to Iraq's provinces (including Baghdad PG).

Workshop participants addressed some of the Baghdad Amanat and PG's core coordination issues, including overlapping responsibilities and the lack of joint planning and sector integration. The workshop also established more effective methods of communication and resource sharing, such as a Baghdad Amanat-Baghdad PG communications roadmap.

A key outcome of the USAID workshop was the participants' agreement to form a joint team for improved Baghdad Amanat and PG future planning. IGPA/Takamul will serve as the team's advisor, providing further guidance and capacity building, as needed. The joint team aims to address Baghdad's most pressing service delivery issues, including reviewing the draft budget law of the capital which impacts the budgets of both Baghdad entities. The joint team will also develop joint fee collection mechanisms to ensure service delivery sustainability, methods for improved service provision, and environmental protections. The joint team has also begun to design a program for better tracking of trash collection indicators, a service sector in both jurisdictions in critical need of improvement.

The USAID project will continue to work with the Baghdad PG, Amanat, and HCCPSEC to ensure more effective collaboration and ultimately, more responsive service delivery for Baghdad's citizens.

تحسين الادارة المالية العامة يمهّد الطريق نحو خدمات افضل

تم إنشاء مديرية الشؤون الإدارية والمالية في عام 2016 في جميع المحافظات العراقية كجزء من عملية الحكومة العراقية الجارية لضمان تحقيق اللامركزية. تعتبر أفاد جزء من الهيكل التنظيمي لمكتب المحافظ وتقوم ببعض الوظائف على مستوى المحافظة التي كانت تقوم بها وزارة المالية سابقاً مثل عمليات اعداد الموازنة والمحاسبة واعداد التقارير المالية والمحاسبة على الإيرادات والامتثال المالي للوزرات والدوائر اللامركزية. تعمل كل من دائرة الشؤون الإدارية والمالية وعملية اللامركزية على جعل الحكومة العراقية أكثر فعالية واستجابة لاحتياجات المواطنين.

الا ان نقل المسؤوليات يجب ان يكون مقرونا بمستوى عالي من القدرة على الإدارة المالية وفهم للنظام المحاسبي الحكومي اللامركزي المطبق في محافظات العراق وذلك من اجل إدارة المهام التي كانت تتولى الحكومة المركزية مهام تطبيقها سابقاً. بينما يمتلك بعض موظفي مديرية الشؤون الإدارية والمالية خبرة ذات صلة في المجال المالي ، إلا انه لايزال يفتقر العديد من الموظفين القادمين من مديريات لامركزية مختلفة الى التدريبات الضرورية في مجال الإدارة المالية . ومن جهتها اعربت مديرة قسم المحاسبة في مديرية الشؤون الإدارية والمالية، السيدة هيفاء كاظم غضبان عن مواجهة الدائرة لتأخيرات طويلة في تجهيز البيانات المالية التابعة للدوائر اللامركزية نظرا لعدم حصول موظفيها على التدريب الكافي واتباعهم لأساليب محاسبية غير فعالة مثل التسجيل والتوحيد اليدويين.

ولمعالجة هذه القضايا، صمم مشروع الحكم الرشيد وتحسين الأداء في العراق (او ما يعرف بتكامل) المقدم بدعم الوكالة الامريكية للتنمية الدولية بالتنسيق مع وزارة المالية دورة تدريب لموظفي مديرية الشؤون الإدارية والمالية اقيمت من تاريخ 26 الى 30 من تشرين الثاني من عام 2017 في بغداد. يدعم مشروع الوكالة الامريكية للتنمية الدولية تطبيق العراق لنظام اللامركزية من خلال تقوية الإدارة المالية العامة وتحسين تقديم الخدمات. شارك في هذا التدريب 19 موظفا من اقسام المحاسبة والمالية التابعة لمديريات الشؤون الإدارية والمالية في خمس محافظات وهي بغداد والبصرة وبابل والانبار وديالى. تطرقت هذه الدورة الى الممارسات المحاسبية التي تنسجم بالكفاءة باستعمال برنامج الاكسل واتباع تعليمات وزارة المالية الخاصة بالنظام المحاسبي الحكومي اللامركزي. كونها احدى المشاركات في الدورة التدريبية، تلقت السيدة هيفاء كاظم غضبان تدريباً على توحيد واعداد البيانات المالية الشهرية المطلوبة من وزارة المالية.

وقد شكل التدريب المقدم بدعم الوكالة الامريكية للتنمية الدولية خطوة هامة في تقوية التعاون بين السلطات المحلية والوطنية. وكانت ردود افعال المشاركين ايجابية وطلبوا بمتابعة التدريبات لضمان تقوية الإدارة المالية لمديرية الشؤون الإدارية والمالية وتفاعلها مع وزارة المالية. وكما أشاد مدير السيدة هيفاء غضبان بنتائج التدريب مقراً بتحسين ملحوظ في قابليتها على استخدام النظام المحاسبي بعد مشاركتها بهذا التدريب واكد احتياج بقية موظفي الدائرة للمزيد من التدريبات.

بعد هذا التدريب الاول من سلسلة دورات تدريبية تعقد لتقوية التنسيق بين موظفي مديرية الشؤون الإدارية والمالية ووزارة المالية وتحسين تنفيذ الإدارة المالية في محافظات العراق. يستمر مشروع تكامل بمتابعة المتدربين مثل السيدة هيفاء غضبان وغيرها من مسؤولي المديرية من اجل تحديد سبل تقوية التعاون مع وزارة المالية وتحسين الإدارة المالية المحلية.

تمكين الموظفين المحليين لتحسين إدارة النظام المحاسبي اللامركزي في العراق



موظفة الحكومة المحلية هيفاء كاظم غضبان تشارك في التدريب المقدم بدعم الوكالة الامريكية للتنمية الدولية لتحسين الإدارة المالية المحلية في تشرين الثاني من عام 2017.

انشاء فريق مشترك لتحسين تقديم الخدمات العامة لمحافظة بغداد

تختلف محافظة بغداد كونها عاصمة العراق عن غيرها من المحافظات بامتلاكها هيكلية عامة للخدمات تختلف عن بقية محافظات العراق. تعمل امانة بغداد التابعة لمحافظة بغداد عمل الوحدة المسؤولة عن توفير الخدمات العامة كالمياه والمجاري والصرف الصحي واماكن الترفيه ومع النفايات خمسة عشر بلدية تقع ضمن حدود العاصمة بغداد. في الوقت ذاته، توفر الحكومة المحلية خدمات عامة مماثلة للبلديات و الأفضية الواقعة خارج نطاق الأمانة. وعلى الرغم من تقديم المؤسسات خدمات مماثلة، فعلى الاغلب تجاهبان تحديات تتعلق بالتنسيق في العمل والتخطيط المشترك. تمتلك كل من امانة بغداد والحكومة المحلية ميزانية منفصلة و سلسلة مراجع مختلفة تؤدي في حالات كثيرة الى تكرار الجهود واهدار الموارد.

و لتقوية التنسيق بين امانة بغداد والحكومة المحلية، عقد مشروع الحكم الرشيد وتحسين الأداء ورشة عمل في 18 من كانون الأول من عام 2017 ضمت 43 من موظفي من الحكومة المحلية و امانة بغداد والهيئة العليا للتنسيق بين المحافظات. يعمل مشروع تكامل على تقوية تقديم الخدمات العامة على المستوي الاتحادي والمحلي، حيث يساعد حكومة العراق على ان تكون اكثر فعالية ومسؤولة اتجاه مواطنيها. هدفت هذه الورشة لتخطيط المشترك والتي نظمها مشروع تكامل والتي هي الأولى من نوعها، على جمع مختلف الكيانات المنخرطة في الحكومة المحلية و امانة بغداد والهيئة العليا للتنسيق بين المحافظات. ومن الجدير بالذكر، تأخذ هذه الهيئة على عاتقها مسؤولية تطبيق اللامركزية في المحافظات العراقية بما فيها حكومة بغداد المحلية.

اثار المشاركين في الورشة بعض المسائل الجوهرية فيما يتعلق بالتنسيق بين الحكومة المحلية و امانة بغداد، من بينها تداخل المسؤوليات و عدم وجود التخطيط المشترك والدمج القطاعي. أسست الورشة وسائل اكثر فعالية للتواصل ومشاركة الموارد، مثل طرح خارطة طريق للتواصل بين كل من امانة بغداد والحكومة المحلية

اثمرت الورشة المقدمة بدعم الوكالة الامريكية للتنمية الدولية عن اجماع المشتركين على تكوين فريق مشترك لتحسين خطط امانة بغداد والحكومة المحلية المستقبلية. يعمل مشروع تكامل كمستشار للفريق، عاملا على توفير المزيد من التوجيهات وتعليمات بناء قدرات حسب الحاجة. كما يعمل الفريق المشترك على اكثر المسائل الحاحا فيما يتعلق بتقديم الخدمات كمر اجعة مشروع قانون العاصمة والذي يؤثر على ميزانية كل من امانة بغداد والحكومة المحلية. يركز الفريق المشترك على تطوير آليات جمع رسوم مشتركة للتحقق من استدامة توفير الخدمات وتحسين طرق تقديمها لضمان تقديم خدمات افضل و إيجاد حلول بيئية لمعالجة مشاكل التلوث. كما بدأ الفريق المشترك بتصميم برنامج يوفر متابعة افضل لمؤشرات جمع النفايات وهو قطاع خدمي بحاجة للتحسين في كلا الهيئات.

يستمر مشروع الوكالة الامريكية للتنمية الدولية بالعمل مع الحكومة المحلية و امانة بغداد والهيئة العليا للتنسيق بين المحافظات لضمان تعاون اكثر فعالية، وبالنتيجة خدمات اكثر تلبية لاحتياجات مواطني بغداد سواء كانوا تابعين لأمانة بغداد او الحكومة المحلية.

توحيد جهود الحكومة المحلية و امانة بغداد لتحسين تقديم الخدمات العامة الأساسية



يعمل المشاركون في الورشة التدريبية من امانة بغداد و الحكومة المحلية و الهيئة العليا للتنسيق بين المحافظات على تطوير سبل افضل للتعاون و الدمج القطاعي

ANNEX 2: CONTRACT DELIVERABLES

Deliverable Title	Submission Date	Status
Weekly Report October 1, 2017	October 3, 2017	Submitted to USAID
Weekly Report October 8, 2017	October 10, 2017	Submitted to USAID
Weekly Report October 15, 2017	October 17, 2017	Submitted to USAID
Weekly Report October 22, 2017	October 24, 2017	Submitted to USAID
Annual Report FY17	October 30, 2017	Submitted to USAID
Complexity Aware Report	October 30, 2017	Submitted to USAID
Weekly Report October 29, 2017	October 31, 2017	Submitted to USAID
Weekly Report November 5, 2017	November 7, 2017	Submitted to USAID
Weekly Report November 12, 2017	November 14, 2017	Submitted to USAID
Weekly Report November 19, 2017	November 21, 2017	Submitted to USAID
Weekly Report November 26, 2017	November 28, 2017	Submitted to USAID
Work Plan Draft	December 1, 2017	Submitted, resubmit in Q2 to address USAID comments
Weekly Report December 3, 2017	December 5, 2017	Submitted to USAID
AMEP Draft	December 10, 2017	Submitted, resubmit in Q2 to address USAID comments
Conflict Sensitivity Analysis	December 11, 2017	Submitted, resubmit in Q2 to address USAID comments
Political Economy Analysis: National Level Draft	December 11, 2017	Submitted, resubmit in Q2 to address USAID comments
Weekly Report December 10, 2017	December 12, 2017	Submitted to USAID
Weekly Report December 17, 2017	December 19, 2017	Submitted to USAID
Weekly Report December 28, 2018	December 26, 2017	Submitted to USAID

ANNEX 3: POLITICAL ECONOMY ANALYSIS AND REPORTS

Report Title	Submission Date
Iraq Update	October 4, 2017
Information on Elections Issues	October 4, 2017
Iraq Gas Sector and Iran	October 4, 2017
Security Tension with Kirkuk	October 12, 2017
Kirkuk and Tuz update	October 16, 2017
Nineveh - A Meslawi View	October 16, 2017
Kirkuk (daily updates covering the crisis with KRG)	October 25, 2017
Kirkuk Update and Political Analysis	October 29, 2017
BIAB Strike – Political Update	November 1, 2017
KRG Banking Situation	November 14, 2017
Decentralization vs. Re-centralization	November 15, 2017
KRG Banking Situation - No.2	November 17, 2017
KRG: Decentralization, Kurdish Politics and the Crisis with Baghdad-Sulaimaniya View	December 7, 2017
Sistani's Victory Speech: Analysis and Implications	December 17, 2017
Post- Da'esh Tal Afar (Ninewa Province)	December 20, 2017

ANNEX 4: SUBCONTRACTOR OVERVIEW

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 a Service Delivery Advisor and three Service Delivery Coordinators. 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.

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, and 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.

OVERSEAS STRATEGIC CONSULTING (OSC)

CONTRACT VALUE: [REDACTED]

ROLE ON IGPA/Takamul: OSC provides support to IGPA/Takamul under Objective Three, “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. They work to achieve these goals 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.

SOUKTEL

CONTRACT VALUE: [REDACTED]

ROLE ON IGPA/Takamul: Souktel provides cross-cutting support to IGPA/Takamul under all project objectives. Souktel's main tasks will be to develop citizen feedback "hotline" tools that allow citizens to make suggestions/complaints and share feedback with regard to public services, develop a public access online accountability and transparency hub that consolidates quantitative and qualitative data, develop digital solutions to problems identified by the IGPA/Takamul project team, and perform other tasks identified by either IGPA/Takamul's Strategic Communications Manager or Senior M&E Advisor. Souktel will provide short-term technical assistance to support IGPA/Takamul's Strategic Communications Manager in conducting brief audits of selected governorates focusing on their ability to plan and execute effective outreach and basic communication strategies, with a goal of defining outreach Assistance Packages to be delivered for provincial management units and others involved in service delivery. Souktel will also conduct an initial scoping mission to get an understanding of the current ICT context in Iraq.

ERNST & YOUNG

CONTRACT VALUE: [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." They achieve 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. Ernst & Young deploys technical advisors to support the project in these and other areas.

IRFAD

CONTRACT VALUE: [REDACTED]

ROLE ON IGPA/Takamul: IRFAD coordinated with senior IGPA/Takamul staff to conduct research and administer a survey to assess service delivery capacity across Iraq. IRFAD first conducted a desk analysis of existing laws and policies, studies of service delivery, political economy analyses, and media reports to understand the current service delivery environment. They then conducted key informant/stakeholder interviews and developed a survey questionnaire to administer in the capital and

across all provinces. Interviews and surveys were conducted at the national and provincial levels through one-on-one meetings and focus groups. IGPA/Takamul staff utilize this data for various reports.

GAFFNEY, CLINE & ASSOCIATES (GCA)

CONTRACT VALUE: [REDACTED]

ROLE ON IGPA/Takamul: Gaffney, Cline & Associates provides technical assistance under IGPA/Takamul's Objective Four, "Support Iraqi Change Agents." This falls under the IDIQ portion of DAI's prime contract, specifically Task Order One, effective August 31, 2017. GCA's activities support the Iraqi Ministry of Oil to draft guidelines that will form the basis of a model contract for investments in the country's natural gas sector. Technical activities support the World Bank in preparation for their Development Policy Financing III's (DPF III) project. GCA's deliverables include a model Supplementary Natural Gas Processing Agreement, a Natural Gas Marketing Regulation, a Natural Gas Transport Regulation, a Coordination and Implementation Roadmap for a flaring-reduction-gas-to-power program, and a workshop with Ministry of Oil leadership.

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 manage 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.

ANNEX 5: PROJECT DESIGN AND IMPLEMENTATION: CONFLICT SENSITIVITY AND GENDER SENSITIVITY ACTIVITY CHECKLIST

Component	Impact Pattern	Questions	Notes
Location: Where?	Distribution	<ul style="list-style-type: none"> • Why did we choose this location? Are there other donors/activities at work in this location? • Who is left out because of our location choices? • Does the target area benefit one identity (minority, gender, vulnerable) group more than another? • Is this location accessible to all beneficiaries? • Does the location choice of the activity send any messages about preference for one group over another? • Do authorities seek to control or manipulate the selection of beneficiaries, the location of interventions, or activity implementation in ways that are biased and may raise tensions? 	<p>Shias, Sunnis, and Kurds are located in defined-boundaries regions. IGPA will pay extra attention to secure proximity and access to the populations located in four problematic areas so that they can participate in activities and benefit from resources:</p> <ol style="list-style-type: none"> 1. Mixed communities in the disputed areas (Kirkuk, Ninewa, Diyala, and Salah al-Din). 2. Pockets of Shia communities in Sunni areas, and pockets of Sunni communities in Shia areas. Examples of the former are Samara and Baled districts in the Sunni province Salah al-Din, and Tal Afar district in Ninewa. Examples of the latter are Zubair in the Shia province Basrah. 3. Religious minorities are mainly located in the Ninewa valley. 4. The capital Baghdad, which inhabits various Sunni, Shia, Kurdish, and minorities. For example: the Risafa area is mainly Shia and Karekh area is mainly Sunni. The Kurds are mainly located in Falastine street and Jamila quarters, whereas the Christians are in the Karrada, Mesbah, and Zaiona areas.
Participants: For who?	Inclusion	<p><i>For who?</i></p> <p>Are all identity groups that exist in the context represented among beneficiaries?</p>	<p>Similar to the above, designing project activities is problematic for the mixed communities. IGPA will work to address the sensitivity of beneficiary selection in the disputed areas, pockets of Sunnis and Shias</p>

Component	Impact Pattern	Questions	Notes
With whom?		<ul style="list-style-type: none"> • Why did we choose our criteria to select a target group? Why them? Why not others? • Who did we leave out and why? • Will anticipated interventions exacerbate existing tensions (dividers) between these identity groups? • How might patterns of exclusion (e.g., gender, identity) impact access to aid? <p><i>With whom?</i></p> <ul style="list-style-type: none"> • Do staff of potential partner organizations represent any particular group? • Are staff able to engage with both men and women, for example in environments where women's engagement may be limited? • Are they able to engage vulnerable populations? • Which partner authorities are involved in the activity? • Are these authorities considered representative of diverse identities (women, vulnerable populations, ethnicity, etc.)? • Are they seeking to bolster their position or legitimacy or to weaken that of others? 	communities in the opposite sect areas, and the Ninewa Valley.
Activity: What does it involve?	Operationalization	<ul style="list-style-type: none"> • What resources (skills, services, goods, etc.) is the activity bringing? • Are the resources appropriate for the context? For different gender identity groups? • How does the activity distribute resources? • Are certain groups benefiting more than others? • Is there resistance to the activity? By whom? Why? • What is the impact of the activity on conflict dynamics? • What is the impact of the activity on gender dynamics? • How do these resources affect different identity groups and the relations between them? • Are there security risks for beneficiaries? 	<p>IGPA/Takamul's activities are mainly targeting government and bureaucracy officials at the provincial level.</p> <p>The local government and provincial councils are politicians who were elected based on a proportional representation system.</p> <p>Hence, IGPA will pay extra attention in the designing of activities, as they can be highly political and be perceived as inadvertently supporting one group on the expense of the other.</p>

Component	Impact Pattern	Questions	Notes
Purpose: Why this activity?	Legitimization	<ul style="list-style-type: none"> • How does the activity advance the project purpose? • Do people in the community agree that the anticipated desired change facilitated by this activity is important? • Are there differences in needs and perceptions of women and other vulnerable or marginalized populations? • Why did we select these resources and interventions? Why this activity? 	<p>At the heart of IGPA's objectives are better service delivery and decentralization as a means towards achieving that goal.</p> <p>The differences in implementing the decentralization process from one province (representing one ethnic/religion component) to another is visible. For example, PM Abadi has decided to slow down the devolution process to Anbar and Ninewa on allegations of corruption and that the current local governments did not defend their provinces against Da'esh advancement.</p> <p>IGPA will account for such subtle political decision in designing and implementing activities in the newly liberated areas.</p>
Timing: When?	Consideration	<ul style="list-style-type: none"> • Does the planned timing of activity interventions (consultations, training, distributions, etc.) coincide with any of the conflict triggering events, such as elections? • Does the planned timing of interventions make any beneficiaries/staff vulnerable to violence? • Are times appropriate for the inclusion of women, vulnerable groups, and minorities? • Who may be left out based on our timeframes? 	<p>IGPA operates in the following context :</p> <ol style="list-style-type: none"> 1. Post-Da'esh Iraq 2. Post-Kurdish Referendum 3. Pre-Elections of 2018 4. Amidst Abadi anti-corruption campaign 5. Amidst a shaken social contract
Means: How?	Orientation	<ul style="list-style-type: none"> • How do activity operations affect gender, minority, and vulnerable groups dynamics? • Who is involved in decision-making processes? Are these processes inclusive (men, women, marginalized populations, other identity groups)? • What mechanism should we install to create safe spaces for feedback and complaints from participants and non-participants? 	

Component	Impact Pattern	Questions	Notes
		<ul style="list-style-type: none"> Do women, vulnerable populations, and other identity groups have equal access to activity information or do we need to make additional efforts at communication? Are there risks of backlash when supporting the empowerment of women or minority groups in certain areas? If so, how do we mitigate that? 	
Monitoring and Evaluation	Equity and inclusiveness	<ul style="list-style-type: none"> Does the activity require context-specific quantitative and qualitative indicators for conflict sensitivity? Does the activity require context-specific indicators that measure progress or monitor context relative to gendered dimensions of the conflict? What are the adaptive management aspects considered in this activity? 	<p>1. Specific demographic context must be taken into account when establishing targets to ensure an equity lens is setting indicators.</p> <p>2. Context-specific indicators ensure that possible consequences (intended as well as unintended, positive and negative) of community-specific dynamics are detected early on, allowing learning and adaptation to avoid contributing to/accelerating violence and tensions. For example:</p> <ul style="list-style-type: none"> Context-specific indicators to provide information on how the conflict issues relevant to the intervention are evolving. Interaction indicators that track how the intervention is affected by the conflict, and how it affects the conflict trends, considering facts and perceptions of who benefits from the intervention. <p>Context-specific conflict sensitivity indicators serve as an 'early warning system' for program impacts and ensures collaboration, learning and adaptation (CLA) through, inter alia:</p> <ul style="list-style-type: none"> Regular review of Drivers/Connectors (tensions/enablers) for changes in dynamic between these. Revisiting priority Drivers/Connectors to monitor and adjust prioritization as needed.

Component	Impact Pattern	Questions	Notes
			<ul style="list-style-type: none"> • Determining which details of the activity in a specific context caused changes in Drivers/Connectors. • Identifying the Patterns of Impact, i.e. context-specific negative/positive patterns of behavior related to Respect, Accountability, Fairness and Transparency. • Identifying available options to change the patterns, with due consideration to the impact of such changes, e.g. will changes result in conflict mitigation or in amplification?