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# Governance Strengthening Project (GSP/Taqadum)

Quarterly Performance Report (Y4Q2)  
January 1, 2015 – March 31, 2015

# **Governance Strengthening Project (Taqadum)**

Quarterly Performance Report (Y4Q2)  
January 1, 2015 – March 31, 2015

**SUBMITTED BY CHEMONICS INTERNATIONAL**  
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## ACRONYMS

COR	Council of Representatives
COMSEC	Council of Ministers Secretary
DMAT	Decentralization Mapping and Analysis Tool
ESDO	Essential Service Delivery Oversight
HCCP	High Commission for Coordination among Provinces
GO	Governor's Office
GSP/Taqadum	Governance Strengthening Project/Taqadum
ICI	Intergovernmental Coordination Improvement
IOM	International Organization for Migration
IPD	Internally Displaced Persons
ISCI	Islamic Supreme Council of Iraq
ISIL	Islamic State of Iraq and Levant
OCHA	Office of the Coordination of Humanitarian Affairs
PC	Provincial Council
PMAC	Prime Minister's Advisory Council
PPDC	Provincial Planning and Development Council
SC	Sectoral Subcommittees
SDI	Service Delivery Improvements
SDPS	Service Delivery Performance Standards
SDSR	Service Delivery Status Report
STTA	Short Term Technical Advisors
TF	Task Force
USAID	United States Agency for International Development

## OVERVIEW

Per Section F.7A (a) of Contract AID-267-C-11-00006 this Quarterly Performance Report summarizes the activities and accomplishments of the Governance Strengthening Project (GSP/Taqadum) for the second quarter of FY2015, from January 1, 2015 to March 31, 2015.

This quarter was about consolidating the work the project has done on preparing its Decentralization Mapping and Analysis Tool (DMAT) in targeted provinces, rolling it out to political stakeholders, and seeking consensus on next steps. The impact of the program was felt in the high level of support our staff gained—including from high-profile officials.

In January, Sayyid Ammar Al-Hakim, Leader of the Islamic Supreme Council of Iraq, commended GSP/Taqadum's efforts in support of government decentralization and vowed to approach the Iraqi Prime Minister to explore ways to sustain and support the USAID project.

Sayyid Al-Hakim's comments followed a briefing with Mr. Cameron Berkuti, GSP/Taqadum Chief of Party, Mr. Abdul Kareem Kasim, USAID Contracting Officer Representative, and Mr. Wisam Al-Dujaili, GSP/Taqadum Central Regional Manager, and Mr. Haitham Al Hassani, GSP/Taqadum Capacity Building Specialist. Sayyid Al-Hakim was briefed on USAID involvement in Iraq and its assistance to local governments through its many projects operated in Iraq; GSP/Taqadum's role and technical assistance to build the capacity of local officials; the project's approach to helping provinces prepare an effective transition plan for the transfer of ministerial functions to provinces; steps for developing a service delivery improvement plan; and decentralization challenges and opportunities.



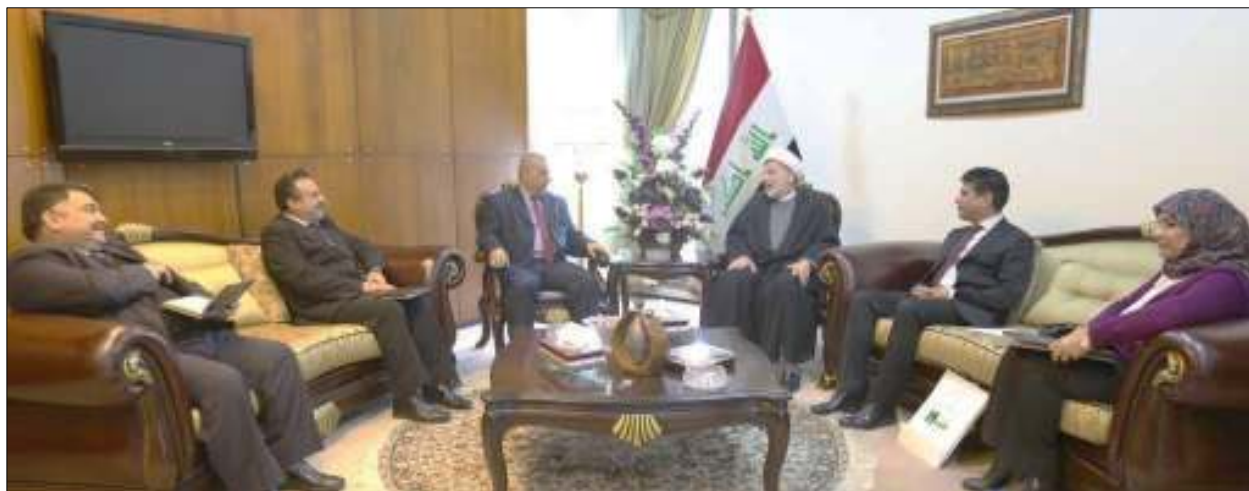
*Sayyid Ammar Al-Hakim, head of the Islamic Supreme Council of Iraq, briefed by Mr. Cameron Berkuti, GSP/Taqadum Chief of Party; Mr. Abdul Kareem Kasim, USAID Contracting Officer Representative; Mr. Wisam Al-Dujaili, GSP/Taqadum Central Regional Manager; and Mr. Haitham Al Hassani, GSP/Taqadum Capacity Building Specialist, on USAID and GSP/Taqadum assistance to local governments.*

In January, Dr. Humam Hamoudi, First Deputy of the Council of Representative (COR) Speaker, praised GSP/Taqadum’s efforts and said that “what the project is doing is an important part of the national reconciliation initiative and a solution to the problems facing Iraq.”

In a meeting attended by Mr. Cameron Berkuti, GSP/Taqadum Chief of Party; Mr. Abdul Kareem Kasim, USAID Contracting Officer Representative; and project senior staff Dr. Hamoudi was briefed on USAID’s role in Iraq and GSP/Taqadum’s decentralization approach, Decentralization Mapping and Analysis Tool (DMAT), and next steps.

Impressed by the project’s initiative, Dr. Hamoudi suggested that he would encourage relevant COR committees to establish a committee to follow up on the implementation of Law 21, as amended, and arrange a meeting for GSP/Taqadum with the Ministry of Finance.

Such a meeting would mark an important milestone in GSP/Taqadum’s support to the Iraqi government’s decentralization efforts and would coincide with the project’s ongoing efforts to develop a framework for decentralizing treasury functions in the provinces—a key step toward ensuring efficiency and accountability in provincial service delivery.



*Dr. Humam Hamoudi (far right), First Deputy COR Speaker, briefed on USAID’s role in Iraq and GSP/Taqadum activities.*

Such support has gradually “trickled up” to translate into public endorsement of decentralization, including by key ministries. Also in January, *Al-Sumeria News* reported that Mr. Abdul Karim Al-Ansari, Minister of Municipalities and Public Works (MMPW), announced that “16 important authorities have been transferred to provinces,” stressing that the Ministry supports the gradual transfer of authorities. He highlighted that the MMPW is the first Ministry that has devolved many authorities to provinces, underscoring the Ministry’s belief in the importance of administrative decentralization. The Minister indicated that “in addition to the 16 functions, many authorities have been granted to provincial directorates without referring to the Ministry.”

Interviewed by the local *Al-Rashid* satellite channel, Mr. Ahmed Al-Jubouri, State Minister for Governorates Affairs, said: “Today, the decentralization process is underway and we are holding meetings and workshops with provinces in coordination with ... GSP/Taqadum to meet the deadline for the implementation of Law 21 as amended. Of course, it will not be practical to transfer all functions at the same time; some functions can be transferred immediately and others after three and six months, or maybe in a year. This delay may be due to legal, technical or administrative reasons, or it could be due to unpreparedness of provinces in some areas.”

Such legal hurdles—potential or real—did not stop us from doing our work, however, with both committee meetings and advocacy continuing to take place, framed by our legal experts’ analysis of key laws and regulations that could stand in the way of decentralization. This effort leads our reporting this quarter, as captured in the next section.

## LEGAL ANALYSIS

Early in the quarter, the project flagged to the provinces the contents of a proposed health law, citing clauses that ran contrary to Law 21. The initiative prompted the Minister of State for Governorates Affairs to lodge an official objection to the law. The following week, the objection was upheld by Iraq’s Prime Minister, who issued the following January 15 directive to the Council of Ministers’ Secretariat:

*Referring to the official letter No. 22/4230, dated 18 December 2014 and issued by the Minister of State for Governorates Affairs’ Office and Council of Representatives Affairs, the Prime Minister approved the withdrawal of the draft Health Law passed by the Council of Ministers and submitted to the Council of Representatives, in order to be re-written in a manner that is consistent with the principle of administrative decentralization.*

That is the kind of behind-the-scenes impact GSP/Taqadum is keen to support. As the August 5 deadline for implementation of Law 21 draws closer, we will be keeping a close eye on other potential stumbling blocks. Meanwhile, our work continued.

Some of our work involved facilitating discussion of relevant legal issues at the highest levels, including through an event with the Al Nahrain Center in February. Signaling increasing interest in GSP/Taqadum’s decentralization approach by provincial leaders and their counterparts in Iraq’s ministries, more than 50 provincial and federal officials attended the February 5th strategy session held at the Baghdad think tank supported by the Council of Ministers. Participants included representatives from the Council of Minister’s Secretariat (COMSEC), Ministry of State for Governorates Affairs (MOSGA), Council of Representatives (COR), Governors, PC Chairs and members, the Prime Minister’s Advisory Commission (PMAC), Governors’ advisors, and USAID and GSP/Taqadum staff. Dr. Talib Al Hamadani, General Director of the center, welcomed the participants and thanked the GSP/Taqadum team for their effort in assisting

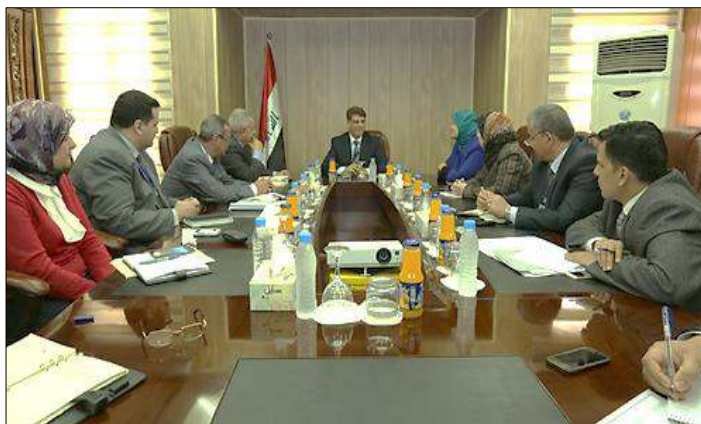


provinces to effectively meet their community needs. Dr. Wathiq Al Hashmi from the center moderated the workshop.

In his opening speech, Mr. Cameron Berkuti, GSP/Taqadum Chief of Party, stressed that accountability and oversight will be critical to the devolution process. Otherwise, he said, “corruption will be moved from one governmental level to another.” The project’s Contracting Officer Representative Mr. Abdul Kareem Kassim from USAID also participated in the workshop.

Mr. Rahman Hasan, Deputy COMSEC Secretary for Provincial Affairs, thanked GSP/Taqadum for spearheading this approach, affirming that the cooperative effort played a part in the Iraqi Prime Minister’s decision to withdraw a proposed appeal to Law 21. Mr. Hasan praised coordination between MOSGA and the provinces and reiterated COMSEC support for decentralization. Echoing this sentiment, PMAC member Mr. Latif Al-Tarfah noted that, following withdrawal of the Law 21 appeal, committees had been set up in the Council of Ministers to review the law’s potentially contentious articles and recommend ways to bridge any remaining gaps between the ministries and provinces regarding decentralization.

Aligning the interests and efforts of central and provincial governments remains a fundamental part of GSP/Taqadum’s mission. After all, decentralization is not an end in itself, but rather a means toward improved services for Iraq’s citizens.



*Deputy COMSEC Secretary Mr. Rahman Hasan (center) and USAID and GSP/Taqadum staff discussing financial issues with representatives of the Finance and Planning ministries.*

## ORGANIZATIONAL DEVELOPMENT

Building on the momentum generated by the Al-Nahrain event, Mr. Rahman Hasan, Deputy COMSEC Secretary, convened a February 10th meeting to explore mechanisms for the transfer of ministerial functions with key officials from the Ministries of Finance and Planning as well as USAID and GSP/Taqadum senior staff. Mr. Hasan called on participants to ensure the smooth transfer of functions to the provincial level according to the Iraqi Constitution and related legislation, including Law 21. USAID and GSP/Taqadum representatives stressed that the transfer of authorities aimed to improve citizen services and streamline financial procedures. To this end, participants discussed a proposed working paper on financial management, a proposed organizational chart for provincial treasurers, and a proposed process for financing decentralized directorates.

On February 8th, the Ministry of Municipalities and Public Works' (MMPW) Urban Planning and Sewage Committees met with provincial subcommittee counterparts from Najaf, Karbala, Muthanna, Diwaniyah, and Anbar to review results of the Decentralization Mapping and Analysis Tool (DMAT) developed by targeted provinces and with assistance from GSP/Taqadum. The Directorate General of Urban Planning agreed to transfer administrative, legal, and finance functions to the provinces, but participants agreed to keep technical functions—establishment and oversight of national urban planning standards—at the ministerial level.



*MMPW committees reviewing DMAT results with provincial subcommittees.*

Meanwhile, on February 10th, a similar meeting was held with the participation of 31 relevant MMPW committees and officials from the provinces of Kirkuk,

Diyala, Thi Qar, and Ninewa to discuss results of the DMAT for the Water and Planning and Follow-Up directorates. Participants agreed on all functions that are to be transferred immediately and within six months.

## **FUNCTIONS AND SERVICES**

With the planned August deadline for the transfer of ministerial functions to the provincial level rapidly approaching, and based on the premise that the main goal of decentralization is to improve service delivery to citizens, local governments are required to develop and implement a robust plan for service delivery improvement to cement trust with citizens and prove to the federal government that the transfer of functions is justified.

GSP/Taqadum has been working with sub-committees in targeted provinces to prepare a final draft Service Delivery Improvement Plan (SDIP) to be presented to their respective task forces. To this end, the project provided extensive technical assistance and held several meetings and workshops to help the sector sub-committees of Health, Education, Water, Sewage, and Municipality to develop a comprehensive plan for each sector.

Toward the end of this quarter, 37 final draft SDIPs were officially submitted to the Governors' Offices (GOs) of all seven provinces targeted by GSP/Taqadum, and a date was scheduled for each sub-committee to present its SDIP to the respective provincial Task Force.

Each SDIP contains challenges facing current service delivery, a SWOT analysis, performance indicators, gap analysis, SDIP stages, short- and long-term solutions, and recommendations.

Part of the GSP/Taqadum decentralization approach is to propose and design financial management processes and procedures to support and sustain services that will be transferred to the provinces after the implementation of Law 21, as amended. For this purpose GSP/Taqadum has developed, in cooperation with targeted provinces, a working paper on local financial management for provincial governments. This working paper includes:

- An organizational chart for a proposed Financial Affairs Department;
- Roles and responsibilities of the proposed department;
- Financing procedures and financial reporting requirements for local spending units;
- Local capital budgeting processes;
- Auditing and financial controls mechanisms; and
- Principles of local revenue generation and financial management.

Over 140 participants attended a two-day workshop organized by GSP/Taqadum and sponsored by the Council of Minister's Secretariat (COMSEC) in Baghdad on February 25<sup>th</sup> and 26<sup>th</sup>, 2015. The workshop was attended by federal and provincial officials including the COMSEC Deputy Secretary, representatives of the Ministry of State for Governorates Affairs, the Prime Minister's Advisory Commission (PMAC), Ministries of Municipalities and Public Works (MMPW), Health, Education, and Planning, a Baghdad PC member, heads and key staff of Governors' Offices (GOs) and targeted directorates' Accounting and Auditing sections and Treasury heads of the seven targeted provinces (Baghdad, Babil, Diwaniyah, Diyala, Kirkuk, Najaf, and Wasit), as well as the USAID Contracting Officer Representative (COR).

The workshop was designed to present and solicit feedback on GSP/Taqadum's financial management working paper from the financial staff of local departments, treasury departments, and GOs.

In his opening remarks, Mr. Rahman Issa, COMSEC Deputy Secretary for provincial affairs, reaffirmed the Prime Minister's intention to proceed with the transfer of functions to provinces, but he pointed out that the implementation of Law 21, as amended, requires addressing some problems related to this law. He pointed out that all concerned parties should be prepared for the implementation of this law to ensure smooth transition.

Mr. Cameron Berkuti, GSP/Taqadum Chief of Party, briefed participants on USAID goals and achievements in Iraq since 2003 and outlined goals of the GSP/Taqadum administrative decentralization approach. He pointed out that the project assisted in mapping and analyzing

ministerial functions, of which 70% can be immediately transferred to the provincial level. Mr. Berkuti concluded by saying that administrative decentralization is not an end by itself; rather, it is an effective means to improve services.

Panel discussion was the format chosen for this workshop. A panel of two GSP/Taqadum short-term financial experts and the senior budgeting specialist discussed the project's views on each topic of the workshop and then answered questions from participants. During the workshop, four topics were addressed: a proposed organizational structure and responsibilities of the provincial Financial Affairs Department (FAD); financing procedures between this FAD and provincial directorates; provincial budget investment preparation; and auditing and internal control.

The workshop affirmed several recommendations, including:

- The proposed Financial Affairs Department should expand to become a Directorate;
- Existing Treasury staff should be provided adequate training to be ready to take up the new responsibilities;
- Job descriptions should be developed for key financial officials in the Department;
- A provincial deposit account should be opened;
- Citizens should be involved in the preparation of the investment budget;
- The provincial investment budget should be deemed an integral part of the overall provincial strategic plan;
- Greater emphasis should be placed on developing performance assessment and monitoring; and
- The skills of audit and internal control staff, especially newly appointed employees, should be developed.

As a follow-up to the recommendations made at the financial workshop, project financial specialists discussed job description and staffing resources for the proposed provincial Financial Affairs Department with Diyala and Wasit Treasury managers. As a result, proposed job descriptions were developed for the main staff in the proposed FAD sections and units. Further, GSP/Taqadum discussed and made final revisions to a proposed organizational structure for the GO and provincial FAD with Kirkuk key GO officials. In Baghdad, the GO organizational structure was discussed with the Deputy Governor and GO section managers. Participants provided feedback and suggested some revisions to the proposed structure.



*Kirkuk GO officials discussed the GO and FAD proposed structures with project staff.*

## LOOKING AHEAD

As Iraq fast approaches the August 5 deadline for decentralization, GSP/Taqadum is looking ahead toward implementation of Law 21 within targeted ministries. Part of this is exposing our counterparts within Iraqi government to real-world examples of similar decentralization experiences—including in other countries.

To this end, a delegation of Iraqi national and local officials conducted a study tour in Indonesia to get acquainted with Indonesia's experience in implementing decentralization. Mr. Riyadh Al-Adhadh, Baghdad Provincial Council (PC) Chair, stated that the delegation conducted meetings with Indonesian officials from different ministries to be familiar with mechanisms, structures, and processes adopted in shifting to decentralization.

During the tour, Mr. Ra'ad Al-Jubouri, Babil PC Chair, invited Indonesian companies and businessmen to invest in the southern Iraqi province. He said the study tour, which was conducted in cooperation with GSP/Taqadum, was designed to make use of Indonesia's experience in the transfer of functions to provinces to promote decentralization efforts.

Mr. Wisam Aslan, Babil Deputy Governor, said that the GSP/Taqadum-sponsored study tour offered Iraqi officials the chance to know the strengths and weaknesses of Indonesia's experience with decentralization, shedding light on Iraq's own efforts and helping provinces—and their counterparts in central government—to avoid potential pitfalls as Iraq's own deadline for decentralization rapidly approaches.

Participants learned that despite a "Big Bang" approach of Indonesian decentralization move, Indonesian governments have become more responsive to citizens needs. In fact, provinces began competing with each other to provide better services and infrastructures, and attract international investments. As a result, ten economic centers emerged in the country. They also learned that decentralization is an on-going process and it has to be citizen focused. The Indonesian decentralization move saved the country from divisions by empowering local governments and bringing public decision-making process closer to people. Participants began comparing the Indonesian situations with the Iraqi situations and at the final analysis they felt Iraqi local governments are better prepared and ready for the decentralization process.

Another key indicator of GSP/Taqadum’s readiness to help implement Law 21 is the demand for our services by provinces not currently targeted by the project. In March, at the request of the Wasit Ministry of Labor and Social Affairs (MOLSA) directorates, GSP/Taqadum conducted a meeting of directorate managers and legal staff to exchange experience and build consensus on Intergovernmental Coordination Implementation (ICI) and Service Delivery Improvements (SDI) plans.



*Iraqi delegate meeting with Dr. Kurniasih, the Director of Local Government Department at the Indonesian Ministry of Home Affairs (Kementerian Dalam Negeri)*

GSP/Taqadum staff provided an overview on the project’s decentralization approach and activities in targeted provinces and the methodology of mapping and analyzing ministerial functions. Participants were also briefed on how to identify laws and regulations that are inconsistent with decentralization to facilitate implementation of Law 21, as amended. By the end of this meeting, participants had gained a good understanding of the steps developed by GSP/Taqadum to help local governments in the current decentralization efforts. As a result, MOLSA directorates requested GSP/Taqadum to provide technical assistance and advice to help them jumpstart the decentralization process in their directorates.

All of this progress points to a country poised to take on the challenges of decentralization—challenges that GSP/Taqadum is prepared to help address through the continued support of USAID and our counterparts in Iraqi government.

## ANNEX A: STATUS OF GSP/TAQADUM ACTIVITIES

Table 1: Formation, Capacity Building and Data Collection Progress

The following table indicates GSP/Taqadum activities that are either completed or in progress in all seven provinces assigned to the program.

**C** Completed      **IP** In Progress

TF Orientation	TF Capacity Building	Directorate	Sub-Comm. Formation	Sub-Comm. Orientation	Capacity Building	Data Collection
C	C	Municipalities	C	C	C	C
		Health	C	C	C	C
		Education	C	C	C	C

Table 2: Analysis Progress

- ✓ Activity is completed
- Activity is in process
- ✓ Newly completed activity

Municipalities	Baghdad	Wasit	Babil	Najaf	Diwaniyah	Diyala	Kirkuk
Review the completed assessment forms by the sub-committees for completeness and tabulate the forms	✓	✓	✓	✓	✓	✓	✓
Review and analyze the completed assessment form by staff to determine the "As-Is" situation	✓	✓	✓	✓	✓	✓	✓
Present the "As-Is" situation to sub-committees	✓	✓	✓	✓	✓	✓	✓
Identify initial functions list by GSP Team	✓	✓	✓	✓	✓	✓	✓

Develop Decentralization Mapping and Analysis Tool (DMAT) for assigning functions to an appropriate level of government and performing analysis to determine the feasibility of transfer- by GSP Team	✓	✓	✓	✓	✓	✓	✓
Review and discuss initial functions list, identify additional functions, and apply DMAT by the sub-committee	✓	✓	✓	✓	✓	✓	✓
Complete DMAT by GSP staff	✓	✓	✓	✓	✓	✓	✓
Present final draft DMAT to subcommittees	✓	✓	✓	✓	✓	✓	✓
Present DMAT to TF	✓	✓	✓	✓	✓	✓	✓



<b>Health</b>	<b>Baghdad</b>	<b>Wasit</b>	<b>Babil</b>	<b>Najaf</b>	<b>Diwaniyah</b>	<b>Diyala</b>	<b>Kirkuk</b>
Review the completed assessment forms by the sub-committees for completeness and tabulate	✓	✓	✓	✓	✓	✓	✓
Review and analyze the completed assessment form by staff to determine "As-Is" situation	✓	✓	✓	✓	✓	✓	✓
Present "As-Is" situation to sub-committees	✓	✓	✓	✓	✓	✓	✓
Identify initial functions list by GSP Team	✓	✓	✓	✓	✓	✓	✓
Develop Decentralization Mapping and Analysis Tool (DMAT) for assigning functions to an appropriate level of government and analysis to determine the feasibility of transfer- by GSP Team	✓	✓	✓	✓	✓	✓	✓
Review and discuss initial functions list, identify additional functions, and apply DMAT by the sub-committee	✓	✓	✓	✓	✓	✓	✓
Complete DMAT by GSP staff	✓	✓	✓	✓	✓	✓	✓
Present final draft DMAT to sub-committees	✓	✓	✓	✓	✓	✓	✓
Present DMAT to TF	✓	✓	✓	✓	✓	✓	✓

<b>Education</b>	<b>Baghdad</b>	<b>Wasit</b>	<b>Babil</b>	<b>Najaf</b>	<b>Diwaniyah</b>	<b>Diyala</b>	<b>Kirkuk</b>
Review the completed assessment forms by the sub-committees for completeness and tabulate them	✓	✓	✓	✓	✓	✓	✓

Review and analyze the completed assessment form by staff to determine "As-Is" situation	✓	✓	✓	✓	✓	✓	✓
Present "As-Is" situation to subcommittees	✓	✓	✓	✓	✓	✓	✓
Identify initial functions list by GSP team	✓	✓	✓	✓	✓	✓	✓
Develop Decentralization Mapping and Analysis Tool (DMAT) for assigning functions to an appropriate level of government and analysis to determine the feasibility of transfer- by GSP Team	✓	✓	✓	✓	✓	✓	✓
Review and discuss initial functions list, identify additional functions, and apply DMAT by the sub-committee	✓	✓	✓	✓	✓	✓	✓
Complete DMAT by GSP staff	✓	✓	✓	✓	✓	✓	✓
Present final draft DMAT to subcommittees	✓	✓	✓	✓	✓	✓	✓
Present DMAT to TF	✓	✓	✓	✓	✓	✓	✓

Table 3: ESDO Status

- ✓ Activity is completed
- Activity is in process
- ✓ Newly completed activity

<b>Municipality</b> (Note: Baghdad has no Municipality)							
	Baghdad	Wasit	Babil	Najaf	Diwaniyah	Diyala	Kirkuk
ESDO action plan adopted	NA	✓	✓	✓	✓	✓	✓
SDPS adopted	NA	✓	✓	✓	✓	✓	✓
SDSP indicators submitted	NA	✓	✓	✓	✓	✓	✓

ESDO start analysis services gaps	NA	✓	✓	✓	✓	✓	✓
ESDO issued services delivery status report	NA	✓	✓	✓	✓	✓	✓
Municipality Directorate issued Service Delivery Improvement Plan (SDIP)		✓	✓	✓	✓	✓	✓
<b>Municipalities</b>							
	Baghdad	Wasit	Babil	Najaf	Diwaniyah	Diyala	Kirkuk
ESDO action plan adopted	✓	✓	✓	✓	✓		✓
SDPS adopted	✓	✓	✓	✓	✓		✓
SDSP indicators submitted	✓	✓	✓	✓	✓		✓
ESDO start analysis services gaps	✓	✓	✓	✓	✓		✓
ESDO issued services delivery status report	✓	✓	✓	✓	✓		✓
Municipalities Directorate issued SDIP							
<b>Water</b>							
	Baghdad	Wasit	Babil	Najaf	Diwaniyah	Diyala	Kirkuk
ESDO action plan adopted	✓	✓	✓	✓	✓	✓	✓
SDPS adopted	✓	✓	✓	✓	✓	✓	✓
SDSP indicators submitted	✓	✓	✓	✓	✓	✓	✓
ESDO start analysis services gaps	✓	✓	✓	✓	✓	✓	✓
ESDO issued services delivery status report	✓	✓	✓	✓	✓	✓	✓
Water Directorate issued SDIP	✓	✓	✓	✓	✓	✓	✓
<b>Sewer</b>							
	Baghdad	Wasit	Babil	Najaf	Diwaniyah	Diyala	Kirkuk
ESDO action plan adopted	✓	✓	✓	✓	✓	✓	✓

SDPS adopted	✓	✓	✓	✓	✓	✓	✓
SDSP indicators submitted	✓	✓	✓	✓	✓	✓	✓
ESDO start analysis services gaps	✓	✓	✓	✓	✓	✓	✓
ESDO issued services delivery status report	✓	✓	✓	✓	✓	✓	✓
Sewage Directorate issued SDIP	✓	✓	✓	✓	✓	✓	✓
<b>Health</b>							
	Baghdad	Wasit	Babil	Najaf	Diwaniyah	Diyala	Kirkuk
ESDO action plan adopted	✓	✓	✓	✓	✓	✓	✓
SDPS adopted	✓	✓	✓	✓	✓	✓	✓
SDSP indicators submitted	✓	✓	✓	✓	✓	✓	✓
ESDO start analysis services gaps	✓	✓	✓	✓	✓	✓	✓
ESDO issued services delivery status report	✓	✓	✓	✓	✓	✓	✓
Health Directorate issued SDIP	✓	✓	✓	✓	✓	✓	✓
<b>Education</b>							
	Baghdad	Wasit	Babil	Najaf	Diwaniyah	Diyala	Kirkuk
ESDO action plan adopted	✓	✓	✓	✓	✓	✓	✓
SDPS adopted	✓	✓	✓	✓	✓	✓	✓
SDSP indicators submitted	✓	✓	✓	✓	✓	✓	✓
ESDO start analysis services gaps	✓	✓	✓	✓	✓	✓	✓
ESDO issued services delivery status report	✓	✓	✓	✓	✓	✓	✓
Education Directorate issued SDIP	✓	✓	✓	✓	✓	✓	✓

ANNEX B: PERFORMANCE INDICATORS

Indicator	Description	Reporting Frequency	Y4 Target	Y4 Q2 Actual	Year-to-Date	Year – to - Date Variance	Variance / Notes
1	Number of Decentralization Action Plans Developed and Submitted to HCCP	Semi- Annually	21	0	0	-21	<ul style="list-style-type: none"> <li>The ICI plans are completed for the ministries of Health, Education, and Municipalities in each of the 7 target provinces.</li> <li>Developed ICI Plans for the said ministries were agreed upon by target provinces. These plans were submitted to MOSGA, Secretary General of HCCP. MOSGA is holding a series of deliberations gathering central and local governments.</li> <li>The GOs have not submitted to HCCP awaiting deliberations on resolution 62 of Council of Ministers, which has suspended any measures pending another amendment to Law 21</li> </ul>
2	Number of Provincial Local Administration Structures to Manage Decentralization Defined	Semi- Annually	7	7	7	0	<ul style="list-style-type: none"> <li>The target of this indicator has been met in Y4 Q2 as each of the 7 target provinces has come out with a developed organization structure with roles and responsibilities including functional description of each of the entities within the structure.</li> <li>The new Org Charts define a local administration structure that allows Governor’s Offices to perform their responsibilities under amended Law 21 to oversee and manage decentralized Health, Education, and Municipality and Public Works directorates</li> </ul>

Indicator	Description	Reporting Frequency	Y4 Target	Y4 Q2 Actual	Year-to-Date	Year – to - Date Variance	Variance / Notes
3	Number of Provincial Staff that Participated in Capacity Building on Decentralization	Quarterly	210	398	742	532	<ul style="list-style-type: none"> <li>• The high interest in GSP decentralization activities by target provinces resulted in a high positive variance.</li> <li>• National Finance Workshop held in Baghdad on 25-26 Feb 2015 witnessed 146 participants. Also, 74 attendants participated in the Organizational Framework Workshop held in Erbil on Jan 6-8, 2015. In addition, MMPW HQ hosted a meeting for DMAT Results Deliberations with local governments’ representatives by 60 participants on Feb 3, 2015.</li> <li>• participants are counted only once since decentralization activities have been launched</li> <li>• due to activities of pairing non-targeted with targeted provinces, there were participants from these provinces as follow: Anbar 1, Basrah 4, DhiQar 40, Karbala 10, Maysan 2, and Salah Ad Din 3 but were not counted as they are not a target within current scope</li> </ul>
			168	287	569	401	
			42	111	173	131	

Indicator	Description	Reporting Frequency	Y4 Target	Y4 Q2 Actual	Year-to-Date	Year – to - Date Variance	Variance / Notes
4	Number of Service Delivery Improvement (SDI) Plans Drafted	Semi- Annually	35	37	37	2	<ul style="list-style-type: none"> <li>• During Y4 Q2, the five sectors of water, sewer, municipality, health and education of each of the seven target provinces have developed a specific SDI Plan.</li> <li>• The positive variance was because of targeting three education directorates in Baghdad rather than one. The three targeted education directorates are Karkh 2<sup>nd</sup>, Karkh 3<sup>rd</sup>, and Rusafa 2<sup>nd</sup>.</li> </ul>
5	Number of Provincial Sectorial Performance Standards Developed with Line Ministries to Address Service Delivery Issues	Semi- Annually	17	17	17	0	<p>The target of this indicator has been met in Y4 Q2 as the seven target provinces met all set thresholds of:</p> <ul style="list-style-type: none"> <li>• The target province established an ESDO unit or workgroup</li> <li>• Performance standards for health and education (in 7 provinces) in addition to municipality, sewage, and water for Baghdad only; one field test conducted for the said services above.</li> <li>• A written report related to the findings of the field tests and recommendations for improvement issued.</li> </ul>

Indicator	Description	Reporting Frequency	Y4 Target	Y4 Q2 Actual	Year-to-Date	Year – to - Date Variance	Variance / Notes
6	Number of Sub-national Entities Receiving GSP/Taqadum Assistance that Improve their Performance	Quarterly	90	165	349	259	<ul style="list-style-type: none"> <li>• Over-expected high number of entities interested in GSP decentralization activities resulted in big variance over target. By definition, similar units are counted as long as they belong to different organizations and/ or provinces.</li> <li>• Entities are counted only once since decentralization activities have been launched.</li> </ul>



Performance Indicators by Province

No	Indicator	Annual Target	Actual All Provinces Year-to-Date	Variance All Provinces Year-to-Date	Year 4 Quarter 2 ONLY								
					Actual ALL Provinces – Y4Q2	Babil	Baghdad	Diwaniyah	Diyala	Kirkuk	Najaf	Wasit	
1	Number of Decentralization Action Plans Developed and Submitted to HCCP	21	0	-21	0	-	-	-	-	-	-	-	
2	Number of Provincial Local Administration Structures to Manage Decentralization Defined	7	7	0	7	1	1	1	1	1	1	1	
3	Number of Provincial Staff that Participated in Capacity Building on Decentralization	<b>Total</b>	<b>210</b>	<b>742</b>	<b>532</b>	<b>398</b>	<b>35</b>	<b>150</b>	<b>20</b>	<b>33</b>	<b>46</b>	<b>54</b>	<b>60</b>
		Male	168	569	401	287	28	103	15	27	27	42	45
		Female	42	173	131	111	7	47	5	6	19	12	15
4	Number of Service Delivery Improvement (SDI) Plans Drafted	35	37	2	37	5	7	5	5	5	5	5	
5	Number of Provincial Sectorial Performance Standards Developed with Line Ministries to Address Service Delivery Issues	17	17	0	17	2	5	2	2	2	2	2	
6	Number of Sub-national Entities Receiving GSP/Taqadum Assistance that Improve their Performance	90	349	259	165	11	66	7	17	26	19	19	

## ANNEX C: STAFFING

*Long-Term Support and Professional Staff Beginning on or Departing from the Project during the Quarter:*

Name	Job Title	Component	Firm	Employment Type	Start Date	End Date
Abbas Mohammed Burhan	Project Specialist - Legislative	program	Chemonics (IDS)	Long-Term	22-Feb-15	
Ali Hussein Abed Janabi	Project Specialist - Service Delivery	Program	Chemonics (IDS)	Long-Term	15-Jan-15	
Laith Falah Kareem Al-Muhna	Project Specialist - Service Delivery	program	Chemonics (IDS)	Long-Term	29-Jan-15	
Mohanad Ibraheem Alwan Al-Saadi	Project Specialist - Service Delivery	program	Chemonics (IDS)	Long-Term	04-Jan-15	
Mohanad Sudad Hamzah	Project Specialist - Service Delivery	program	Chemonics (IDS)	Long-Term	04-Jan-15	
Omeed Sidiq Salih Mamshye	Project Specialist - Legislative	program	Chemonics (IDS)	Long-Term	01-Mar-15	
Fatin Matti Dohoka	Office and Operations Manager	Admin.	Chemonics (IDS)	Long-Term		26-Feb-15
Ahmed Mohammed Salih Abd Alhassan	Legislative Specialist	program	Chemonics (IDS)	Long-Term		08-Feb-15
Huda Adel Mohammed Al-Salihi	Reporting Specialist/Translator	Cross-Cutting	Chemonics (IDS)	Long-Term		22-Feb-15
Oday Hamzah Hammood Al-Mamoori	Project Specialist - Service Delivery	program	Chemonics (IDS)	Long-Term		12-Jan-15

*Short-Term Technical Assistance Provided during the Quarter:*

<b>Name</b>	<b>Component</b>	<b>SOW Activity</b>	<b>Firm</b>	<b>Employment Type</b>	<b>Arrival Date</b>	<b>Departure Date</b>
Albert Haines	Program	Finance advisor	Chemonics (HO)	Short-Term	20-Jan-15	26-Feb-15
Ciara Richards	Program	Security Director	Chemonics (HO)	Short-Term	20-Jan-15	17-Feb-15
Howard Edwards	Program	Senior Governance Advisor	Chemonics (HO)	Short-Term	08-Jan-15	14-Mar-15
John Battaile	Program	Manager/ FCR	Chemonics (HO)	Short-Term	16-Mar-15	24-Mar-15
Samer Badawi	Program	Communication Specialist	Chemonics (HO)	Short-Term	03-Jan-15	15-Mar-15
Todd Diamond	Program	Middle East Director	Chemonics (HO)	Short-Term	28-Feb-15	06-Mar-15

## ANNEX D: COMPLETED AND ONGOING PROCUREMENTS

## Baghdad

Procurement Activity	Achievements and Status
Extending Blanket Purchase Agreement GSP-BPA-12-01	The Extending Blanket purchase agreement GSP-BPA-12-01, Cash delivery service was signed with Pilot Forge in Exchange Co.  Extension time - (one Month) - From 01, April 2015 till April, 30 <sup>th</sup> , 2015  Status: in Process
Extending Blanket Purchase Agreement GSP-BPA-12-03	The Extending Blanket purchase agreement GSP-BPA-12-03, Fuel Supplier in Baghdad service was signed with Mr. Kareem Neda Hamza.  Extension time - (One Month) - From 01 <sup>st</sup> , April, 2015 till 30 <sup>th</sup> April 2015. Status: in Process
Extending Blanket Purchase Agreement GSP-BPA-12-07	The Extending Blanket purchase agreement GSP-BPA-12-07, On-Demand Editing & Translation Services, was signed with Akad Translating Center.  Extension time - (One Month) - From 01 <sup>st</sup> , April, 2015 till 30 <sup>th</sup> April 2015. Status: in Process
Extending Blanket Purchase Agreement GSP-BPA-13-09	The Extending Blanket purchase agreement GSP-BPA-13-09, Hotel Services were signed with Al-Remal Hotel  Extension time - (One Month) - From 01 <sup>st</sup> , April, 2015 till 30 <sup>th</sup> April 2015. Status: in Process
Extending Blanket Purchase Agreement GSP-BPA-13-12	The Extending Blanket purchase agreement GSP-BPA-13-12, Hotel Services was signed with Baghdad Hotel.  Extension time - (One Month) - From 01 <sup>st</sup> , April, 2015 till 30 <sup>th</sup> April Status: in Process
Extending Blanket Purchase Agreement GSP-BPA-13-15	The Extending Blanket purchase agreement GSP-BPA-13-1215, Printing and design services were signed with Dan for printing.  Extension time - (One Month) - From 01 <sup>st</sup> , April, 2015 till 30 <sup>th</sup> April. Status: in Process
Blanket Purchase Agreement GSP-BPA-14-17	The Extending Blanket purchase agreement GSP-BPA-14-17, HP cartridges services were signed with Jannat Al-Farah Co .  Extension time - (One Month) - From 01 <sup>st</sup> , April, 2015 till 30 <sup>th</sup> April Status: in Process

<p>Blanket Purchase Agreement GSP-BPA-14-18</p>	<p>The Extending Blanket purchase agreement GSP-BPA-14-18, Stationary services were signed with Dar Al -Meezan Co.</p> <p>Extension time - (One Month) - From 01<sup>st</sup>, April, 2015 till 30<sup>th</sup> April</p> <p>Status: in Process</p>
<p>Services Agreement – Driver GSP-SA-001</p>	<p>Transportation Services- Signed on June, 25<sup>th</sup>, 2012 with Mr. Emad Mohammad Ali.</p> <p>Extension time - (One Month) - From 01<sup>st</sup>, April, 2015 till 30<sup>th</sup> April</p> <p>Status: in Process</p>
<p>Services Agreement – Site Keeper GSP-SA-007- Location : Hila Hub All the original documents in Baghdad office.</p>	<p>Site Keeper- Signed on October, 18<sup>th</sup>, 2012 with Mr. Ali Hussein Abo Sood Kerkoosh.</p> <p>Extension time - (One Month) - From 01<sup>st</sup>, April, 2015 till 30<sup>th</sup> April</p> <p>Status: in Process</p>
<p>Services Agreement – Generator Operator GSP-SA-008- Location: Hila Hub All the original documents in Baghdad office.</p>	<p>Generator Operator- Signed on October, 18<sup>th</sup>, 2012 with Mr. Jawdet Ghalib Sajit Al-Murshidy.</p> <p>Extension time - (One Month) - From 01<sup>st</sup>, April, 2015 till 30<sup>th</sup> April</p> <p>Status: in Process</p>
<p>Services Agreement – Site Keeper GSP-SA-009- Location: Hila Hub All the original documents in Baghdad office.</p>	<p>Site Keeper- Signed on October, 18<sup>th</sup>, 2012 with Mr. Ahmed Saleem Abid Al-Shukry.</p> <p>Extension time - (One Month) - From 01<sup>st</sup>, April, 2015 till 30<sup>th</sup> April</p> <p>Status: in Process</p>
<p>Services Agreement – General Service Assistant GSP-SA-010- Location: Hila Hub All the original documents in Baghdad office.</p>	<p>General Service Assistant Signed on October, 01<sup>st</sup> , 2012 with Mr. Haider Nadhum Mohammed Al-Shamoony</p> <p>Extension time - (One Month) - From 01<sup>st</sup>, April, 2015 till 30<sup>th</sup> April. And pay rise- \$ 75 (to be 575\$/Month)-</p> <p>Status: in Process</p>
<p>Services Agreement – General Service Assistant. GSP-SA-011- Location: Hila Hub All the original documents in Baghdad office.</p>	<p>General Service Assistant. Signed on October, 01<sup>st</sup> , 2012 with Mr. Basheer AbdulZehra Hasan Al-Khafaji.</p> <p>Extension time - (One Month) - From 01<sup>st</sup>, April, 2015 till 30<sup>th</sup> April. And pay rise- \$ 75 (to be 575\$/Month)-</p> <p>Status: in Process</p>

<p>Services Agreement – Generator Operator GSP-SA-012- Location: Hila Hub All the original documents in Baghdad office.</p>	<p>Generator Operator- Signed on October, 01<sup>st</sup>, 2012 with Mr. Ahmed Falah Hasan Abo Zerra . Extension time - (One Month) - From 01<sup>st</sup>, April, 2015 till 30<sup>th</sup> April Status: in Process</p>
<p>Services Agreement – Legal Services GSP-SA-013-</p>	<p>Legal Services- Signed on November, 14<sup>th</sup>, 2012 with Dar Salam Legal and Translation Consultancy, LLC. Extension time - (One Month) - From 01<sup>st</sup>, April, 2015 till 30<sup>th</sup> April Status: in Process</p>
<p>Services Agreement – Driver GSP-SA-014-</p>	<p>Transportation Services- Signed on November, 14 th, 2012 with Mr. Haider Abdul Redia Extension time - (One Month) - From 01<sup>st</sup>, April, 2015 till 30<sup>th</sup> April Status: in Process</p>
<p>Fixed Price services agreement GSP-FPSA-14-52</p>	<p>Technician Assistance for the Development of Provincial finance Department – FPC . was signed with Mr. Hazim Saeed Al Yaseen. Status: complete the Delivered - closed</p>
<p>Fixed Price services agreement GSP-FPSA-14-53</p>	<p>Freelance Translator – Translate the results of analysis and mapping of functions using (DMAT) Decentralization Mapping and Analysis was signed with Mr. Abdul Karim Jawad Status: complete the Delivered - closed</p>
<p>Fixed Price services agreement GSP-FPSA-14-54</p>	<p>EXPERT for (review the completed Decentralization Mapping and Analysis Tool (DMAT) forms in Water sector was signed with Mr. Abbood Mohammed Ibrahim. Status: i complete the Delivered - closed</p>
<p>Fixed Price services agreement GSP-FPSA-14-55</p>	<p>EXPERT for (review the completed Decentralization Mapping and Analysis Tool (DMAT) forms in Water sector – was signed with Mrs. Awatif Abdulla Hajoul Status: complete the Delivered - closed</p>
<p>Fixed Price services agreement GSP-FPSA-14-56</p>	<p>EXPERT for (Decentralization Mapping and Analysis Tools- Ministry of Municipalities &amp; Public work Put his opinion with justification. Was signed with Mr. Saadi Abdulsattar AbdulRazaq . Status: i complete the Delivered - closed</p>
<p>Fixed Price services agreement GSP-FPSA-14-57</p>	<p>EXPERT for (Decentralization Mapping and Analysis Tools- Ministry of Municipalities &amp; Public work Put his opinion with justification. Was signed with Mr. Khalid Majeed Wali Status: complete the Delivered - closed</p>

<p><b>Fixed Price services agreement</b> GSP-FPSA-14-58</p>	<p>EXPERT for (Decentralization Mapping and Analysis Tools- Ministry of Education - Put his opinion with justification. Was signed with Mr. Abdul Zahra Baqer Abdul Ridha.</p> <p>Status: complete the Delivered - closed</p>
<p><b>Fixed Price services agreement</b> GSP-FPSA-14-59</p>	<p><b>EXPERT for DAMT- Health</b> (Decentralization Mapping and Analysis Tools) Put his opinion with justification. Was signed with Dr. Abdul Hafidh Abdul wahab</p> <p>Status: complete the Delivered - closed</p>
<p><b>Fixed Price services agreement</b> GSP-FPSA-14-60</p>	<p>Technician Assistance for the Development of Provincial finance Department – FPC. Was signed with Mr. Imad Ismeil Rasheed.</p> <p>Status: complete the Delivered - closed</p>
<p><b>Fixed Price services agreement</b> GSP-FPSA-14-61</p>	<p>Escort and IZ badge Services-Independent Consultant to obtain seven IZ badge to Taqadum management staff. Was signed with Mr. Mohammed Ali Hassien.</p> <p>Status: in Process</p>
<p><b>Fixed Price services agreement</b> GSP-FPSA-14-62</p>	<p>Consultation Services for Social Security and Payroll Tax. Was signed with Ahmed Al-Juboori Co. LLP. (RSM International)</p> <p>Status: complete the Delivered - closed</p>
<p><b>Fixed Price services agreement</b> GSP-FPSA-14-64</p>	<p>Consultant Auditor- for audit financial statement 2014 signed on 22<sup>nd</sup> December,2014, with Ahmed Al-Juboori Co. LLP. (RSM International)</p> <p>Status: complete the Delivered - closed</p>
<p><b>Fixed Price services agreement</b> GSP-FPSA-15-65</p>	<p>Legal Requirements for Success of Decentralization and Analysis of Laws That Contradict with Decentralization. Signed on Feb, 01<sup>st</sup> 2015 with Dr. Mohammed Ali Jawad.</p> <p>Status: in process</p>
<p><b>Fixed Price services agreement</b> GSP-FPSA-15-66</p>	<p>Consultant – to provide a 2014, summary financial statement compatible with KRG registration office and tax office requirements to IDS. Signed on March, 01<sup>st</sup> 2015 with Ahmed Al-Juboori Co. LLP. (RSM International).</p> <p>Status: complete the Delivered - closed</p>
<p><b>services agreement</b> GSP-SA-15-67</p>	<p>Transportation Services- signed on 11, Mar, 2015 with Mr. Laith Hilan Fahad.</p> <p>Status: complete- closed</p>

<p><b>Workshop</b></p> <p>Meeting with Iraqi Budgeting STTA Held in Baghdad office – Al Qadsiya January 13 , 14 -2015</p>	<p>GSP/ Taqadum procured Lodging in Baghdad Hotel for , Two GSP technical team ( Hila Province) and training halls ,stationary, and tea breaks for attendees.</p> <p>Status: Completed</p>
<p>Meeting for program Lead – Baghdad office – Al Qadsiya  January 27<sup>th</sup> ,2015</p>	<p>GSP/ Taqadum procured training halls in Baghdad Office, stationery, meals and tea breaks. COP Allowance.</p> <p>Status: Completed</p>
<p>Workshop- Reviewing results of Decentralization mapping and analysis. Held in Workshop in Al-Nahrain Center for Strategic Studies. Feb 05<sup>th</sup> , -2015</p>	<p>GSP/ Taqadum procured accommodation in Royal Tulip Al Rasheed Hotel. Training halls in Al-Nahrain Center for Strategic Studies. Stationary, Banners, meals and tea breaks for attendees.</p> <p>Status: Completed</p>
<p>Workshop “Prepare a plan to improve municipal services. Participants from Baghdad, Diyala and Babil.  Held Workshop in Baghdad Hotel on Feb,10<sup>th</sup> 11<sup>th</sup> ,12<sup>th</sup> ,2015</p>	<p>GSP/ Taqadum procured accommodation, Training halls, Stationary, meals and tea breaks for attendees.</p> <p>Status: Complete</p>
<p>Workshop’ to developing services delivery improvement plan for health.  Held Workshop in Erbil on Feb,17<sup>th</sup> 18<sup>th</sup> , ,2015</p>	<p>GSP/ Taqadum procured the Tickets to Erbil.</p> <p>Status: Complete</p>
<p>Workshop’ to developing services delivery improvement plan for Education for seven target provinces..  Held Workshop in Erbil on Feb,17<sup>th</sup> 18<sup>th</sup> , 19<sup>th</sup> ,2015</p>	<p>GSP/ Taqadum procured the Tickets to Erbil.</p> <p>Status: Complete</p>
<p>Meeting with Dial, Anbar, and Salah El Deen local Governments and Directorates.  Held Meeting in Baghdad Hotel, on Feb,12<sup>th</sup> 2015</p>	<p>GSP/ Taqadum procured the Training halls, Stationary, meals and tea breaks for attendees.</p> <p>Status: Complete</p>
<p>Financial Workshop, to present Financial management working paper.in Baghdad.  Held Meeting in Cristal Grand Ishtar Hotel on Feb,25<sup>th</sup> , 26<sup>th</sup> 2015</p>	<p>GSP/ Taqadum procured accommodation, Tickets to the Kirkuk Provincial Council, Training halls, Stationary, Banners, meals and tea breaks for attendees.</p> <p>Status: Complete</p>



<p>the Second National (OD) Workshop Special drawing the institutional framework and the future of the relationship between the collections of the provinces and districts covered by the content of Article 45 of the governorates not organized in a region Law No. 21 of 2008 amended sections from the perspective of human resources in the targeted districts.</p> <p>In Baghdad Held Meeting in Babylon Warwick Hotel on March,29<sup>th</sup>,30<sup>th</sup> 2015</p>	<p>GSP/ Taqadum procured accommodation, Tickets to the Kirkuk Provincial Council, Training halls, Stationary, Banners, meals and tea breaks for attendees.</p> <p>Status: Complete</p>
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### Erbil

Procurement Activity	Achievements and Status
Blanket Purchase Agreement BPA-GSP-ERB-15-002	This agreement is for the as-needed to provide accommodation, break, lunch, dinner and hall Services from Van Royal Hotel from 1 Jan. to 30 Apr. 2015 Status: in Process
Blanket Purchase Agreement BPA-GSP-ERB-15-003	This agreement is for the as-needed to provide accommodation, break, lunch, dinner and hall Services from Sky Erbil Hotel from 1 Jan. to 30 Apr. 2015 Status: in Process
Blanket Purchase Agreement BPA-GSP-ERB-15-004	This agreement is for the as-needed to provide accommodation, break, lunch, dinner and hall Services from Quartz Hotel from 1 Jan. to 30 Apr. 2015 Status: in Process
Blanket Purchase Agreement BPA-GSP-ERB-15-005	This agreement is for the as-needed to provide accommodation, break, lunch, dinner and hall Services from Canyon Hotel from 1 Jan. to 30 Apr. 2015 Status: in Process
Blanket Purchase Agreement BPA-GSP-ERB-15-006	This agreement is for the as-needed to provide accommodation, break, lunch, dinner and hall Services from Nobel Hotel from 1 Jan. to 30 Apr. 2015 Status: in Process
Blanket Purchase Agreement BPA-GSP-ERB-15-007	This agreement is for the as-needed to provide Rent Office Erbil center and accommodation to EXPATs from Sky Erbil Hotel from 1 Jan. to 30 Apr. 2015 Status: in Process
GSP-FPSA-ERB-14-002	Lawyer services to extending the visa for EXPATs was signed with Ms. Zaman Ali Abdalnabi  Status: Completed
GSP-FPSA-ERB-14-003	Lawyer services to extending the visa for EXPATs was signed with Ms. Zaman Ali Abdalnabi  Status: Completed

<p><b>Workshop “</b> OD workshop in Erbil in Van Royal Hotel January 6-8, 2015</p>	<p>Governors' Deputies/Assistants for Administrative Affairs, Managers of HR Departments of GO and Heads of HR Sections of the targeted provincial directorates  Status: Completed</p>
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### Hilla Hub

Procurement Activity	Achievements and Status
Blanket Purchase Agreement GSP-BPA-H-017	New Blanket purchase agreement GSP-BPA-H-017 Al-Taif Company to provide Internet services to Wasit embedded office  Status: in Process
Extending Blanket Purchase Agreement GSP-BPA-H-016	The Extending Blanket purchase agreement GSP-BPA-H-0016 Hassanian Tech. Shop to provide Internet to Babil Embedded office Status: in Process
Blanket Purchase Agreement GSP-BPA-H-018	New Blanket purchase agreement GSP-BPA-H-018 Smart Office for Internet and Computers to provide Internet line to Najaf Office  Status: in Process
Extending Blanket Purchase Agreement GSP-BPA-H-012	The Extending Blanket purchase agreement GSP-BPA-H-0012 Hassan net Group to provide Internet to Hilla main office Status: in Process
Extending Blanket Purchase Agreement GSP-004	The Extending Blanket purchase agreement GSP-004 Al-Sakr Al-Araby office tp provide Hilla main office with fuel Status: in Process

- Internal audit was conducted in March, 14,24,2015 by John Battaile from Chemonics HO.

#### *Anticipated Major Procurements for Q2 2015:*

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

## ANNEX E: COST SHARING

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

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

Province	Activity Cost Sharing Only Y3 Q4	Activity Cost Sharing Only Y4 Q1	Activity Cost Sharing Only Y4 Q2*	Total
Babil	\$ 15,286	\$ 37,912	\$ 28,931	\$ 82,129
Baghdad	\$ 62,912	\$ 26,864	\$ 72,048	\$ 161,824
Diwaniyah	\$ 29,803	\$ 34,264	\$ 36,785	\$ 100,852
Diyala	\$ 1,556	\$ 34,051	\$ 30,505	\$ 66,112
Kirkuk	\$ -	\$ 28,246	\$ 31,122	\$ 59,368
Najaf	\$ 32,226	\$ 45,562	\$ 47,281	\$ 125,069
Wasit	\$ 35,278	\$ 15,500	\$ 40,579	\$ 91,357
<b>Total</b>	<b>\$ 177,062</b>	<b>\$ 222,399</b>	<b>\$ 287,251</b>	<b>\$ 686,711</b>

\* Anbar Province Cost Share is \$1,589, Basrah is \$13,569, Dhi Qar is \$11,807, Karbala is \$3,322, Maysan is \$7,214, Muthanna is \$3,028, Ninawa is \$198, and Salah Ad Din is \$1,054 during this quarter (Y4Q2) but were not counted as they are not a target within current scope.