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Transfer of Functions, Competences, and Directorates from the Ministry of Municipality and Public Works, Ministry of Education, and Ministry of Health to Provinces in accordance with the Law of Provinces not Incorporated into a Region (Law # 21 of 2008, as amended.)

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USAID/GSP COP
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Objectives

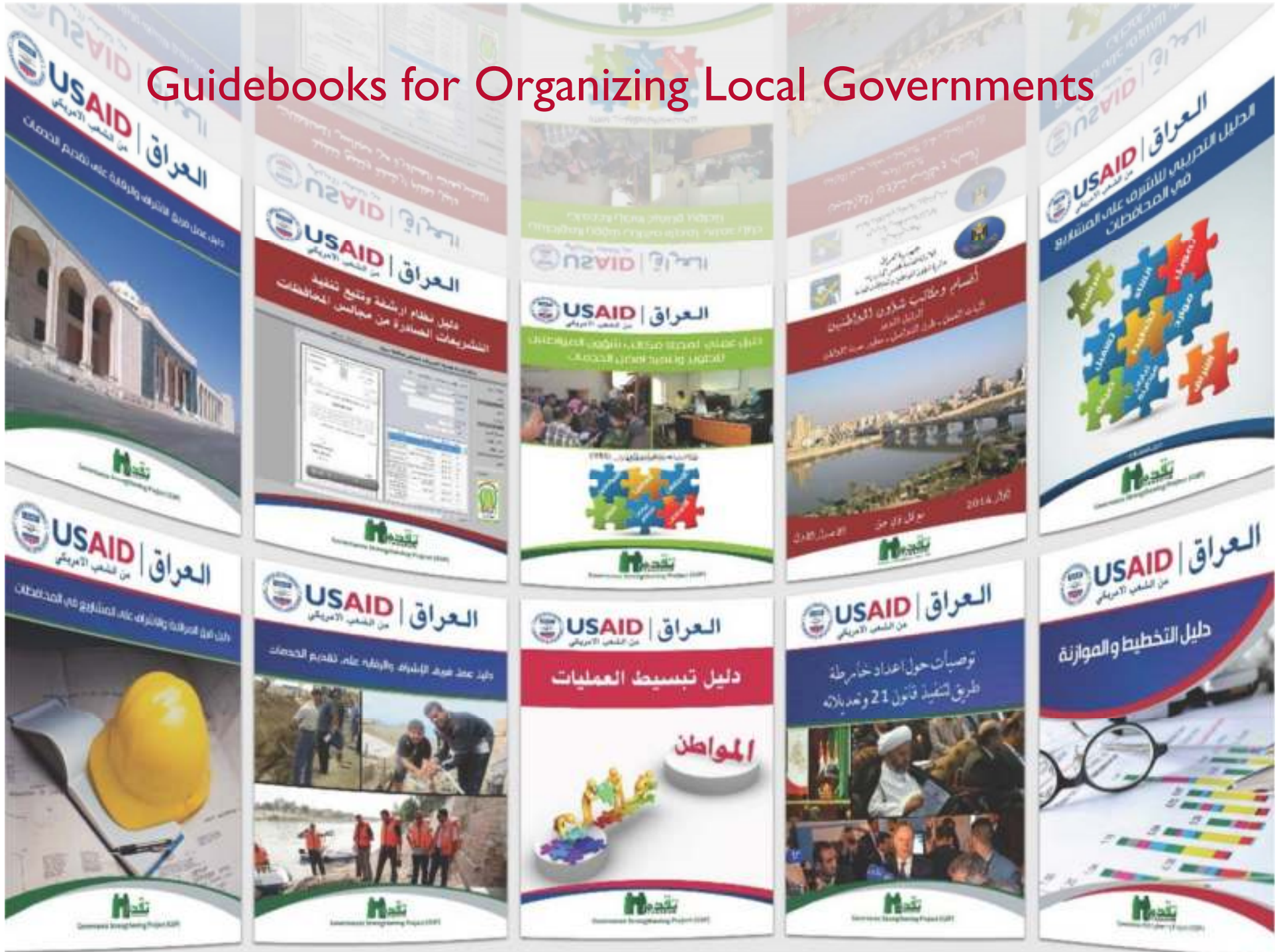
1. Brief overview of GSP/Taqadum objectives and mission with local governments to outline a roadmap to implement decentralization in provinces.
2. Outline methodology used by GSP/Taqadum to map and analyze functions of decentralization.
3. Next steps, opportunities and challenges.

Phase One – Systems and Capacities
October 2011- May 2014

Interconnectivity – Systems methodology



Guidebooks for Organizing Local Governments



Phase Two – Decentralization
May 2014 – April 2015

Desired Outcome of This Project

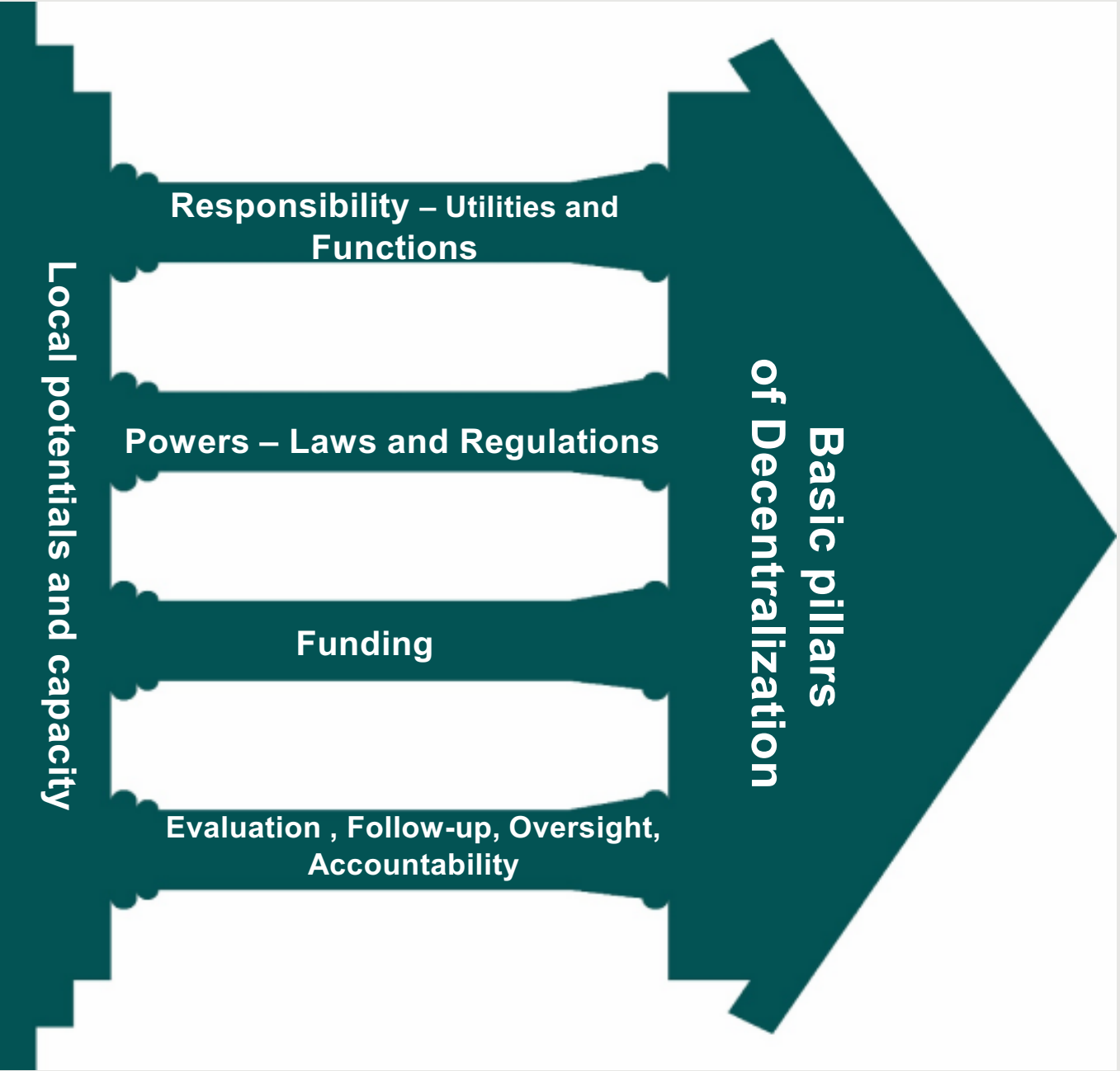
- According to law #21, as amended, outline well-prepared **plans** to gradually transfer functions (seen as local functions) from three ministries (Municipality, Education, and Health) to local governments using the seven provinces [Baghdad - Kirkuk – Diyala – Najaf – Diwaniya – Wasit], and share outcomes and mechanisms with other provinces.
- Prepare **plans** to improve basic services (utilities) – municipal services, water, sewer, primary schools, primary health centers.

Basics of the Project:

1. Implement article 45 of law 21 of 2008, as amended;
2. No specific method to transfer functions;
3. Time, timeline, will, and response;
4. Decentralization is a means, not an end; and
5. The aim is to organize relations between the Federal Government and the Local Governments to improve services, encourage economic development, and minimize red tape.

Basics of the Project:

6. Map and analyze non-local functions; analyze readiness of provinces; and gradual transfer;
7. Accountability and oversight;
8. Ministries to outline policy, national development plans, standards, improvement, training and studies, data collection and analysis, oversight and coordination.



The four main steps of GSP/Taqadum

1. Prepare and train Task Forces and Sectoral Committees;
2. Identify and diagnose as-is situation – functions, roles, relations, laws, rules and regulations;
3. Standard-based identification, analysis, and mapping of functions

II Key Functions

1. Management
2. Legal functions
3. Financial functions
4. Outline policies and plans
5. Service Delivery
6. Maintenance and operation
7. Project management and execution
8. Standards
9. Communication and information
10. Studies and research
11. Oversight and inspection

Functional Mapping and Analysis Standards

Ministerial Standards

1. Outline national policies and priorities
2. Produce standards to be applied at the national level (national standardization)

Local Standards

1. Organizational Structure – do we need to initiate new administrative units to perform this function?
2. Personnel – is there sufficient staff capable of handling this function (enough staff, positions, specialty, skills)?

Functional Mapping and Analysis Standards

3. Powers – is it needed to come up with new powers (administrative, legal, financial, technical, other), or modify the existing ones?
4. Laws, rules, and regulations – is there a need to change a law, rules, or regulations? Mention what legislation required to reallocate the function.
5. Buildings and Equipment – do we need new facilities or equipment, or is there a need to modify the existing ones?

Functional Mapping and Analysis Standards

6. Financial Resources – is more fund needed when this function transferred?
7. Generate revenues – is it likely that the service delivered by the transferred function would generate revenue to the province?
8. Expenditure budget line item – is there an accounting budget line item that supports transferring this function?
9. Financial oversight – is there an entity overseeing the financial resources when implementing this function in the province?

Functional Mapping and Analysis Standards

10. Service improvement – would transfer of function contribute to the service improvement?
11. Public Participation and oversight – is there a process where the public participates in performing this function, and oversees it?
12. Oversight and Monitoring – what is the mechanism need to be developed to monitor and oversee?
13. Coordination – what type of coordination required nationally and locally, with what entities?
14. Certain circumstances in favor of or against the transfer of the function.

Results for Analyzing and Categorizing Functions

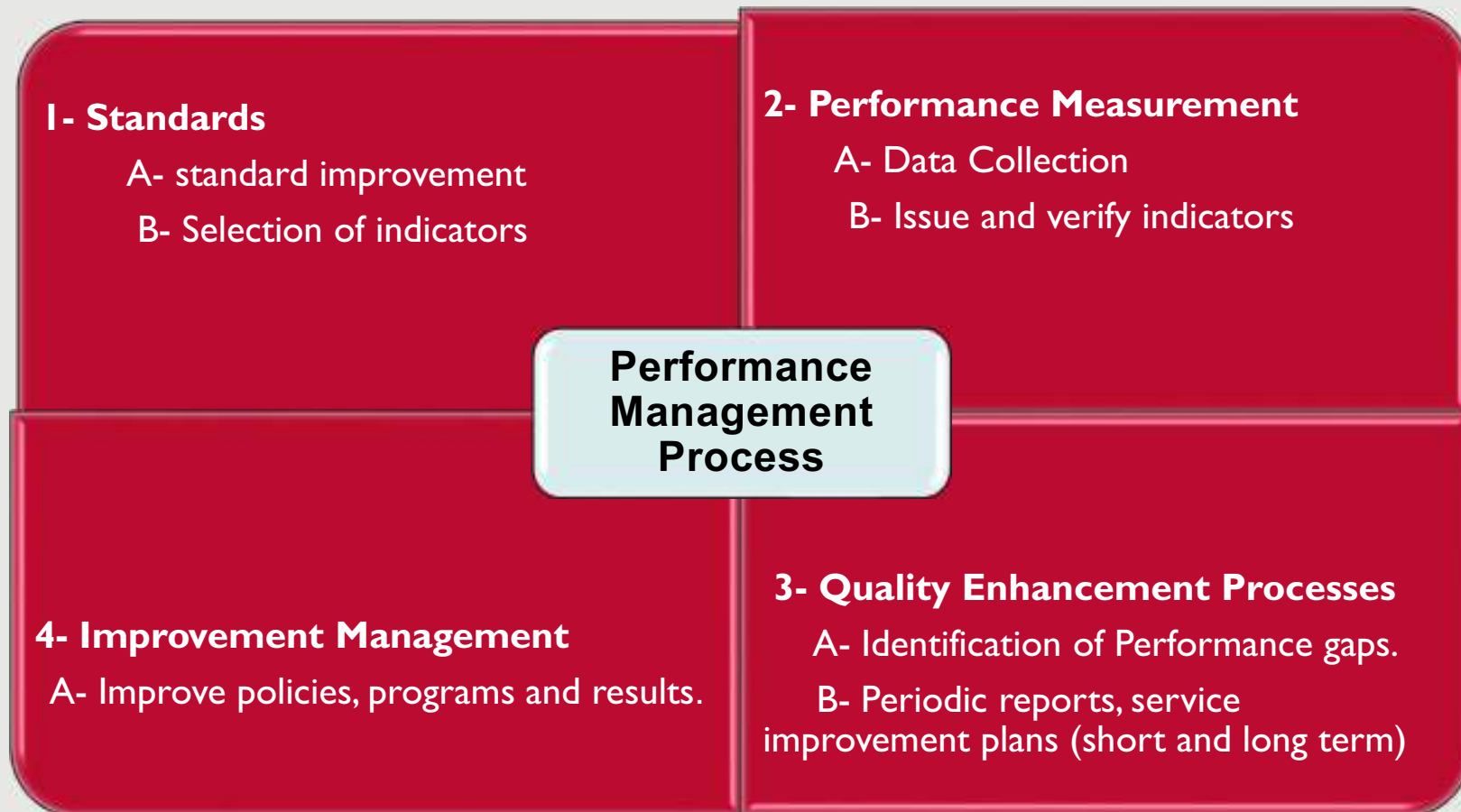
Sector	Total ministerial and local function	Total local functions not analyzed	Total ministerial functions not analyzed	Results of analysis				
				Total ministerial functions that remain	Functions to be transferred to the province and time to be transferred			
					Total	Immediately	Within 6 months	One year or more
municipality	358	102	256	38	218	214	3	1
health	77	20	57	25	32	29	2	1
education	207	126	81	40	41	36	1	4
total	642	248	394	103	*291	279	6	6

*52 functions out 291 can be delegated until laws amended.

Service Delivery Improvement

Performance Management

- A process that enables effective use of performance data to improve service efficiently and effectively



Results of Phase Two

- Well-thought of plans for the gradual transfer of functions.
- Plans to improve basic services – municipal services, water, sewer, primary schools, primary health centers.
- Conflicting laws with solutions
- Organizational structure of Province Executive Office
- Organizational structure, expand and upgrade the role of the province treasury to a financial affairs directorate.

Opportunities And Challenges: Two Important Questions

- Would transfer of functions to local governments improve service delivery performance, and reduce routine and corruption?
- Do local governments have the potentials to handle functions and deliver services?

Opportunities And Challenges – Yes, If Below Conditions Are Met:

1. Functions transferred to the minimum level of governments.
2. Power transfer with responsibilities to meet the citizens' needs.
3. Determine upon the entities responsible for spending and funding among government agencies.
4. Develop means and mechanism for transparency, along with a strong chain for accountability among various agencies.
5. The citizen has role in decision making.
6. Prepare the suitable atmosphere (laws, rules, and regulations).
7. Improve institutional capacity, and efficient management and leadership along with competent staff.

THANK YOU



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