



**USAID** | **IRAQ**  
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# IRAQ ADMINISTRATIVE REFORM PROJECT

## QUARTERLY REPORT

1 APRIL – 30 JUNE, 2012

### **THIRD QUARTER – FY 2012**

This publication was produced for review by the United States Agency for International Development. It was prepared by Management Systems International.

# IRAQ ADMINISTRATIVE REFORM PROJECT QUARTERLY REPORT

I APRIL– 30 JUNE, 2012

Contracted: AID-267-C-I I-0005  
Iraq Administrative Reform Project



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# TABLE OF CONTENTS

EXECUTIVE SUMMARY .....	6
Structure of the Quarterly Report .....	7
COMPONENT 1: CIVIL SERVICE REFORM.....	8
Section One: Highlights .....	8
Section Two: Next Quarter.....	8
Section Three: Activities According to the Work Plan.....	9
COMPONENT 2: NATIONAL POLICY MANAGEMENT.....	16
Section One: Highlights .....	16
Section Two: Next Quarter.....	16
Section Three: Activities According to Work Plan .....	17
COMPONENT 3: ADMINISTRATIVE DECENTRALIZATION.....	24
Section One: Highlights .....	24
Section Two: Next Quarter.....	25
Section Three: Activities According to Work Plan .....	26
PROJECT ADMINISTRATION .....	37
Security Company License Issue.....	37
Travel and Security.....	37
Visas and Badges.....	37
Compound Offices & Housing.....	37
Regional and Provincial Offices.....	37
Staffing and Deployment .....	37

## ACRONYMS

AD	Administrative Decentralization Component
BPA	Business Process Analysis
BPP	Bureau of Public Policy (Presidency Office - Iraq)
CBO	Capacity Building Office (USAID)
CoM	Council of Ministers
COMSEC	Council of Ministers' Secretariat
CoI	Commission of Integrity
COR	Contracting Officer's Representative/USAID
CoR	Council of Representatives
CoS	Chief of Staff
CSR	Civil Service Reform Component
DfID	Department for International Development (UK)
DG	Director General
DPMO	Deputy Prime Minister Office
ECB	Education Capacity Building Initiative
FCSC	Federal Civil Service Commission
FCSI	Federal Civil Service Institute
GO	Governor's Office
GZ	Green Zone (See IZ)
GoI	Government of Iraq
GSP	Governance Support Project (USAID)
HC	High Committee for Civil Service Reform
HR	Human Resources
HRD	Human Resources Division
HRM	Human Resources Management
HRMIS	Human Resources Management Information System
IDMS	Iraq Development Management System
INMS	Iraqi National Monitoring System
ISRAR	Iraq Solutions for Regulatory and Administrative Reform
IZ	International Zone (See GZ)
MoA	Ministry of Agriculture
MoC	Ministry of Communications
MoCH	Ministry of Construction & Housing
MoCu	Ministry of Culture
MoD	Ministry of Defense
MoE	Ministry of Electricity
MoEd	Ministry of Education
MoEn	Ministry of Environment
MoF	Ministry of Finance
MoFA	Ministry of Foreign Affairs
MoH	Ministry of Health
MoHE	Ministry of Higher Education
MoHR	Ministry of Human Rights
MoI	Ministry of Interior
MoIM	Ministry of Industry & Minerals
MoJ	Ministry of Justice
MoLSA	Ministry of Labor & Social Affairs
MoMD	Ministry of Migration & Displaced
MoMPW	Ministry of Municipalities & Public Works
MoO	Ministry of Oil
MoP	Ministry of Planning
MoSPA	Minister of State for Provincial Affairs

MoSWA	Minister of State for Women's Affairs
MoST	Ministry of Science & Technology
MoT	Ministry of Trade
MoTA	Ministry of Tourism & Antiquities
MoTr	Ministry of Transport
MoU	Memorandum of Understanding
MoWR	Ministry of Water Resources
MoYS	Ministry of Youth & Sport
MSI	Management Systems International
NCCIT	National Center for Consultancy and Information Technology
NDP	National Development Plan
NGO	Non-Governmental Organization
NIC	National Investment Commission
NPM	National Policy Management Component
OD	Organizational Development
OPD	Office of Policy Development (Prime Minister's Office - Iraq)
PAR	Public Administrative Reform Committee (See PSM)
PC	Provincial Council
PCSC	Provincial Civil Service Commission
PMI	Project Management Institute
PMAC	Prime Minister's Advisory Council
PMO	Prime Minister's Office
PSM	Public Sector Management Committee (See PAR)
RFP	Request for Proposal
RG	Regulatory Guillotine™
SAB	Supreme Audit Board
SES	Senior Executive Service
SIDA	Swedish International Development Agency
SoW	Scope of Work
SOP	Standard Operating Procedures
TA	Technical Assistance
UNDP	United Nations Development Programme
USAID	United States Agency for International Development
WB	World Bank

## EXECUTIVE SUMMARY

Signature breakthrough events this quarter include:

- **National Development Plan 2013-2017.** USAID-*Tarabot* and the Ministry of Planning (MoP) co-hosted an inaugural conference for the creation of the 2013-2017 National Development Plan. The conference was held in Baghdad and attended by around 500 people, including decision-makers from central and provincial government, the private sector, civil society, universities, and international organizations. The Prime Minister's Chief of Staff, the COMSEC Secretary, the PMAC Chair, the Ministers of Oil and Finance, the Governors of Najaf and Dhi Qar, the USAID Deputy Mission Director, and the German Ambassador to Iraq all attended. The conference focused on how Iraq can best leverage resources to meet national objectives, such as a more robust, diversified economy, poverty reduction, and investment in the Agriculture and Tourism sectors.
- **Agreement with Ministry of Labor & Social Affairs for development of the Social Safety Net system.** USAID signed a "Cooperation Roadmap" with the Ministry of Labor & Social Affairs (MoLSA) affirming USAID-*Tarabot's* assistance to the Social Safety Net (SSN) program. SSN provides social welfare programs to over a million beneficiaries, including some of the poorest and most marginalized of Iraq's citizenry.
- **Cooperation with Beirut think-tank on policy development.** As a result of USAID-*Tarabot's* policy advisor's meetings in Beirut with the oldest American think-tank, the Carnegie Endowment for Peace, an invitation was extended to Al-Nahrain University and Baghdad University to nominate students and faculty to undertake research at Carnegie as interns or fellows. This twinning of universities and think-tanks with counterparts in the West helps strengthen their role as contributors to the policy making process.
- **Regional Office Opening.** The USAID-*Tarabot* Project officially opened its regional hub office in Babil. The office, representing the five South Central Region provinces of Babil, Diwaniyah, Najaf, Karbala, and Wasit, provides essential coordination and administrative functions for *Tarabot* activities in the region. Dr. Torhan Al-Mufti, the State Minister for Provincial Affairs (MoSPA), and the Babil Governor, officially opened the office with a formal ribbon-cutting. Following the opening ceremony, USAID-*Tarabot* hosted a regional conference presenting updates on *Tarabot* work in the region and presentations from several governors and deputy governors on the status of decentralization and capacity improvement. More than 130 participants attended, representing the MoSPA office and the five Governors' Offices and their technical teams.
- **Special Education Initiative Begins Training Program.** The Education Capacity Building Initiative (ECB) training program was launched and expanded during the quarter. The CB initiative is a specialized training and capacity-building program designed for the Ministry of Education (MoEd). It initially tackles five core areas, Fiscal Management, Communication and Leadership, Project Management, Procurement, and Information Technology. The MoEd formed a steering committee, headed by the Deputy Minister of Scientific Affairs, to work with the USAID-*Tarabot* program. Over 150 participants were enrolled in ECB activities during this quarter.
- **Cost Sharing and Memoranda of Understanding.** USAID's Legal Counsel met with COMSEC's Legal Department, through the good offices of USAID-*Tarabot's* Senior Advisor for Civil Service Reform, to resolve issues concerning MoUs between the USAID and GoI. The meeting resulted in an agreement on the template, language, and approvals for finalizing these MoUs with all ministries and provinces. This prepares the way for reaching overall commitments and detailed co-funding plans. This enabled agreements on the mechanism for the distribution of the US\$85 million GoI Cost-Share fund to participatory ministries to make progress.

## **Structure of the Quarterly Report**

The report closely follows the requirements in the contract scope of work. For each component, we present four sections:

1. Highlights of the quarter's achievements
2. Plans for the next quarter
3. Accounting for this quarter's work plan activities
4. Accounting of this quarter's progress toward achieving the PMP deliverable targets, most of which are annual targets

We also present general project administrative issues regarding security, staffing, facilities, and logistics.

# COMPONENT I: CIVIL SERVICE REFORM

## Section One: Highlights

The Civil Service Reform team continued its efforts to assist GoI institutions with Human Resources Management and civil service legislation. During the quarter, the CSR team finished drafting four documents to assist the Federal Civil Service Commission (FCSC) and the Provincial Civil Service Commissions (PCSC) to meet their future objectives. CSR also developed the FCSC's Information & Communication Technology (ICT) strategy as well as the FCSC divisions ICT architecture, staffing needs, and skills needed to run FCSC daily operations.

CSR assisted ministries and provinces to operationalize modern Human Resource Departments (HRD) and build staff capacity. The CSR team conducted trainings and technical workshops for HRD staff on subjects to include merit-based appointment and promotion, performance appraisal, human resource management, human resources planning, job descriptions, and gender equality. The team expanded its cooperation from the planned five ministries and three provinces to ten ministries and all fifteen provinces at the direction of USAID and the High Committee.

The Human Resources Management Information System (HRMIS) is a central part of CSR efforts. The CSR team assisted the ministries and the provinces with assessments of IT infrastructure for the comprehensive civil service database system. CSR staff conducted surveys to assess the current IT infrastructure, existing applications/software and needs for the Provincial HRMIS in 8 provinces. The team's newly drafted Scope of Work for HRMIS specifies a system that contains comprehensive and relevant information of a modern civil service system.

During this quarter CSR advisors drafted an organizational structure for the Federal Civil Service Institute (FCSI) and FCSI mandate and functions. The CSR advisors drafted three training curriculum (Effective Administrative Skills, Effective Presentation and Supervisory Skills) based on consultation with governmental counterparts, and drafted a Monitoring and Evaluation Guideline and Change Management Guideline for the Training Divisions in the ministries and provinces.

In May, the USAID-*Tarabot's* Civil Service advisor coordinated and attended a meeting between COMSEC's Legal Department and the USAID Legal Advisor to resolve issues concerning MoUs. The meeting resulted in consensus between the GoI and USAID on the template, language, and approvals for finalizing MoUs with ministries and provinces. This paves the way for overall commitments and detailed agreements on cost sharing.

In this quarter, COMSEC publicized the Civil Service draft law on its website, and made copies available to the public.(The draft law was completed in the last quarter.)

## Section Two: Next Quarter

The *Tarabot* Civil Service program will continue to work with the High Committee and COMSEC on all aspects of the civil service reform. A primary emphasis will be on the emerging relationship between the provincial and federal commissions as specified in the draft law. As the draft FCSC law is finalized, we will begin work on the Civil Service Institute legislation. Finally, the team will develop a list of implementing regulations based on the draft law to begin translating the new law into action. Institutionally, the CSR team will help organize and structure the new Senior Executive Service Department at COMSEC in order to enable the new unit to operationalize the Senior Executive Service (SES).USAID-*Tarabot* advisors will be working closely with the HRMIS subcommittee to advise on the establishment of HRMIS in all ministries and provinces, as mandated by the government.

Establishing and operating a comprehensive civil service training system is an essential part of the civil service reform, and CSR advisors will intensify their focus in this area during the upcoming quarter.

## Section Three: Activities According to the Work Plan

### 3<sup>rd</sup> Quarter (April – June) FY 2012 Work Plan Activities

Work Plan ID	Activity/ Task Name	Progress
Work with HC and PSM on Civil service overhaul, cooperation, and follow up with ministries and provinces on the implementation process		
1	Work with the Civil Service Reform High Committee (HC) on all aspects of the civil service reform and HRM until the establishment of the FCSC	
A	Prepare monthly HC reviews of ministries progress reports	Civil Service team continued preparing monthly progress reports on ministries and submitted them to the HC for review and action.
2 Public Sector Management (PSM) Coordination		
A	Conduct quarterly coordination and update meeting with PSM and relevant subcommittees	Civil Service team participated in the quarterly meeting conducted on May 28, fifteen (11 Male and 4 female) participants from PMAC attended the meeting where the Civil Service team delivered a joint presentation with the High Committee.
B	Receive feedback from PSM and incorporate into pending activities as requested	Feedback received and incorporated in Civil Service activities.
3 General joint meetings with the High Committee and ministries to follow up on the implementation of the HRD, SOPs, and change management		
A	Hold one general meeting with ministries HR managers	Meeting conducted on May 20, 2012 at COMSEC where 5 participants (4 male and 1 female) representing MoEd, MoP and MoO, attended.
Civil Service Legal Reform		
4 Draft Civil Service Law finalized		
A	Three chapters of FCSL reviewed and finalized	Revised Federal Civil Service Law submitted to the Shura Council for review.
5 Identify and specify required regulations, rules, and procedures of the FCSC Law		
A	Identify and specify required regulations, rules, and procedures of the FCSC Law	Completed.
6 Draft legal framework for Provincial Civil Service Commissions (PCSCs)		
A	Modify and/or complete legal framework for creation of PCSC	Legal framework for the creation of the Provincial Civil Service Commission completed and submitted to the Shura Council.
Human Resources Management		
7 Establish and operationalize Human Resources Departments (HRDs) in ministries		
A	Review, improve, and develop business processes and SOPs for six HR processes in five ministries	Business processes and SOPs for HR processes were reviewed and developed for MoP, MoF, MoC, MoHE and MoST. The HR processes are: job analysis and job description, recruitment and selection, performance management and appraisal, promotion, career management, placement and transfer, human resources planning organization development, job review, and work improvement.
8 Develop and introduce HR manual into the five ministries		
A	Review and standardize performance appraisal system and career management procedures in five ministries	HR procedures developed for MoP, MoF, MoC, MoHE and MoST.
9 Assess and advise HRD management about staffing skilled employees		
A	Define the competencies required to perform the jobs in HRDs	A framework was developed for key competencies necessary for satisfactory job performance by managers and staff at all levels of the HRDs in ministries.
10 Conduct competency-based workshops to meet required skills gap of HRD employees at each level		
A	Conduct two workshops on job descriptions and job classification	Workshops delivered to representatives from MoA, MoC, MoF, MoH, MoHE, MoMI, MoO, MoP, and COMSEC.
11 Conduct workshops for HRD directors on the new civil service legislation and HR policy and management		

A	Develop and conduct two workshops on HRD policy and management for HR directors	Two workshops delivered in Baghdad on April 22, 2012 for 12 participants (6 female) and June 11, 2012 for 19 participants (8 male and 11 female).
12	Develop proposal for upgrading HR divisions to departments	
A	Develop proposal for upgrading HR divisions to departments	A proposal was developed for upgrading HR Divisions to Departments in ministries as provided by the draft Civil Service Law.
13	Assist in design of automated National Human Resources Management Information System (HRMIS)	
A	Help draft RFQ for system specification and design	Completed
14	Establish and operationalize Human Resources Departments (HRDs) in provinces	
A	Review, improve, and develop business processes and SOPs for six HR processes in three provinces	Business processes and SOPs for HR processes were reviewed and developed for Baghdad, Basrah, and Ninawa. The HR processes are: job analysis and job description, recruitment and selection, performance management and appraisal, promotion, career management, placement and transfer, human resources planning organization development, job review, and work improvement.
15	Develop and introduce HR manual into the three provinces	
A	Review and standardize performance appraisal system and career management procedures in three provinces	HR procedures developed for Baghdad, Basrah and Ninawa.
16	Assess and advise HRD management about staffing skilled employees	
A	Define the competencies required to perform the jobs in HRDs	A framework was developed for key competencies necessary for satisfactory job performance by managers and staff at all levels of the HRDs in Baghdad, Basrah and Ninawa.
17	Conduct competency-based workshops to meet required skills gap of HRD employees at each level in three provinces	
A	Conduct two workshops on job description and job classification in 3 provinces	Two workshops delivered: in Basrah on April 15, 2012 for 20 participants (13 male and 7 female) and in Babil on April 12, 2012 for 23 participants (16 male and 7 female).
18	Conduct workshops for HRD directors on the new civil service legislation and HR policy and management in the provinces	
A	Develop and conduct two workshops on HRD policy and management for provincial HR directors	Five workshops delivered: in Anbar (April 18, 2012) Babil (April 11, 2012) Basrah (April 04, 2012) Kirkuk (June 19, 2012) and Salah ad Din (June 20, 2012).
19	Develop and conduct two workshops on HRD policy and management for provincial HR directors	
A	Develop proposal for upgrading HR divisions to departments	A proposal was developed for upgrading HR Divisions to Departments in Baghdad, Basrah and Ninawa.
<b>Federal Civil Service Commission (FCSC)</b>		
21	Establish and operationalize the Federal Civil Service Commission (FCSC)	
A	Identify FCSC facilities and assist in preparing them	Office facilities required to establish and operationalize the Federal Civil Service Commission has been identified based on the needs of each department and division.
22	Induct FCSC commissioners in civil service law, framework, rules, functions, and communication processes	
A	Design induction for the Chairman and commissioners of FCSC	An Induction Program has been designed to introduce the Chairperson and Commissioners to functions, structure, systems, internal rules and operating procedures of the Federal Civil Service Commission to enable them to carry out their duties and responsibilities effectively.
23	Define FCSC links to executive and reporting relationship to Parliament	
A	Assist FCSC in developing reporting relationship to Parliament and government	The reporting relationship has been defined between the Federal Civil Service Commission and Parliament, the Council of Ministers, Federal Ministries and the Provinces.
24	Develop IT architecture and website for FCSC operational support	
A	Develop a strategy for the requisite structure, systems, processes and staff skills	An IT strategy has been developed.
<b>Provincial Civil Service Commissions (PCSCs)</b>		
25	Assist in defining the mandate and jurisdiction of PCSCs	
A	Define the mandate of PCSCs in accordance with the FCSC Law and best practices	Framework, mandate and functions of Provincial Civil Service Commissions has been identified based on equality, merit, competency, and fairness.
26	Establish Provincial Civil Service Commissions (PCSC) as mandated by FCSC Law	

A	Define PCSCs' functions, develop organizational structure, identify staffing needs and recruit staff on merit. Develop ToRs for PCSCs	This is an ongoing activity which will continue through the next quarter.
<b>Federal Civil Service Institute (FCSI) and training sections</b>		
27	Establish the FCSI	
A	Develop FCSI organization chart and identify the staff positions to operationalize the institute	Organizational structure of Federal Civil Service Institute has been drafted.
28	Establish training sections in five ministries and three provinces	
A	Review and standardize the monitoring and evaluation for the training sections in five ministries and three provinces	Completed for MoF, MoP, MoA, MoC, and MoH, and for Baghdad, Basrah and Ninawa.
B	Design three new programs for the training centers	3 new programs designed on: Effective Administration Skills, Effective Presentation Skills and Effective Supervisory Skills.
29	Survey needs and recommend specifications for Training Management Information System	
A	Draft terms of reference for the TMIS specification and design	ToR for TMIS drafted.

### 3<sup>rd</sup> Quarter (April - June) FY 2012 Performance Indicator Table

#### Sub-IR 1.1: Comprehensive Civil Service Legislation Enacted

Indicator #	Indicator Name	Qtr 1 (Oct-Dec) 2011	Qtr 2 (Jan-Mar) 2012	Qtr 3 (Apr-Jun) 2012	Status
I.1.1	Draft Federal Civil Service Law completed, reviewed and finalized by High Committee and Shura council	N/A	1	1	The draft of Federal Civil Service Law completed, reviewed and finalized.
I.1.2	Introduction of draft Federal Civil Service Law to Council of Representatives	N/A	N/A	0	Introduction of this law is expected to happen during the last quarter of FY 2012.

#### Sub-IR 1.2: Federal Civil Service Commission Fully Operational

Indicator #	Indicator Name	Qtr 1 (Oct-Dec) 2011	Qtr 2 (Jan-Mar) 2012	Qtr 3 (Apr-Jun) 2012	Status
I.2.1	Number of curricula offered by Civil Service Institute	N/A	N/A	N/A	Progress for this indicator begins in FY 2013 once the Civil Service Institute is established.
I.2.2	Number of Government of Iraq staff trained on Human Resource Development Processes and Human Resource Management Information System	215	140	151	Comprised of 84 male and 67 female staff.
I.2.3	Number of functions implemented by Federal Civil Service Commission	N/A	N/A	N/A	Progress for this indicator begins in FY 2013 once the Federal Civil Service Commission is established.
I.2.4	Number of Human Resource Departments with functioning Human	N/A	N/A	N/A	Progress for this indicator is contingent on Human Resource

	Resource Management Information System				Departments (HRD) being established in ministries.
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Sub-IR 1.3: Provincial Civil Service Commissions Established and Functioning

Indicator #	Indicator Name	Qtr 1 (Oct-Dec) 2011	Qtr 2 (Jan-Mar) 2012	Qtr 3 (Apr-Jun) 2012	Status
I.3.1	Number of Provincial Civil Service Commissions established	N/A	N/A	N/A	Progress for this indicator begins in FY 2013 after the establishment of a Federal Civil Service Commission.
I.3.2	Number of functions implemented by the Provincial Civil Service Commission	N/A	N/A	N/A	Progress for this indicator begins in FY 2013 once the Provincial Civil Service Commission are established.

USAID Standard Indicators (F-Indicators)

Indicator #	Indicator Name	Qtr 1 (Oct-Dec) 2011	Qtr 2 (Jan-Mar) 2012	Qtr 3 (Apr-Jun) 2012	Status
F I.1	Number of USG-supported public sessions held regarding proposed changes to the country's legal framework	17	16	16	
F I.2	Number of training days provided to executive branch personnel with USG assistance	19	18	23	See Note 2
F I.3	Number of Sub-national entities receiving USG assistance that improve their performance	10	17	6	

## Notes

1. All indicators not represented in the above tables are year-end performance indicators. Status will be given in the annual report.
2. A workshop can be more than one day. Therefore, the number of training days does not equal the number of workshops.

3<sup>rd</sup> Quarter (April – June) FY 2012 Charts and Tables  
 Table 1: Workshop Participants by Organization

Ministry	HR Functions	Managing HR	Training & Development
Council of Ministries Secretariat	1	1	
Ministry of Agriculture	3	1	2
Ministry of Communications	7	1	4
Ministry of Education		19	
Ministry of Finance	5	2	4
Ministry of Health	6		4
Ministry of Higher Education & Scientific Research	6	1	2
Ministry of Industry and Minerals	5	1	4
Ministry of Oil	8	2	7
Ministry of Planning	6	3	6
Anbar Governor's Office		6	
Babil Governor's Office	5	1	
Baghdad Governor's Office	2		5
Basrah Governor's Office	5	2	2
Dhi Qar Governor's Office		3	
Diwaniyah Governor's Office		5	
Diyala Governor's Office		4	
Karbala Governor's Office		1	
Kirkuk Governor's Office		6	
Muthanna Governor's Office		6	
Najaf Governor's Office	3	5	
Ninawa Governor's Office	6	1	1
Salah ad Din Governor's Office		5	
Wasit Governor's Office		3	
<b>Total</b>	<b>68</b>	<b>79</b>	<b>41</b>

Figure 1: Activities Distribution by Type

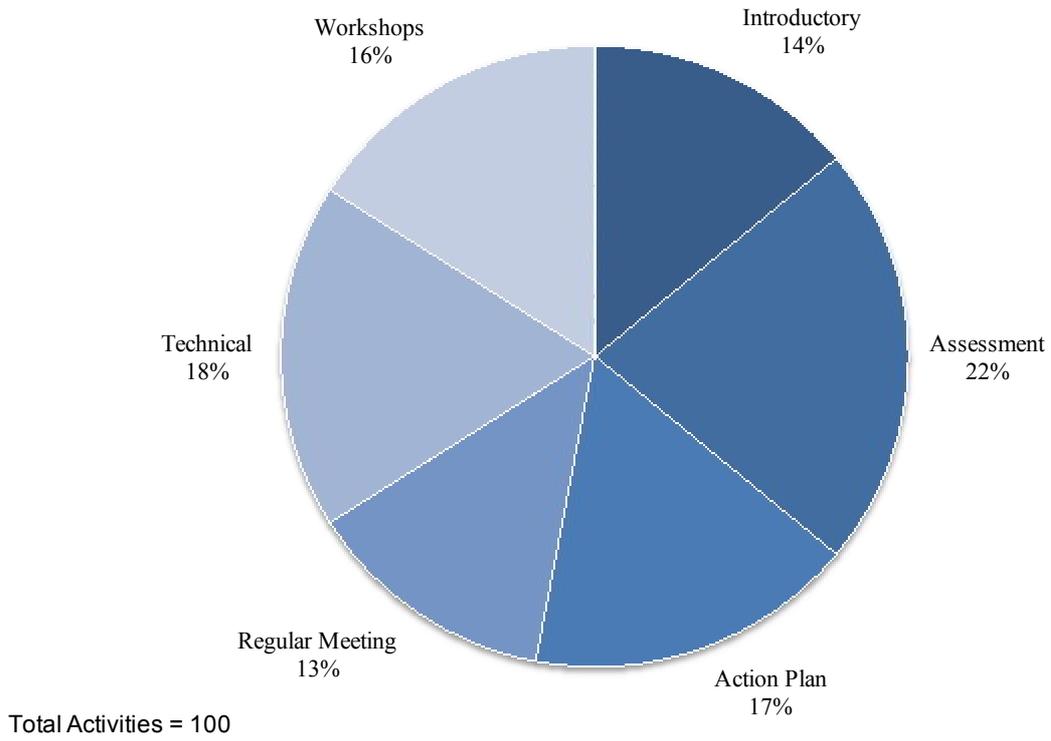


Figure 2: Workshop and Meeting Activities of TarabotHubs

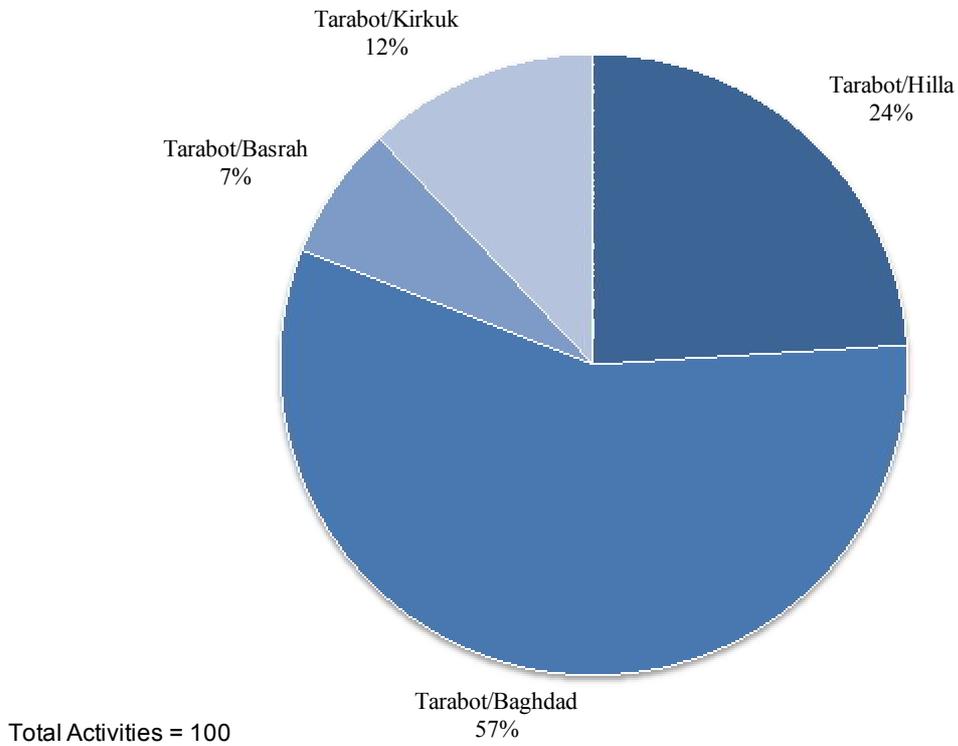
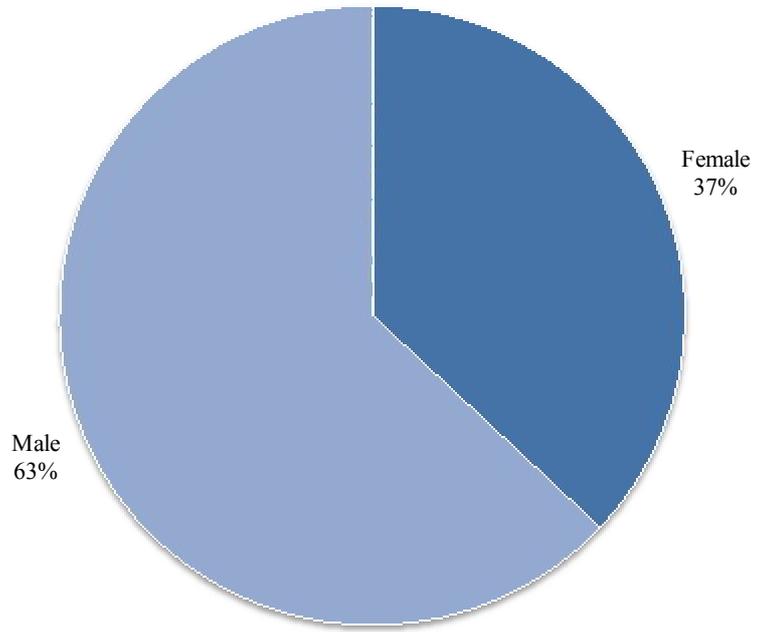


Figure 3: Workshop and Meeting Participants by Gender

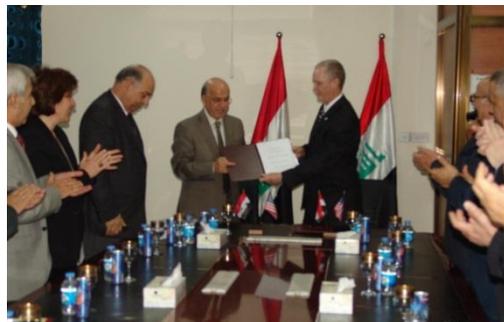


Total Participants= 404

## COMPONENT 2: NATIONAL POLICY MANAGEMENT

### Section One: Highlights

USAID-*Tarabot* signed a Memorandum of Understanding (MoU) with the Prime Minister's Office (PMO) on April 2, creating the first-ever Prime Minister's Office of Policy Development (OPD), responsible for formulating national policies. The PMO Chief of Staff was appreciative of the NPM team's efforts to assist in the conceptualization of this vital public policy institution, and for making it a reality. The OPD is designed to discharge the Prime Minister's constitutionally mandated responsibility for public policy making.



**Gol and USG MoU Signing Ceremony of PMO Office of Policy Development**

The creation of the OPD is rare in the Middle East, providing a model for post "Arab Spring" countries challenged to transform ideals of freedom into practical realities. For USAID, it is the first-ever public policy MoU signed in the Islamic world.

In fulfillment of the MoU commitments, the NPM team assisted PMO policy advisors, the President's Bureau of Public Policy, and the Policy Units of the Ministries of Electricity, Trade, Agriculture, Industry & Minerals, and the National Investment Commission, to learn to write policy papers. The team provided six months of technical training on the process of public policy making, and finalized the strategic plan for the newly established Iraqi institutions of public policy. A needs assessment of the policy making process within the ministries was also undertaken, and recommendations made.

As a result of NPM's meetings in Beirut with the oldest American think-tank, the Carnegie Endowment for Peace, an invitation was extended to Al-Nahrain University and Baghdad University to nominate students and faculty to undertake research at Carnegie as interns or fellows. This twinning of universities and think-tanks with counterparts in the West helps strengthen their role as contributors to the policy making process.

The *Tarabot* Regulatory Reform initiative, Iraq's Solutions for Regulatory and Administrative Reform (ISRAR) continues to develop momentum. Guided by an Interim Operational Plan, the NPM has been developing an ISRAR MoU between USAID and the PMO.

### Section Two: Next Quarter

NPM will consolidate the policy making process activities of the previous quarter and build on the experience of the successful MoU. Over the coming quarter, the team will complete the Standard Operating Procedures (SOP) for each new policy unit as they are established. They will guide the units in the development and implementation of national policies, which NPM will continue to support in the coming year.

NPM will continue to strengthen ties between official policy makers and non-official actors through its series of outreach workshops, helping create channels of communication that will ensure the greatest number of participants in policy formulation, implementation and evaluation; the hallmarks of democratic governance.

In order to further assist policy advisors to discharge their duties, the NPM team will provide an understanding of the impacts of economics on all sectors of policymaking through a special series of workshops on economic policy analysis delivered by a visiting expert. By the end of the fourth quarter, the Prime Minister's Office of Policy Development will be equipped with a fully

functional website, allowing it to communicate its national policies openly and democratically to all stakeholders: parliament, provincial councils, NGOs, think-tanks, universities, businesses, media, and citizens.

In the area of regulatory reform, the NPM team will shortly sign the ISRAR MoU, the second MoU signed with the Prime Minister's Office. The ISRAR initiative is designed to input laws and regulations into the e-Registry/e-Guillotine™, and works in partnership with the High Judicial Council and under its auspices. ISRAR will organize working groups from the private sector, and ministries, in order to review three areas of economic regulations: construction permits, import-export licenses, and business registration. The team will also assist the Central Unit to submit the three packages in the form of the "Omnibus Bill" to the Prime Minister for action by Parliament.

## Section Three: Activities According to Work Plan

### 3rd Quarter (April – June) FY 2012 Work Plan Activities

Work Plan ID	Activity/ Task Name	Progress
<b>Office of Policy Development in PMO and Ministries</b>		
2	Establishment of Office of Policy Development (OPD) in PMO	
A	Finalize SP	A Strategic Plan for the Office of Policy Development at the Prime Minister's Advisory Council was drafted and finalized on June 19, 2012. The Strategic Plan was delivered to the Prime Minister Chief of Staff.
B	Draft standard operating procedures	An SOP for Office of Policy Development was drafted consisting of two components; "the Code of Ethics for Policy Advisors" and "Classification of Policy Documents". Office of Policy Development advisors were briefed on the SOP during a workshop held on June 20, 2012.
3	Establishment of OPD/IDSC website in PMO	
A	USAID - <i>Tarabot</i> meets at least five times with PMO counterparts on building and populating OPD/IDSC website	8 meetings with PMO counterparts occurred on April 11 & 25; May 02, 09, 23, & 30; June 06 & 27, 2012 at the PMAC. The OPD website was completed and partially populated in Arabic and English.
4	Building OPD capacity in PMO	
A	Deliver three workshops on drafting policy papers (Practicum)	5 workshops on drafting policy papers were delivered to OPD staff at the PMAC on May 16, 23, 30; June 6 & 20, 2012.
B	Provide four workshops to office staff on the principles, methodologies, tools, and criteria of policy implementation	4 workshops on drafting policy implementation were delivered to OPD staff at the PMAC on April 11, 18, & 25, 2012; May 16, 2012.
5	Establishment of policy offices in selected ministries	
A	Conduct three workshops for the three selected ministries on drafting policy papers	3 workshops were delivered on June 10, 17 & 24, 2012 to 22 participants representing MoA, MoE, MoIM, MoT and NIC.
B	Finalize SP	Strategic Plans were finalized for Policy Units in MoA, MoE, MoIM, MoT and NIC.
C	Draft SoPs	SOPs drafted for Policy Units in MoA, MoE, MoIM, MoT and NIC. They were discussed with policy unit members through two workshops delivered on June 10 & 17, 2012. The SOPs consists of two components; "the Code of Ethics for Policy Advisors" and "Classification of Policy Documents".

D	Provide four workshops to office staff on the principles, criteria, methodologies, and tools of policy implementation	4 workshops were delivered on April 01, 08, 15 & 22, 2012 to 22 participants from MoA, MoE, MoIM, MoO, MoT and NIC. These workshops covered the topics of Policy Risk Management; Policy Communication Management; Policy Administration & Coordination; Policy Monitoring and Policy Evaluation.
<b>Office of Policy Development in President of the Republic's Diwan</b>		
6	Establishment of Policy Development Office in President of the Republic's Presidency Diwan (PD)	
A	Provide four workshops to office staff on the principles, methodologies, tools, and criteria of policy implementation	4 workshops on policy implementation were delivered on April 02, 09, 16 & 23, 2012 to 9 participants from the Presidency Office, the Vice President's Office, and Presidency Diwan. Workshops covered the following topics; Conceptual Framework, Policy Instruments & Strategic Approach, Policy Risk Management; and Administration & Coordination.
B	Finalize the strategic plan for adoption	A Strategic Plan for the Bureau of Public Policy finalized on June 17, 2012 in collaboration with policy advisors of the President, Vice President and the Presidency Diwan. The SP was submitted to the Chief of Staff of the Presidency Diwan.
C	Draft SoPs	An SOP for the Bureau of Public Policy was drafted and discussed with the policy advisors through workshops delivered on May 21 & 28; June 04, 2012. Workshop subjects covered two components of the SOP; "Code of Ethics for the Policy Advisors to the President" and "Classification of Policy Documents".
D	Deliver three workshops on drafting policy papers (Practicum)	3 workshops on drafting policy papers were delivered on June 11, 18 & 25, 2012.
<b>Policy Communication and Outreach</b>		
7	Policy Communication and Outreach	
A	Implement one roundtable discussion between official policy drafters, three Provincial Councils, Parliament, and non-official actors, regarding policy formulation process	Delivered on June 05, 2012 to 48 participants (35 male & 13 female) representing 3 PCs, Parliament, PMO, Presidency Council, Vice President's Office, MoT, MoIM, MoEI, Media, Think Tanks, Private Sector Associations, Women's Associations, Human Rights Organizations and NGOs.
<b>Public Sector Management Committee on Public Policy</b>		
8	Public Sector Management (PSM) Coordination	
A	Conduct quarterly coordination meeting with PSM committee and incorporate feedback into pending activities	Meeting held at PMAC on June 04, 2012 for 40 members of the PSM.

### 3<sup>rd</sup> Quarter (April – June) FY 2012 Performance Indicator Table

#### Sub-IR 2.1: Regulatory Reforms Implemented with Appropriate Cross Ministerial Involvement

Indicator #	Indicator Name	Qtr 1 (Oct-Dec) 2011	Qtr 2 (Jan-Mar) 2012	Qtr 3 (Apr-Jun) 2012	Status
2.1.1	Number of growth-impairing regulatory burdens identified and reduced	N/A	N/A	N/A	Progress for this indicator begins in FY 2013.
2.1.2	Number of institutional staff: public, private, and GoI (PMO) stakeholders instructed on the Iraq Solutions for Regulatory and Administrative	33	137	99	Represented by 75 male and 24 female participants.

	Reform (ISRAR)				
2.1.3	Estimated annual cost saving to participants in the Iraqi economy	N/A	N/A	N/A	This is an annual indicator. The amount will be known once the Prime Minister, CoM and Parliament approve the reform and implement the changes.

Sub-IR 2.2: National Policy Development and Management Mechanisms Established

Indicator #	Indicator Name	Qtr 1 (Oct-Dec) 2011	Qtr 2 (Jan-Mar) 2012	Qtr 3 (Apr-Jun) 2012	Status
2.2.1	Number of policies developed by OPD at the PMO and adopted by Gol	N/A	N/A	N/A	Progress for this indicator begins in FY 2013.
2.2.2	Number of Office of Policy Development staff at the PMO trained in policy development process	13	18	18	Represented by 12 male and 6 female participants. PMO advisors have completed the technical training in the policy making process and have begun the technical training phase.
2.2.3	Number of public policy offices established and functional	2	6	0	NPM team continued to strengthen the institutionalization of newly created policy units in the offices of the President, Prime Minister, MoT, MoE, MoIM, MoA, MoO and NIC.

USAID Standard Indicators (F-Indicators)

Indicator #	Indicator Name	Qtr 1 (Oct-Dec) 2011	Qtr 2 (Jan-Mar) 2012	Qtr 3 (Apr-Jun) 2012	Status
F 2.1	Number of USG-supported public sessions held regarding proposed changes to the country's legal framework	19	26	62	
F 2.2	Number of training days provided to executive branch personnel with USG assistance	20	26	62	See note 2

**Notes:**

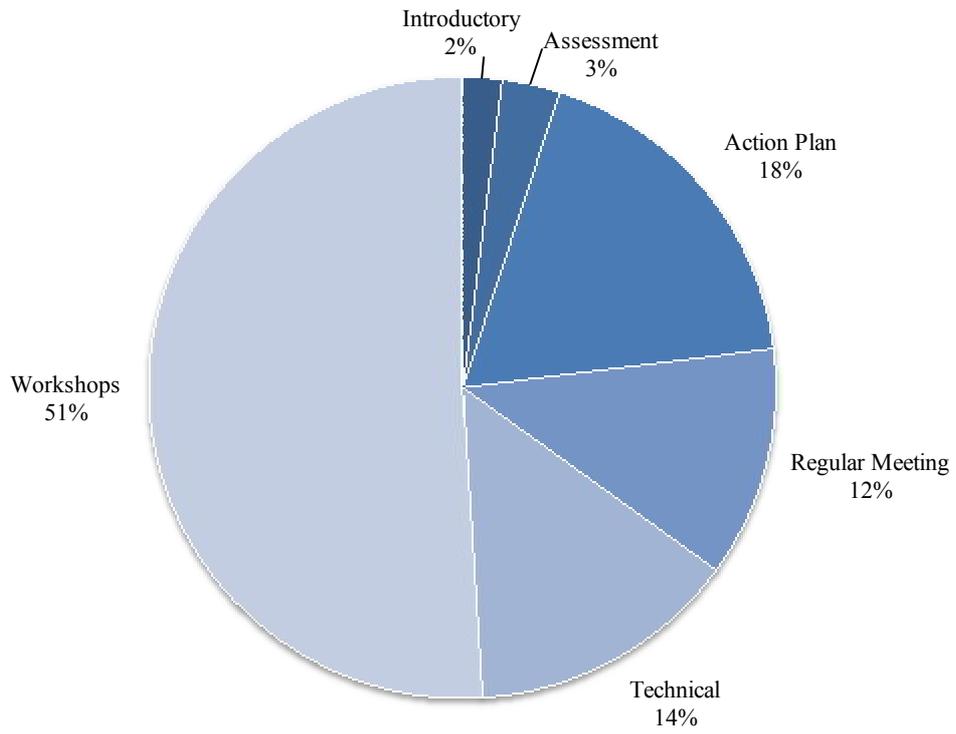
1. All indicators not represented in the above tables are year-end performance indicators. Status will be given in the annual report.
2. A workshop can be more than one day. Therefore, the number of training days does not equal the number of workshops.

3<sup>rd</sup> Quarter (April – June) FY 2012 Charts and Tables  
Table 1: Workshop Participants by Organization

Ministry	Developing the OPD Website	Public Policy Development	Public Policy Communication And Outreach	Regulatory Reform	Strategic Planning
President Office		2			
Presidency Diwan		7	1		
Prime Minister's Office	2	16		1	
Deputy Prime Minister Office/Service		2			
Council of Representatives				3	
Prime Minister's Advisory Council	2	2			
Council of Ministries Secretariat				1	
Supreme Judicial Council				4	
Integrity Commission				1	
National Investment Commission		2			
Ministry of Agriculture		5		1	
Ministry of Construction and Housing				1	
Ministry of Education				3	
Ministry of Electricity		3		2	
Ministry of Higher Education & Scientific Research				1	
Ministry of Industry and Minerals		1		4	3
Ministry of Labor Social Affairs				1	
Ministry of Municipalities and Public Works				1	
Ministry of Oil		2			2
Ministry of Planning				1	
Ministry of Trade		5		2	
Ministry of Transportation				1	
Ministry State for Women Affairs			1		
Central Bank of Iraq				1	
World Bank				2	
IFDP-USAID				1	
Tijara-USAID				2	
Baghdad Provincial Council				2	
Kirkuk Province Council				3	
Media				3	
Agargoof-NGO				1	
Free Media Center-NGO				1	
Institute Al-Taqadom for Development Policy				1	

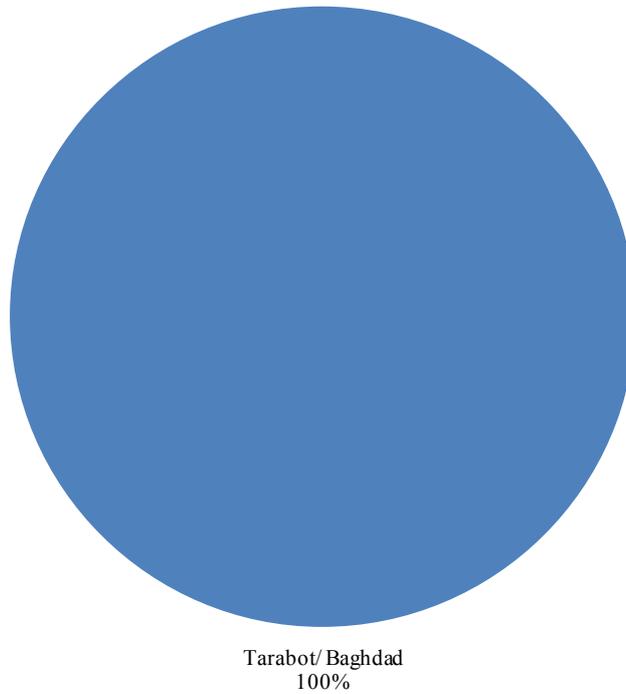
Ministry	Developing the OPD Website	Public Policy Development	Public Policy Communication And Outreach	Regulatory Reform	Strategic Planning
Institute for the Progress of the Development Policies-NGO				1	
Iraqi Business Women's Association for Economic Development-NGO			1	1	
Iraqi Businessmen Union-NGO			1		
Iraqi Institute for Economic Reform-NGO				1	
Media Development Center-NGO				1	
Non-Governmental Organizations			1	3	
Sea Fish Company-NGO				1	
Tammuz Org. for Social Development				1	
Women's Association for the Benefit of Women-NGO				1	
Women's Organization and the Future of Iraq-NGO				1	
Al-Timimy Group-Private Sector				1	
Anana for Consulting-Private Sector				1	
BIEE Deputy-Private Sector				1	
Businessmen Union-Private Sector				4	
Center for Research and Strategic Studies-Private Sector				1	
Company for legal and business-Private Sector				1	
Diyala Feed Mill-Private Sector				1	
EBSRP Project-Private Sector				1	
General Company for Chicken-Private Sector				1	
IRATRAC CAT-Private Sector				2	
Kubba Group-Private Sector				1	
Modern Iraq Company-Private Sector				1	
Private Sector			2	10	
Trade Bank of Iraq-Private Sector				2	
<b>Total</b>	<b>4</b>	<b>47</b>	<b>7</b>	<b>84</b>	<b>5</b>

Figure 1: Activities Distribution by Type



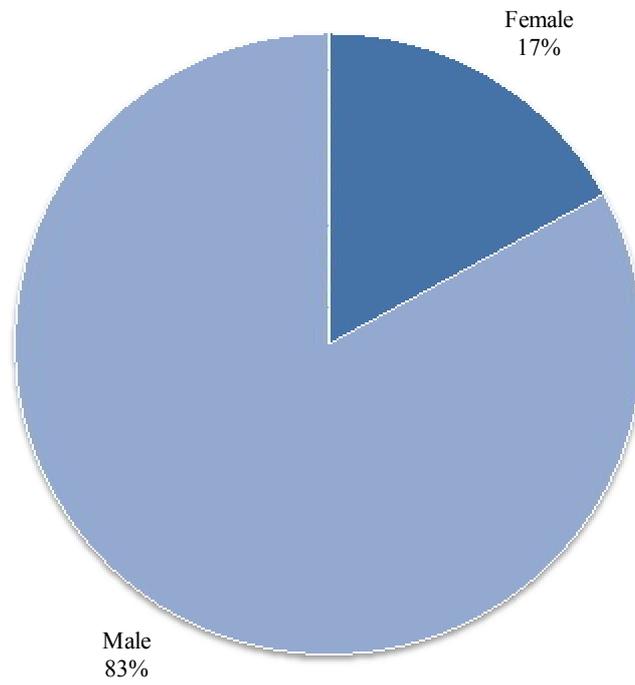
Total Activities = 122

Figure 2: Workshop and Meeting Activities of *Tarabot*Hubs



Total Activities = 122

Figure 3: Workshop and Meeting Participants by Gender



Total Participants = 511

## COMPONENT 3: ADMINISTRATIVE DECENTRALIZATION

### Section One: Highlights

USAID-*Tarabot* continues to make significant progress with partner ministries and provinces, and working closely with government employees to build the foundation of a lasting, stable, and transparent administrative system. This quarter was marked by several important breakthroughs that prove the effectiveness of the *Tarabot* project, the diligence and hard work of local and expatriate staff, and the eagerness of GoI counterparts to work in tandem with *Tarabot*.

One of the most notable achievements includes the signing of a "Cooperation Roadmap" between USAID and the Ministry of Labor & Social Affairs (MoLSA), which affirms USAID-*Tarabot's* assistance to the Social Safety Net (SSN) program. SSN provides social welfare programs to around 1.4 million citizens, including some of the poorest and most marginalized. Significant steps were also taken in Baghdad and beyond, to improve the transparency, accountability, and efficiency of government offices. In May, the MoP posted Standard Bidding Documents (SBD) which the AD team helped develop on the official MoP website, along with procurement regulations and instructions. This will help raise ministry performance and efficiency, and prevent fraud and corruption in the public procurement process. The MoP and USAID-*Tarabot* are committed to improving the quality of life of Iraqi citizens, directly through programs like the SSN, and indirectly through increased transparency and efficiency in partner ministries.

During the quarter, the project officially opened its regional hub office in Babil. The office, representing the five South Central Region provinces of Babil, Diwaniyah, Najaf, Karbala, and Wasit, provides essential coordination and administrative functions for *Tarabot* activities in the region.

Dr. Torhan Al-Mufti, the State Minister for Provincial Affairs (MoPA), and Babil Governor, officially opened the office with a formal ribbon-cutting. There were more than 30 guests in attendance, representing the Babil local government, DGs, the Governor's advisors, as well as USAID Field Monitors, and staff from the USAID-GSP project. Following the opening ceremony, USAID-*Tarabot* hosted a regional conference where teams presented their progress in the South Central Region provinces to-date, along with briefs on future steps. More than 130 participants attended, representing the MoSPA office and the five GOs and their technical teams.



**Minister Al-Mufti Opening Babil Conference**



**Quality Awareness Campaign Continues**

Over the quarter, the Quality Management team continued its Quality Awareness Campaign, designed to provide an overview and definition of quality management, demonstrate its value to an organization and explain how it connects with various types of international specifications. The Quality Awareness Campaign covered a number of ministries and is now branching into the provinces. The educational campaign complements the technical assistance already offered by the unit to assist GoI institutions to establish or bolster their quality management systems.

The Service Center team was similarly successful over the last quarter, laying the groundwork for several "One Stop Shop" service centers at under-equipped and overwhelmed facilities at the Ministry of Transportation (MoTr) and the Ministry of Migration and Displaced. In June, the Deputy Minister for Technical Affairs at MoTr asked USAID-*Tarabot* advisors to help reorganize the existing Research and Studies unit into a directorate, recommending that it emulate *Tarabot's* own Service Improvement Department. This is an important step for MoTr, and a tribute to the effectiveness and good reputation of *Tarabot*. Establishing a new directorate requires the amendment of the ministry law and approval from Parliament. The new directorate will improve service standards, deploy resources more efficiently, and promote a culture of public accountability within the ministry. *Tarabot* teams have previously helped create units and divisions within the GoI, but the creation of a new directorate is unprecedented.

The Education Capacity Building Initiative (ECB) training program was launched and expanded during the quarter. The CB initiative is a specialized training and capacity-building program designed for the Ministry of Education (MoEd). It initially tackles five core areas, Fiscal Management, Communication and Leadership, Project Management, Procurement, and Information Technology. The MoEd formed a steering committee, headed by the Deputy Minister of Scientific Affairs, to work with the USAID-*Tarabot* program. Over a 150 participants were enrolled in the CB activities during this initial quarter. MoEd officials approved a fiscal management Work Plan.

Apart from its focus on improved service delivery, transparency, and fiscal responsibility, USAID-*Tarabot* directed its concentration on organizational reform, capital investment, and achieving goals at the national level. On May 10, *Tarabot* and MoP co-hosted a kick-off conference for the creation of the 2013-2017



**2014-2017 NDP Launch Conference**

National Development Plan in Baghdad. The conference was attended by nearly 500 people, including many top decision-makers: governors, the private sector, civil society, universities, and international organizations. Many VIPs were also in attendance, such as the Prime Minister's Chief of Staff, the COMSEC Secretary, the PMAC Chair, the Ministers of Oil and Finance, the Governors of Najaf

and Dhi Qar, the USAID Deputy Mission Director, and the German Ambassador to Iraq. The conference focused on how Iraq can best leverage its resources to meet national objectives, such as a robust and diversified economy, poverty alleviation, and investments in the agriculture and tourism sectors.

At the provincial level, the Project Management team made progress in achieving full compliance with internationally recognized project management standards in Babil, Diyala, and Najaf. The team also got the go-ahead to establish a Project Management Office in Anbar province, which the Governor has ordered to be built within the headquarters complex. The creation of this office, only a few months after USAID-*Tarabot* proposed the idea, signals that the concept real organizational reform is taking root in Iraq, and that GoI agencies are accepting and acting on technical advice from *Tarabot* experts.

## **Section Two: Next Quarter**

USAID-*Tarabot* will build on these and other successes in the quarter to come. Plans include the creation of new organizational development units within government agencies, negotiating memoranda of understanding and cost-share agreements with partner ministries, continued

procurement reform, enhancing infrastructure and service delivery through one-stop shops, mapping and assessing thousands of services offered by GoI, and further investing in two national IT projects - Iraq Development Management System (IDMS) and Social Safety Net (SSN). GoI institutions continue to be eager and willing to learn from the experts at USAID-*Tarabot* and translate that knowledge into a more responsive and responsible government apparatus.

## Section Three: Activities According to Work Plan

### 3<sup>rd</sup> Quarter (April – June) FY 2012 Work Plan Activities

Work Plan ID	Activity/ Task Name	Progress
1	AD Component-Wide	
1.1	Counterpart Engagement	
A	Conduct two MoU negotiation meetings with counterpart ministries and governors' offices	MoU negotiations initiated with almost all partner ministries and GOs.
1.2	Public Sector Management (PSM) Coordination	
A	Conduct quarterly coordination and update meeting with PSM and relevant subcommittees: Restructuring Government, National and Provincial Services Delivery, and Public Financial Management Reform	3 coordination meetings were conducted on April 02, May 09 and June 04, 2012.
B	Receive feedback from PSM and incorporate into pending activities as requested	Suggestions and feedback incorporated.
2	Administrative Decentralization Support	
2.1	Facilitate an enabling environment for decentralization	
2.1.1	Disseminate information about opportunities for decentralization in Iraq, including the constitutional framework	
A	Conduct follow-up consultation with four targeted GoI entities (MoEd, MoH, MoMPW, and MoLSA) to ensure their understanding of decentralization	MoEd, MoH, MoMPW and MoLSA have participated in the <i>Tarabot</i> Decentralization Awareness Campaign.
B	Assist targeted ministries to generate a list of authorities to be decentralized	List of authorities developed for MoMPW and submitted for review.
2.2	Assist the government entities to implement administrative decentralization	
2.2.1	Devise ministry decentralization guidelines	
A	Expand on draft document to encompass different concepts of administrative decentralization including de-concentration, delegation, and devolution	Ministry decentralization document maturing as increasing information and feedback is gathered.
2.2.2	Devise Governor's Office (GO) decentralization guidelines	
A	Conduct four awareness-raising workshops for GO counterparts	Workshops and meetings conducted for GOs of Basrah, Dhi Qar, Diwanayah, Kirkuk, Maysan, Muthanna, and Ninawa.
B	Assist four GOs to develop draft transfer plans for targeted central ministry authorities	USAID- <i>Tarabot</i> worked with the MoMPW and GOs to ascertain proposed powers for decentralization.
3	Planning	
3.1	Improve National and Regional Planning System	
3.1.1	NDP Revision	
A	Develop plan to collect necessary data to carry out the revision and share with planning team internally	NDP revision methodology developed
B	Assist the MoP to carry out consultative conference with stakeholders	Conference on formulation of the 2013-2017 NDP conducted on May 10, 2012 at Al-Rashid Hotel in Baghdad. Representatives from PMO, PMAC, MoF, MoO, MoP, NIC, Governors for Dhi Qar and Najaf have attended this conference.
3.1.2	Iraq National Monitoring System Operationalized	
A	Assist MoP to collect baseline information for 10 more indicators in the INMS	Data entry for 26 indicators to the INMS is on-going.
3.1.3	Establish Provincial Projects Steering Committees	

A	Assist to develop projects steering committee guidelines, procedures, and nominees	Developed.
B	Assist to establish projects steering committees in two provinces	Steering committees created in Basrah, Diwaniyah, and Muthanna.
3.2	Enhance Capital Investment Projects Planning and Prioritization	
3.2.1	Ministry Projects Prioritization	
A	Develop capacity-building plan and provide assistance to conduct proper multi-year capital investment planning that is harmonized with the goals laid out in the NDP	Developed for MoCH, MoMD, MoEn, MoLSA and MoHR.
4	Fiscal Management	
4.1	Enhance Iraq's public capital investment budgeting and execution financial system	
4.1	Enhance the capacity of GoI entities in capital investments budgeting and execution	
4.1.1	Implement budget execution roadmap	
A	Conduct three Hammurabi Knowledge Base workshops for GoI counterparts	Workshops were not conducted due to limited staff availability.
4.1.2	Support to capital investment projects budgeting	
A	Carry out comprehensive assessment in three GoI entities	Completed for MoHE, MoHR, MoIM, MoMPW, MoA and MoCH.
B	Develop action plan to improve budgeting in assessed counterpart GoI entities	Developed for MoHE
C	Develop proposal to create unified budgeting units in counterpart entities, including job descriptions, scopes of work, and an organizational chart	A proposal has been drafted for creation of a "Cost Estimation Division".
4.1.3	Support to capital investment projects execution	
A	Carry out comprehensive assessment in three GoI entities	Completed for MoHEd, MoHR, MoIM, MoMPW, MoA and MoCH.
B	Develop action plan to improve budget execution in assessed counterpart GoI entities	Developed for MoHE
C	Develop proposal to create unified costing units in counterpart entities, including job descriptions, scopes of work, and an organizational chart	A proposal has been drafted for creation of a "Cost Estimation Division".
5	Project Management	
5.1	Assist to Improve the National Capital Investment Project Management System in Iraq	
5.1.1	Support the Iraqi national capital investment project management program	
A	Identify bottlenecks and develop an action plan	Bottlenecks identified and action plan developed in consultation with MoP.
5.2	Improve capital investment projects management at the ministerial and provincial levels	
5.2.1	Enhance the project management capacity of ministry counterparts	
A	Introduce the 42 PM processes to six counterpart ministries	PMI processes introduced to 10 ministries (MoA, MoCH, MoCu, MoEd, MoEn, MoHE, MoJ, MoMD, MoMPW, and MoTR).
B	Provide targeted technical assistance and capacity building in highly technical PM fields (includes Risk Management, Earned Value Management, Estimations, Feasibility Studies, and the usage of MS Project) for four counterpart ministries	Provided to MoA, MoEn, MoHE and MoMD.
C	Assist targeted counterparts to adopt the Project Management systems	MoHE, MoJ and MoEn have agreed to adopted Project Management systems.
5.2.2	Enhance the project management capacity of provincial counterparts	
A	Introduce the 42 PM processes to four counterpart provinces	PMI processes introduced to 11 provinces (Anbar, Babil, Basrah, Dhi Qar, Diwaniyah, Kirkuk, Maysan, Muthanna, Najaf, Ninawa, and Wasit).
B	Provide targeted technical assistance and capacity building in highly technical PM fields (includes Risk Management, Earned Value Management, Estimations, Feasibility Studies, and the usage of MS Project) for four counterpart provinces	Provided to Basrah, Diwaniyah and Najaf.
C	Assist targeted counterparts to adopt the PM systems	Anbar GO has established a Project Management Office.
6	Procurement	
6.1	Enhance Iraq's national public procurement system	

6.1.1	Improve national procurement system	
A	Identify bottlenecks and work with stakeholders to introduce improvements to the current system	Bottlenecks identified and improvement opportunities discussed with MoP Public Contracts Director General and other stakeholders.
B	Disseminate proper information about the procedures of national procurement system	Procurement regulations, instructions, and standard bidding documents have been included in the MoP website for easy access to all Gol counterparts.
6.2	Improve procurement processes at the ministerial and provincial levels	
6.2.1	Implement standard procurement process	
A	Discuss proposed process with stakeholders	Meetings and workshops were held with MoP Public Contracting division and relevant stakeholders. Discussions were carried-out with specialists and non-specialists.
6.2.2	Assist procurement planning	
A	Provide technical assistance to initiate the annual procurement plans at counterpart Gol entities	Competency and advanced level workshops were delivered to MoP Public Contracting division
6.2.3	Implement standard bidding documents (SBD)	
A	Provide technical assistance to Gol entities to implement relevant standard bidding documents	Meetings held with MoP Deputy Minister and Director General for Public Contracts to promote formal national-level adoption of standard bidding documents. These documents were also introduced to several ministries.
6.2.4	Improve procurement records management system	
A	Finalize procurement record management system	Proposal and guidelines completed and submitted to MoP for review.
6.2.5	Develop procurement performance indicators and reporting system	
A	Provide technical assistance to collect data based on established indicators	Workshops and special focus group discussions were delivered on data collection for procurement indicators.
7	Iraq Development Management System (IDMS)	
7.1	Automate Government Capital Investment Management and Monitoring in Iraq	
7.1.1	Operationalize the IDMS at the MoP	
A	Assist MoP to generate reports using the IDMS for presentation to decision-makers	Reports generated and presented to decision makers during the 2013-2017 NDP Conference held on May 10, 2012 at Al-Rashid Hotel.
7.2	Operationalize the IDMS System	
7.2.1	Operationalize the IDMS in Gol entities	
A	Coach Gol entities to utilize the IDMS	Coaching continues to ministries (MoCH, MoCu, MoC, MoEn, MoIM, MoJ, MoST, and MoTr), provinces (Baghdad, Basrah, Dhi Qar, Kirkuk, Maysan, Muthanna, Ninewa, and Salah ad Din) and other Gol entities on using the IDMS.
B	Provide technical assistance for 25% Gol entities to install the online or offline version of the IDMS	IDMS installed in ministries and 7 provinces (Baghdad, Basrah, Dhi Qar, Maysan, Muthanna, Ninewa, and Salah ad Din).
C	Assist Gol entities to enter their data into the IDMS	Assistance to Gol counterparts continues on the data entry process to the IDMS. MoTr and MoCH have entered over 100 projects to the IDMS.
8	Public Accountability	
8.1	Assist National Service Quality Initiative	
8.1.1	Compile comprehensive list of Gol services	
A	Compile comprehensive list of services delivered by remaining Gol entities	List of services compiled for 21 ministries and 2 Gol counterparts.
8.1.2	Identify international service delivery benchmarks	
A	Research international benchmarks corresponding to key Gol services	International benchmarks were collected for some of the services in the list.
8.2	Assist to Improve Delivery of Public Services to Iraq's Citizens	
8.2.1	Promote the concepts and benefits of public sector accountability	
A	Design promotional materials to highlight public sector accountability concepts	Promotional brochure for Services Improvement designed.
B	Develop public accountability workshop materials	Public Accountability core materials developed
8.2.2	Enhance the quality of public sector customer service in Iraq	
A	Select target services for improvement	Several services were selected mainly service center services. Tarabot is also exploring other services with MoMPW (water and sewage complaints) and

		MoTr (bus service).
B	Conduct four quality service assessments with partner ministries	Assessments initiated for MoTr and MoMPW services.
C	Conduct initial mapping and analysis for four selected services	Mapping, analysis, and re-engineering partially carried out for Service Centers' internal processes.
9	Organizational Development	
9.2	Strengthen Organizational Development Capacity in Iraqi Public Organizations	
9.2.1	Promote institutionalization of organizational development (OD) functions	
A	Update OD material, including USAID-Tarabot brochure and OD introductory presentation, detailing new service	Materials updated and developed. Presented to 7 ministries (MoCH, MoMD, MoHE, MoHR, MoMPW, MoP and MoTr) and 4 provinces (Baghdad, Basrah, Dhi Qar and Ninawa).
9.2.2	Facilitate organizational development (OD) in Gol entities	
A	Sign agreements with five organizations to facilitate an OD methodology cycle	Initiated in 6 ministries (MoCH, MoHE, MoHR, MoMD, MoMPW, and MoTr).
10	Process Development	
10.1	Improve Key Administrative and Service Delivery Processes	
10.1.1	Re-engineer target administrative or service-delivery processes	
A	Sign agreements with partner organizations on action plans for business process re-engineering of five identified processes	5 ministries (MoA, MoHE, MoMPW, MoJ and MoMD) have agreed to re-engineer some of their business processes.
11	Quality Management	
11.1	Build National Gol Level Quality Management Awareness	
11.1.1	Raise awareness of quality standards in Iraq	
A	Conduct two Quality Management Awareness workshops for counterpart Gol ministries	Quality Management Awareness workshops was delivered to 6 ministries (MoA, MoEd, MoCH, MOHE, MoST, and MoTr).
B	Disseminate ISO9001 requirements to counterpart ministries	ISO9001 requirements were disseminated to 6 ministries (MoA, MoEd, MoCH, MOHE, MoST, and MoTr) during the Quality Management Awareness workshops.
11.2	Improve the Quality Management Systems of Gol Entities	
11.2.1	Introducing international standards for quality	
A	Conduct two workshops on documented ISO9001 requirements for the specified Gol entity interested to attain international quality standards	ISO9001 gap analysis and requirements workshops carried out for MoCH and MoHE.
11.2.2	Facilitate quality management improvements in partner Gol entities	
A	Develop a general SOW for an internal ministry quality unit, including job descriptions and sample organizational chart	Proposal developed for creating a quality unit in ministries.
12	"One-Stop Shop" Service Centers	
12.1	Improve the Facilities and Systems of Key Gol Public Services	
12.1.1	Develop "One-Stop Shop" service center Infrastructure	
A	Select contractor to design the model "One-Stop Shop" service center	RFP announced. Proposals are under review and team is in the final stage of selecting a contractor.
12.1.3	Select and improve "One-Stop Shop" services	
A	Service process analysis for two ministries	Completed for MoMPW and MoHE.
B	Re-engineer selected service processes for two service centers	Completed for MoMPW and MoHE.
C	Develop service guidelines or service SoPs for one service center	SOPs drafted for MoMPW and MoHE.
D	Determine software and automation requirements based on service guidelines	Developed for MoHE and are currently being explored for MoMPW.
13	Education Capacity-Building Initiative	
13.1	Ministry of Education staff develop skills in core areas of public administration	
13.1.1	Financial Management and Budgeting	
A	Draft participant selection criteria and present to Ministry coordinating committee for approval	Participants' selection criteria at the competency level drafted and presented to the MoEd coordinating committee.
B	Finalize curriculum topics and present to Ministry coordinating committee	Curriculum topics at the competency level finalized and presented to the MoEd coordinating committee.
C	Draft graduation requirements and present to Ministry coordinating committee	Graduation requirements drafted and presented to MoEd leadership.
D	Conduct three competency level training	2 workshops were conducted: 1st workshop on

	courses	May 13-17, 2012 for 22 participants (7 male and 15 female) 2nd workshop on May 20-24, 2012 for 21 participants (8 male and 13 female). A 3rd workshop scheduled for June 10-14, 2012 was cancelled after two days due to the 7th Imam pilgrimage (security).
13.1.2	Leadership and Communication	
A	Draft participant selection criteria and present to Ministry coordinating committee for approval	Participant selection criteria at the competency level drafted and presented to the MoEd coordinating committee.
B	Finalize curriculum topics and present to Ministry coordinating committee	Curriculum topics at the competency level finalized and presented to the MoEd coordinating committee.
C	Draft graduation requirements and present to Ministry coordinating committee	Graduation requirements drafted and presented to MoEd leadership.
D	Conduct two competency level training courses	2 workshops were conducted: 1st workshop on June 03-07, 2012 for 15 participants (9 male and 6 female) and a 2nd workshop on June 17-21, 2012 for 15 participants (6 male and 9 female).
13.1.3	Project Management	
A	Draft participant selection criteria and present to Ministry coordinating committee for approval	Participant selection criteria at the competency level drafted and presented to the MoEd coordinating committee.
B	Finalize curriculum topics and present to Ministry coordinating committee	Curriculum topics at the competency level finalized and presented to the MoEd coordinating committee.
C	Draft graduation requirements and present to Ministry coordinating committee	Graduation requirements drafted and presented to MoEd leadership.
D	Conduct one competency level training courses	One workshop was conducted on June 24, 2012 for 18 participants (13 male and 5 female).
E	Conduct one advanced level training course	Postponed to 4th quarter due to June movement restrictions.
13.1.4	IT Management	
A	Draft participant selection criteria and present to Ministry coordinating committee for approval	Participant selection criteria at the competency level drafted and presented to the MoEd coordinating committee.
B	Finalize curriculum topics and present to Ministry coordinating committee	Curriculum topics at the competency level finalized and presented to the MoEd coordinating committee.
C	Draft graduation requirements and present to Ministry coordinating committee	Graduation requirements drafted and presented to MoEd leadership.
13.1.5	Procurement	
A	Draft participant selection criteria and present to Ministry coordinating committee for approval	Participant selection criteria at the competency level drafted and presented to the MoEd coordinating committee.
B	Finalize curriculum topics and present to Ministry coordinating committee	Curriculum topics at the competency level finalized and presented to the MoEd coordinating committee.
C	Draft graduation requirements and present to Ministry coordinating committee	Graduation requirements drafted and presented to MoEd leadership.
D	Conduct one competency level training courses	One workshop was conducted on May 27, 2012 for 21 participants (12 male and 9 female).
14	Social Safety Net (SSN)	
14.1	Manage the GoI support to the poor using a management information system	
14.1.1	SSN rollout and operationalized to all 15 provinces of Iraq	
A	Assist MoLSA to deploy the SSN to three additional provincial sites	Deployed to Anbar, Babil, Dhi Qar, Maysan, and Muthanna, completing the SSN's nationwide deployment.
14.1.2	Operations and Maintenance	
A	Assist MoLSA to operationalize deployed SSN sites and ensure connection to the MoLSA HQ	SSN sites in Basrah, Diwaniyah, and Najaf were made operational and connected to MoLSA's central SSN servers.
14.1.3	Phase two: Assist sites to clean data and produce payment distribution reports	
A	Continued support to MoLSA for the production of the payment distribution reports for existing six sites	Baghdad has been using the system for 15 months and currently support over 68,000 claimants and 200,000 family members. Five payment distribution reports have been run paying out approximately \$16 million to \$18 million to claimants in each payment report.

### 3rd Quarter (April - June) FY 2012 Performance Indicator Table

Sub-IR 3.1: Regulations and Administrative Supports Necessary for Effective Decentralization Implemented					
Indicator #	Indicator Name	Qtr 1 (Oct-Dec) 2011	Qtr 2 (Jan-Mar) 2012	Qtr 3 (Apr-Jun) 2012	Status
3.1.1	Number of ministries that have initiated de-concentration changes	N/A	0	1	MoMPW has accepted a set of proposals to initiate administrative de-concentration activities.
3.1.2	Number of regulations and administrative orders supporting de-concentration ministries activities	N/A	0	0	MoMPW is exploring a set of proposals now and could begin issuing orders as soon as this coming quarter.
Sub-IR 3.2: Provincial Resource Management and Service Delivery Strengthened					
Indicator #	Indicator Name	Qtr 1 (Oct-Dec) 2011	Qtr 2 (Jan-Mar) 2012	Qtr 3 (Apr-Jun) 2012	Status
3.2.1	Number of ministries initiating improved organizational structure change	N/A	3	1	Establishment of an Organization Development unit in the MoMD.
3.2.2	Number of line ministries with Business Process Systems reengineered	N/A	2	1	Reengineering undertaken with MoHE. Initiated for MoMPW, MoJ and MoA.
3.2.3	Number of service delivery units in compliance with ISO 9001	N/A	0	0	ISO9001 awareness initiated with many ministries and compliance activities initiated with MoCH and MoHE.
3.2.4	Number of ministries utilizing the IDMS to manage and monitor their capital portfolio	N/A	N/A	0	MoTr and MoCH have entered project data into the IDMS and will begin monitoring their capital portfolio in the 1 <sup>st</sup> quarter of FY 2013.
3.2.5	Number of Governors' Offices utilizing the IDMS to manage and monitor their capital investment portfolio	N/A	N/A	0	IDMS rollout to Governor's Offices initiated by MoP and Tarabot.
3.2.6	Number of one-stop-shop service center implemented	N/A	0	0	Work continues with MoHE, MoMPW, MoMD, and MoJ service centers, as well as emerging work with MoLSA and MoF.
3.2.7	Number of new capital projects initiated at the provincial level	N/A	N/A	N/A	Data collection not initiated yet as this indicator is an annual indicator. List of capital projects for 2013 is under development by the provinces and have not been finalized with MoP.
3.2.8	Percentage of citizens surveyed in key areas who report improved service delivery	N/A	N/A	N/A	Survey processes not yet initiated as this indicator is an annual indicator.

	procedures				
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USAID Standard Indicators (F-Indicators)

Indicator #	Indicator Name	Qtr 1 (Oct-Dec) 2011	Qtr 2 (Jan-Mar) 2012	Qtr 3 (Apr-Jun) 2012	Status
F 3.1	Number of training days provided to executive branch personnel with USG assistance	57	113	534	See note 3
F 3.2	Number of Sub-national entities receiving USG assistance that improve their performance	19	35	145	
F 3.3	Number of administrators/officials trained with USG support	N/A	N/A	132	See note 2

**Notes:**

1. All indicators not represented in the above tables are year-end performance indicators. Status will be given in the annual report.
2. The number reported is for individuals and not participants.
3. A workshop can be more than one day. Therefore, the number of training days does not equal the number of workshops.

Table 1: Workshop Participants by Organization

Ministry	Decentralization Procedure	IDMS	Organizational Development	Planning	Procurement	Project Management	Quality Management System	Service Center Improvement
Ministry of Agriculture				1	12	12	18	
Ministry of Communications				1				
Ministry of Construction and Housing		19	33	16	24	35	26	
Ministry of Culture				6	13	11		
Ministry of Migration and Displaced			6	4	4	13		
Ministry of Education	68			2	19	1	41	
Ministry of Electricity				1	1	1		
Ministry of Environment				13	9	7		
Ministry of Finance		2						
Ministry of Health				4	1			
Ministry of Higher Education & Scientific Research		4	47	13	28	40	28	30
Ministry of Human Rights			5	6	3			
Ministry of Industry and Minerals		24			15			
Ministry of Interior					1			
Ministry of Justice				9		16		
Ministry of Labor Social Affairs				6	3			
Ministry of Municipalities and Public Works	218	7	34	19	45	48		41
Ministry of Oil		1						
Ministry of Planning		28	12	2	19	4		
Ministry of Science & Technology							16	
Ministry of Trade						1		
Ministry of Transportations		9	45		21	28	18	2
Ministry of Water Resources		24		2		2		
Integrity Commission					1			
Sunni Endowment		14						
National Investment Commission						1		

Ministry	Decentralization Procedure	IDMS	Organizational Development	Planning	Procurement	Project Management	Quality Management System	Service Center Improvement
Anbar Governor's Office		3				14		
Babil Governor's Office				2	15	14		
Babil Provincial				1				

Council								
Baghdad Governor's Office		3			1			
Basrah Governor's Office		7			29	16		
Basrah Provincial Council		1						
Dhi Qar Governor's Office					9			
Diwaniya Governor's Office	4					20		
Diyala Governor's Office					29			
Karbala Governor's Office		4			18			
Karbala Province Council		5						
Kirkuk Governor's Office						1		
Maysan Governor's Office		4						
Maysan Province Council	16							
Muthanna Governor's Office	10	5			16	5		
Najaf Governor's Office		10			11	10		
Ninawa Governor's Office		10			15	22		
Salah Ad Din Governor's Office	3	5						
Wasit Governor's Office					9			
Total	319	189	182	108	371	322	147	73

Figure 1: Activities Distribution by Type

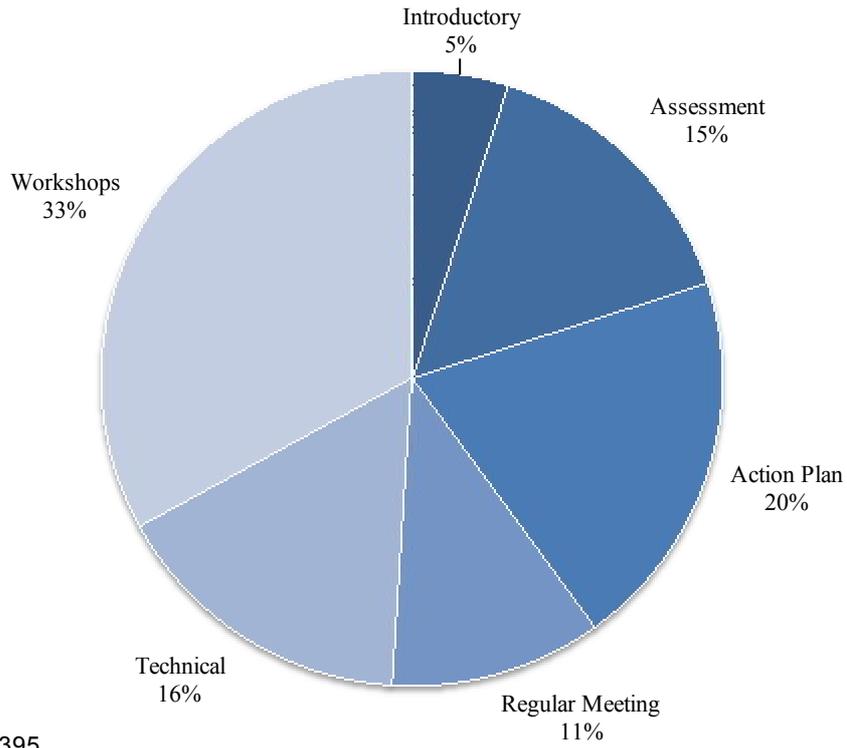


Figure 2: Workshop and Meeting Activities by Tarabot Hubs

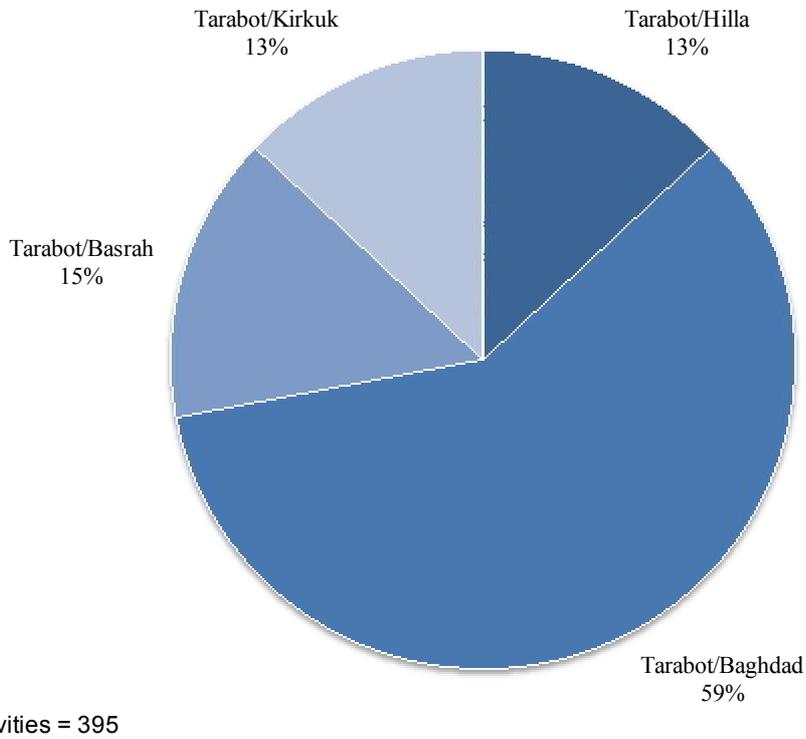
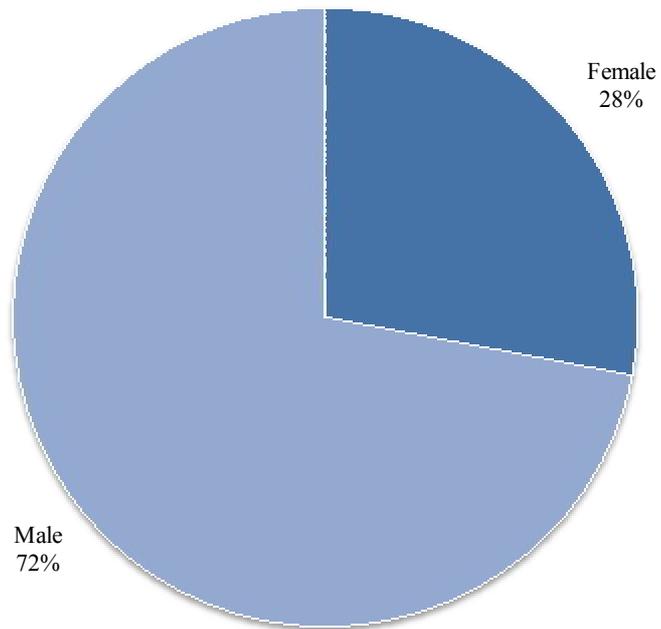


Figure 3: Workshop and Meeting Participants by Gender



Total Participants = 2,548

# PROJECT ADMINISTRATION

## Security Company License Issue

USAID-*Tarabot's* security provider resumed full services this quarter, receiving an extension of its lapsed license, as a major step toward receiving its full license once the Ministry of Interior works out the details for the next wave of licenses for all security providers.

## Travel and Security

This quarter again witnessed periodic days of large-scale attacks, with multiple explosions simultaneously at numerous sites in Baghdad and elsewhere. These large events have occurred once a month on almost the same date and day of the week. A major disruption to project operations occurred when the MoI froze all travel by private security companies during a ten-day period surrounding the pilgrimage marches for the Seventh Imam. This was the first time such a long and total travel restriction has ever been imposed, including restricting travel to the IZ and airport.

## Visas and Badges

The problem of the visas was finally resolved this quarter, but not before a number of USAID-*Tarabot* needed to leave the country and re-enter to the KRG and work from Erbil for a brief period. Many others needed to fly out of the country for a day and return to be issued their new visa at the airport. By the end of the quarter, all *Tarabot* staff members again have one-year, multiple entry visas. The Green Zone badging logjam was broken by the end of the quarter, providing badges to 66 project expat and local staff (8 blue, 28 green, 2 yellow and 28 orange).

## Compound Offices & Housing

Matching the continued growth of USAID-*Tarabot* expat and local staff, negotiations continue regarding residential and office space. The most pressing issue remains space for workshops as many ministries and provinces prefer to send their people to the compound location for these events.

## Regional and Provincial Offices

68 staff members are currently deployed at provincial and regional offices outside of Baghdad.

## Staffing and Deployment

The project has a staff of 36 expatriate and 231 local personnel as of June 30, 2012.