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USAID-TARABOT IRAQ ADMINISTRATIVE REFORM PROJECT **ANNUAL REPORT 2012**

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600 Water Street, SW, Washington, DC 20024, USA
Tel: +1.202.484.7170 | Fax: +1.202.488.0754
www.msiworldwide.com

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TABLE OF CONTENTS

ACRONYMS	7
EXECUTIVE SUMMARY	9
CHAPTER ONE: FOCUS ON IRAQ'S VULNERABLE POPULATIONS	10
CHAPTER TWO: FOCUS ON OWNERSHIP	12
CHAPTER THREE: COMPONENT 1: CIVIL SERVICE REFORM	15
CHAPTER FOUR: COMPONENT 2: NATIONAL POLICY MANAGEMENT	18
CHAPTER FIVE: COMPONENT 3: ADMINISTRATIVE DECENTRALIZATION	21
CHAPTER SIX: PROJECT MANAGEMENT	28
ANNEXES	30



A participant during a Tarabot Public Policy workshop inquires about policy outreach strategies to non-governmental organizations

ACRONYMS

AD	Administrative Decentralization	MoP	Ministry of Planning
AU	Advisory Unit	MoPA	Ministry of Provincial Affairs
BPM	Business Process Mapping	MoST	Ministry of Science and Technology
BPR	Business Process Re-engineering	MoT	Ministry of Trade
COI	Commission on Integrity	MoTO	Ministry of Tourism
COMSEC	Council of Ministers' Secretariat	MoTR	Ministry of Transportation
COSQC	Central Organization for Standardization and Quality Control	MoYS	Ministry of Youth and Sports
CSO	Central Statistical Organization	MTEF	Medium-Term Expenditure Framework
DCU	Decentralization Consulting Unit	NDP	National Development Plan
DG	Director General	O&MM	Operations and Maintenance
GO	Governor's Office	OD	Organizational Development
GoI	Government of Iraq	ODU	Organizational Development Unit
HQ	headquarters	OPM3	Organizational Project Management Maturity Model
HR	Human Resources	PA	Public Accountability
HRD	Human Resource Department/division	PC	Provincial Council
IDMS	Iraq Development Management System	PD	Process Development
IDP	Internally Displaced Persons	PM	Project Management
IG	Inspector General	PMAC	Prime Minister's Advisory Council
IGO	Inspector General's Offices	MAU	Project Management Advisory Unit
INMS	Iraq National Monitoring System	PMI	Project Management Institute
ISO	International Standards Organization	PMO	Project Management Office
IT	Information Technology	PMP	Project Management Professional Certification
M&E	Monitoring and Evaluation	PSM	Public Sector Modernization Committee
MoA	Ministry of Agriculture	QA	Quality Assurance
MoCH	Ministry of Construction and Housing	QC	Quality Control
MoCOMM	Ministry of Communications	QM	Quality Management
MoCU	Ministry of Culture	SBD	Standard Bidding Document
MoE	Ministry of Electricity	SC	Service Centers
MoED	Ministry of Education	SI	Services Improvement
MoENV	Ministry of Environment	SOP	Standard Operating Procedure
MoF	Ministry of Finance	SOW	Scope of Work
MoH	Ministry of Health	TA	Technical Assistance
MoHED	Ministry of Higher Education	UN	United Nations
MoHR	Ministry of Human Rights	UNDP	United Nations Development Programme
MoIM	Ministry of Industry and Minerals	USAID	US Agency for International Development
MoJ	Ministry of Justice	WB	World Bank
MoLSA	Ministry of Labor and Social Affairs		
MoMD	Ministry of Migration and Displacement		
MoMPW	Ministry of Municipalities and Public Works		
MoO	Ministry of Oil		



EXECUTIVE SUMMARY

The chief concerns of the Iraqi government have evolved significantly over recent years. With the government more ably managing its own administrative affairs, the focus has shifted away from worries about basic functionality and towards the complex, nuanced issues facing its citizens. Iraq's maturing vision for public management includes a modernized civil service, robust policy-making mechanisms, and the provision of quality services to all of its citizens, from the general public to the most marginalized persons. The USAID-Tarabot program, initiated in 2011, was designed to complement this vision with the expertise, systems, and know-how necessary to see it realized.

Upon the conclusion of year one, it is clear that the USAID-Tarabot project succeeded in initiating its "whole of government" approach. The project successfully established relationships with and fostered linkages between government agencies and across all fifteen non-federated provinces, and began implementing complex technical assistance that complements the Iraqi government's desire to improve its citizen services. This technical assistance is delivered through the project's three components:

CIVIL SERVICE REFORM

The Civil Service Reform component provides top-to-bottom technical assistance to improve Iraq's civil service. At the highest levels of government, the

CSR component works with Iraq's High Committee for Civil Service Reform to produce comprehensive civil service legislation and develop guidelines, standard procedures, and training materials for Iraq's Federal Civil Service Commission. At the institutional level, the CSR component assists ministries, provinces, and other entities to establish modern Human Resources Departments. CSR also works to stand up Provincial Civil Service Commissions. USAID-Tarabot leads the process of producing uniform job descriptions, performance evaluation, and implementing a national Human Resources Management Information System, all in support of a professional, effective, merit-based, and transparent Iraqi civil service.

NATIONAL POLICY MANAGEMENT

The National Policy Management component assists the government's top decision-makers and executive offices to establish effective units to formulate policy, communicate policy changes, consult effectively with ministerial, provincial, and private stakeholders on the formulation of specific policies, and to guide the introduction of new policies once they become law. This component also includes a regulatory reform initiative focused on streamlining or eliminating outmoded, ineffective, and business unfriendly laws, decrees, and regulations.

ADMINISTRATIVE DECENTRALIZATION

The USAID-Tarabot Administrative Decentralization component works in close cooperation with the Gol to strengthen the nation's service infrastructure and service delivery mechanisms while facilitating decentralization of administrative functions down to the lower rungs of government. AD is currently assisting 24 Gol ministries, ranging from largest-spending, biggest-building ministries such as those for Oil and Municipalities, down to specialized service-oriented ministries such as Justice or Migration and Displacement. The AD component also works with all 15 non-federated governors' offices. The team works concurrently with central ministries, the provincial ministry directorates, and governors' offices to explore opportunities to push operational decision-making authority closer down to the levels where services are actually delivered.

CHAPTER ONE

FOCUS ON IRAQ'S VULNERABLE POPULATIONS

Tarabot's Civil Service Reform (CSR) component is committed to upholding rights and protections for Iraq's minorities, women, and others as civil servants under the Civil Service Law.



Certain vulnerable populations in Iraq such as IDPs, minorities, female-headed households and youth have struggled in recent years to garner equal access to government services and to draw attention to their issues. USAID-Tarabot works both with the Gol's executive offices as well as the ministries responsible for these populations, including the Ministry of Labor and Social Affairs, Ministry of Migration and Displacement, and the State Ministry for Women's Affairs. Each of Tarabot's components utilize deep expertise along with access and influence within the Iraqi government to ensure that key decision makers recognize and address the unique needs of these groups. The instances of Tarabot's impact on Iraq's marginalized segments of society are many:

At the practical level of actual service delivery, there is no clearer example than the AD component's "One-Stop Shop" service centers. These are being implemented in collaboration with several key service-delivering ministries including the MoMD, which provides services to nearly 500 IDPs on a daily basis but is understaffed and underequipped for such demand. The AD component is now in the early stages of designing and building a "One-Stop Shop" service center which will streamline this service and better provide IDPs access to needed benefits such as vocational training and financial assistance. The AD component also worked with the Ministry of Labor and Social Affairs to implement the Social Safety Net- an automated system

designed to ensure fast and accurate distribution of social welfare payments to Iraq's poor and marginalized citizens.

From a policy perspective, Tarabot's NPM component works to more broadly include representatives of Iraq's marginalized people, especially women, into the national policy-making process. In the first year of the project, NPM has led the Prime Minister's Office of Policy Development to establish broad, practical, and sustainable links with organizations that will guarantee that women will have a place at the policy development table. The year's work culminated with a major roundtable on "Public Policy and Women's Issues" that brought together over 60 women representing dozens of organizations including the leading women's NGOs, media outlets, parliament committees, universities, municipal and provincial council members, and women's research organizations.

Tarabot's Civil Service Reform (CSR) component is committed to upholding rights and protections for Iraq's minorities, women, and others as civil servants under the Civil Service Law. These rights and protections now manifest meaningfully in specific clauses and articles in the current draft Civil Service Law and in the Civil Service Commission Law already enacted. CSR has also initiated reform with ministries dedicated to IDPs, female-headed households, youth and other vulnerable groups, exploring ways to improve public administration performance and improve the delivery of services to these special constituents.





“This quickly became more than a partnership. Our people feel as though they are part of the Tarabot project, and Tarabot’s staff and work have in turn become integral to my ministry.”

– Dr. Nihad Al Juboori, Deputy Minister of Education in remarks made during Iraq’s First Ministries’ Development Conference in Baghdad, June 2012.

CHAPTER TWO

FOCUS ON OWNERSHIP

USAID-Tarabot cultivated an unprecedented level of support and buy-in from all levels of the Iraqi government over the first year of the project. The seeds of ownership were planted during the initial engagement with Gol counterparts, and have grown rapidly as institutions and civil servants alike invested time and resources in implementing Tarabot’s solutions. Iraqi ownership encompasses a collaborative partnership, formal agreements, and significant levels of financial, human, and

operational resources dedicated to Tarabot’s solutions.

Formal Engagement and Assistance Process: The project employs a very systematic process to secure buy-in and instill Iraqi ownership for reform in each counterpart institution. This process includes formal engagement, mutually agreed-upon assessments and action plans, high-level Memoranda of Understanding, and an ongoing cycle of technical assistance and consultation with each counterpart institution.



TOP-LEVEL COORDINATION AND GUIDANCE

To build and maintain top-down support for some of the project’s biggest initiatives, USAID-Tarabot liaises with or often sits on a number of powerful national-level committees. These committees provide guidance and meaningful support when working with individual institutions to implement reform.

COMMITTEE	PURPOSE	CHAIRPERSON
Public Sector Modernization (PSM)	Donor coordination and technical direction	Chairman, Prime Minister’s Advisory Committee Thamer Ghadban
Partnership Committee	Cost sharing mechanisms	Deputy Prime Minister Dr. Rowsh Nuri Shawais
High Committee for Civil Service Reform	Drafting Civil Service legislation	COMSEC Dep. DG for Legal Affairs Dr. Othman Salman
Decentralization and Services Improvement	Promoting National-Provincial linkages	Minister of Provincial Affairs Dr. Torhan Mufti
National Development Plan Committee	Developing sectoral and social development strategies for the nation	Dr. Sami Matti Deputy Minister of Planning
National Quality Committee	Improving quality and performance in Gol organizations	President of COSQC Mr. Saad Abdulwahab

USAID-Tarabot also advocates the establishment of project steering committees within most partner ministries. These committees meet with Tarabot periodically to discuss the progress made to date and ensure convergent interests in the coming phases.

MINISTRY STEERING COMMITTEES		
MoA	MoHED	MoMD
MoCH	MoHR	MoMPW
MoCU	MoJ	MoTR
MoED	MoLSA	MoYS

GOI PAYS FOR SPECIALIZED PROJECT MANAGEMENT TRAINING OVERSEAS

USAID-Tarabot utilizes the project management framework and standards developed by the Project Management Institute (PMI), especially for GoI counterparts with large construction programs. USAID-Tarabot is assisting ministries and provincial governments to implement the various processes and procedures that comprise the PMI system. In addition, PMI authorized institutions provide professional certification for practitioners. Ministries and provinces have already begun paying for their engineers to achieve this certification, even sending their people outside of the country at government expense. For example, the Basrah and Najaf Governorates along with the MoHED paid nearly \$200,000 for 85 staff members to attend a specialized Project Management training course in Beirut, Lebanon. This course was a first step on the road to professional certification for their managing engineers. As one official commented, “the new project management systems are like a bus. We also need licensed drivers.”

Significant Cash and In-Kind Cost Sharing:

USAID-Tarabot is expecting to exceed the US requirement for a 1:1 cost sharing with the GoI. At the end of year one, the project is well on track. The GoI's contributions have been invaluable in supporting the project's myriad activities, ranging from significant in-kind and operational support to an unprecedented level of financial contribution.

In terms of direct financial cost sharing, USAID-Tarabot found that provinces and ministries are more than ever willing to pick up the major costs for all joint events, workshops, and training courses. Expenses such as GoI staff member travel, per diems, lodging, and event venues are almost exclusively paid for by the government. Towards the end of year one, the GoI is paying for 80% to 90% of direct event expenses. The GoI's in-kind support includes the value of the time that civil servants contribute toward the project's programs, as well as the fair market value of facilities and other services they provide in direct support of our joint programs. For example, Seventeen counterpart GoI ministries allocated offices or desk spaces for

USAID-Tarabot's advisors. Space is at a premium in the ministries, and this represents not only a significant contribution of resources to the project, but also tremendous buy-in to Tarabot's objectives. With this space, the project maintains embedded staff in almost every ministry to provide technical assistance, follow-up on pending initiatives, and ensure a smooth flow of work.

In year two, USAID-Tarabot will continue to solicit and utilize GoI resources to the maximum extent possible. The project will also work to support ministries and provinces to gain access to the GoI's special Donor Partnership Funds. These funds are set aside for major investments called for in collaboration with donor projects and fall outside of normal operational or investment budgets. In year two, USAID-Tarabot aims to help the GoI to utilize partnership funds for activities such as constructing new service center facilities, procuring needed software and hardware, and undertaking trainings towards internationally-recognized certifications.

Memoranda of Understanding:

Finally, USAID-Tarabot facilitated the signing of several top-level Memoranda

of Understanding between the GoI and USAID. The Prime Minister's Office signed a pair of agreements pledging to cooperate with the project's policy development and regulatory reform initiatives. The Ministry of Labor and Social Affairs (MoLSA) signed an agreement with USAID to continue assistance to the Social Safety Net (SSN). Immediately, in Year Two, USAID-Tarabot is scheduled to follow these initial MoUs with formal memorandum agreements with every one of the project's counterpart ministries and governor's offices.

The GoI's remarkable commitment to USAID-Tarabot's objectives and assistance helped cement a partnership that spans every executive office, ministry, and province in Iraq. By living up to the “linkages” that Tarabot was named for, this partnership has fostered an atmosphere of Iraqi ownership and commitment to long term change in Iraq.

PROGRAM ACTIVITY

COMPONENT I: CIVIL SERVICE REFORM

USAID-Tarabot's Civil Service Reform initiative supports the government of Iraq to build effective institutions, modern public administration systems, and a capable public workforce. Tarabot's whole-of-government assistance is delivered through an integrated program aiming to rectify many of the GoI's most pressing problems. These problems include opaque procedures, inefficient human resources management, excess staffing, and a pronounced shortage of skilled people as a combined result of patronage-based appointments and emigration.

In the first year of the project, USAID-Tarabot's CSR component successfully initiated this reform program across the entire government of Iraq, at both the national policy level and within many ministries and provincial governors' office.

Building a Framework for Reform: Civil Service Legislation

To affect reform at the highest levels of government, USAID-Tarabot's Civil service program built a partnership with COMSEC's High Committee (HC) for Civil Service, which is tasked with leading Iraq's national and sub-national entities to develop the civil service and establish more effective human resources management structures and systems. USAID-Tarabot's advisors worked daily with the HC to develop, revise, and expand the draft law that will establish the framework for a modern, efficient civil

service in Iraq. The contents of the draft Civil Service Law are of immense significance for all levels of government, calling for rules and regulations on areas such as merit-based hiring and promotion, implementing systems for performance management, and establishing of a Senior Executive Service, all while promoting equality and non-discriminatory practices in the workplace.

It was crucial in developing the new law to reach unanimous agreement among the committee members on the language of each article in the law in order to ensuring complete ownership and buy-in on behalf of the committee. This degree of buy-in is requisite in order to effectively promote the law to a wider government audience in the future.

The law passed reviews from the HC, COMSEC, and is currently pending review by the Shura Council before being put to vote in the Council of Representatives. As the HC and the Tarabot civil service team had also consulted closely with representatives of the Shura council during the process, the draft has already addressed the legal and constitutional criteria that are the responsibility of the Shura Council. The completion of this law marks a great step on the path towards real, meaningful reform addressing one of Iraq's most pressing problems. USAID-Tarabot looks forward to the adoption of the law by the Council of Representatives and engaging in the subsequent phases of civil service

reform called for by the new legislation.

USAID-Tarabot's assistance on this law impacts not only Iraq's civil service system and human resources management practices, but the entirety of public administration and government management throughout Iraq. For example, the law was drafted in accordance with Iraq's Law 21 Provincial Powers Act and accordingly enables provinces to assert their administrative autonomy and more directly manage their own affairs within a framework of decentralization.

PUTTING REFORM INTO PRACTICE: CIVIL SERVICE COMMISSIONS AND INSTITUTES

During the first year of the Tarabot project, USAID-Tarabot's advisors worked to pre-establish and define the full set of structures, functions, and staffing responsibilities that will enable the Federal Civil Service Commission (FCSC) to become rapidly operational as soon as the Council of Ministers and Council of Representatives are able to agree on the commissioners. By the end of the first year of the project, most of the main functions of the FCSC's main functions were defined as Standard Operating Procedures (SOPs). These procedures are mandated under FCSC law 4 of 2009 and include: Law Enforcement & Regulatory Functions; Reporting & Accountability Functions; Organization Development Functions; HR Management of Civil



COMSEC Secretary General Ali al-Allaq and USAID-Tarabot's CSR Senior Advisor

Service Functions; Civil Service Training Functions, and; Office Management Functions.

Tarabot CSR advisors also worked on establishing the Federal Civil Service Institute (FCSI), a training institution requested by the HC and a part of the FCSC. The FCSI is responsible for designing standardized curricula and providing standardized training to Iraq's civil servants. The CSR team supported the standup of the FCSI with a draft organizational structure, scope of work, and job descriptions. The CSR team also drafted three initial training curricula to be utilized by the FCSI: Effective Administrative Skills, Effective Presentation and Supervisory Skills. These curricula were selected and developed based on expressions of need and consultation with Gol counterparts. The CSR component also worked with all of Iraq's non-federated provinces to lay the groundwork for establishing Provincial Civil Service Commissions.

INSTITUTIONAL REFORM: HUMAN RESOURCES IN THE MINISTRIES AND GOVERNORS' OFFICES

The Civil Service Reform component also provided extensive assistance to implement new human resources management systems and structures across the entire government, at the federal and provincial levels. The CSR team worked with 10 lead ministries and 15 provinces on the creation of integrated human resources departments (HRDs) and the implementation of human resources management systems that are in compliance with the draft Civil Service Law. This restructuring was carried out under the direction of the HC and COMSEC, along with Tarabot's extensive training and technical advisory services in

key elements of human resources management and process engineering. Working with Gol HR managers and staff, USAID-Tarabot implemented a set of key standard procedures in counterpart HRDs. Procedures include developing job descriptions, recruitment and selection, performance appraisals and promotions, transfers, workforce planning, and organizational development.

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 CSR team led the implementation of the new human resources management structures and capabilities in ministries and governors' offices—setting up human resources departments, introducing new HR business processes, and conducting training and workshops to the HR managers and staff.

Encouraged by the CSR team's progress, the Gol requested Tarabot to extend its work to additional ministries including the Ministry of Oil (MoO) and the Ministry of Finance (MoF).

The work on establishing the federal civil service commission continued with the preparations of staffing plans and organizational structures. The CSR team also continued preparatory work on establishing provincial civil service

commissions. USAID-Tarabot is placing one advisor in each province.

AUTOMATING IMPROVEMENTS: HUMAN RESOURCES MANAGEMENT INFORMATION SYSTEM

USAID-Tarabot is assisting the Gol to procure and implement a government-wide Human Resources Management Information System (HRMIS). This system will automate many of the functions necessary to manage Iraq's entire civil service while reducing avenues for corruption and error. The HRMIS is the focus of an HC subcommittee and is accordingly a central part of the CSR component's efforts. In the first year of the project, the CSR component drafted a comprehensive, complex Scope of Work for the HRMIS that provides all of the systems requirements and technical specifications. The HRMIS will be developed in full accordance with the Civil Service Law, and will automate a significant number of the functions necessary to administrate Iraq's entire civil service. This SOW will be used by the Gol as it moves forward to procure the system with its own funds. Ahead of the HRMIS' procurement and implementation, the CSR team assisted Gol ministries and provinces to prepare to run the system. CSR assistance included assessments of IT infrastructure and determinations of each institution's readiness to run the HRMIS.

PROGRAM ACTIVITY

COMPONENT 2: NATIONAL POLICY MANAGEMENT

“ISRAR is the right system - with a proven track record of successes in Vietnam, South Korea, Egypt and elsewhere – to reform Iraqi regulations where other attempts have fallen short.”

-Thamer Ghadban, Chairman of the Prime Minister’s Advisory Council

Despite significant resources and a clear desire to transform ideals into practical realities, Iraq’s policy development and regulatory systems are inadequate and often fail to address the critical issues facing its citizens. The USAID-Tarabot National Policy Management (NPM) component works with a variety of Gol counterparts to address these two inherently related issues by bolstering the nation’s participatory public policy making systems and fostering regulatory reform. In the first year of the project, the NPM component assisted the Gol to address these problems by establishing a number of high-level public policy offices, promoting mechanisms for consultation with ministerial, provincial, private, and civil society stakeholders on policy issues, and the initiation of a proven regulatory reform tool in the Iraq Solutions for Regulatory and Administrative Reform (ISRAR) initiative.

FOSTERING BETTER AND BROADER PUBLIC POLICY: POLICY OFFICES

Iraq’s executive offices lacked the systems and capacity for developing national policies, particularly in including parliamentary, provincial, ministerial, and private sector inputs to the policy development process. USAID-Tarabot’s approach to improve this critical area included a transfer of policy-making know-how, the introduction of policy-making systems and procedures, and, perhaps most notably, organizational reform to institutionalize Iraq’s policy-making apparatuses.

At the executive level, the NPM

component assisted the Prime Minister’s Office (PMO) and the Presidency Diwan to establish public policy development offices with mechanisms for broadly reaching out to Iraq’s various policy stakeholders. The units, particularly the Prime Minister’s Office of Policy Development, were NPM’s crowning achievement in the first year of the project. Leading up to this unit’s creation, the NPM component carried out a needs assessment on the PMO’s policy-making process, and provided nine months of technical training on public policy making. NPM also similarly supported the creation of the Presidency Diwan Bureau of Public Policy. As these two public policy bodies approach their second year of existence, they are receiving increasingly broad public recognition as core public policy institutional centers for the nation.

Additionally, the NPM component assisted six of Iraq’s most economically significant ministries to establish their own smaller public policy bodies. These six ministry-specific units are located in the Ministry of Agriculture (MoA), Ministry of Electricity (MoE), Ministry of Industry and Minerals (MoIM), Ministry of Oil (MoO) and Ministry of Trade (MoT) as well as the National Investment Commission (NIC). The NPM component provided extensive assistance to each of these policy offices, including training on the policy development process, policy implementation and evaluation, policy outreach mechanisms, stakeholder involvements, strategic planning, standard operating procedures, and technical assistance for drafting policy papers.

The NPM team also facilitated a number of unprecedented policy outreach initiatives, bringing together Gol policy makers with groups of non-governmental stakeholders. These actors, including a number of NGOs, universities, women organizations, think-tanks, professional associations, and private sector organizations, are essential policy shapers during the inclusive policy making process:

EXAMPLES OF NON-GOVERNMENTAL ORGANIZATIONS BROUGHT TO THE POLICY TABLE WITH NPM ASSISTANCE:			
The Public Policies Forum Think Tank	Al-Amal NGO	Iraqi Women in Business Association	University of Al-Nahrain & University of Baghdad
ESTIQRAA Women for Education and Studies	Iraq Business Association	Iraq Institute Economic for Reform (IIER)	Iraqi Industrial Federation

The creation of modern Public Policy bodies, particularly at the top levels of the government, is unprecedented in Iraq and uncommon in the Middle East region overall. With NPM's guidance, the Gol's improved policy skill sets and expanding breadth of outreach is resulting in a more robust and inclusive policy making process.

EASING BUSINESS AND CONSTRUCTION: REGULATORY REFORM

Iraq's regulatory framework is a complicated legacy of earlier eras, decidedly centralized and socialist instead of the decentralized and business-oriented framework now required for economic success. The NPM component's Iraq Solutions for Regulatory and Administrative Reform (ISRAR) kicked off in year one with an aim to streamline and/or eliminate

many of Iraq's ineffective and business unfriendly laws, decrees, and regulations. ISRAR is built on the Jacobs and Associates Regulatory Guillotine™, a proven tool for regulatory reform implemented in developing nations across the globe.

After an extended period of stakeholder outreach and organizational structuring, ISRAR selected three key economic regulations to focus clearing out the outmoded and harmful regulations: construction permits, import export licenses, and business registration. The ISRAR approach to eliminating outmoded laws is a defined, participatory process including stakeholders from ministries, business, provinces, and civil society. ISRAR hosted a series of participatory workshops covering the aspects of reform specific to each targeted regulation, with participants from the private sector, civil society, ministries

and more all voicing their opinions on how to streamline the existing processes. Early in the coming year, ISRAR is scheduled to submit the three packages for suggested removals of regulations as an "Omnibus Bill" to the Prime Minister for action by Parliament.

ISRAR's designated Gol counterpart shifted several times during its startup phase before settling in at PMAC (Prime Minister Advisory Council). Despite this inhibitor, ISRAR is able reach out to targeted stakeholder groups in the private sector, academia, provincial governments, and ministries, and engage them to establish the groundwork necessary for the regulatory reform process.



UNPRECEDENTED EXECUTIVE-LEVEL PARTNERSHIP:

The Gol's response to NPM's policy and regulatory reform support is overwhelmingly favorable, with demonstrated buy-in through a pair of signed Memoranda of Understanding (MoUs) with the Prime Minister's Office. The PMO-USAID MoU for public policy activities was finalized and signed in a signing ceremony at the Prime Minister's Advisory Council in April of this year. The event was widely covered by Iraqi print, internet, television, and radio outlets. A second MoU between the PMO and USAID was signed only a few months later, covering and ensuring cooperation for ISRAR's activities.

These MOUs call upon USAID, through Tarabot, to assist the Prime Minister's Office in policy development and regulatory reform in order to teach

the Iraq's objectives of enhanced socio-economic development, more effective governance, and improving public service delivery. On a historical note, both MOUs are the first USAID bilateral instruments with the Prime Minister's Office since the return of USAID to Iraq in 2003, and also the first-ever public policy MoUs signed in the region. These are written agreements between USAID and the very highest level of the Iraqi government to cooperate on key issues for national policy development.

PROGRAM ACTIVITY

COMPONENT 3: ADMINISTRATIVE DECENTRALIZATION

The Gol delivery of services to its citizens is alarmingly faulty, especially considering the wealth of Iraq. In Iraq, decentralization is a contentious issue with no practical plans for addressing it and very little practical de-concentration of functions and authority to the provincial level. USAID-Tarabot's Administrative Decentralization Component (AD) undertook an unprecedented whole-of-government approach to reform the systems and structures and build capacity of the entire Iraqi government in key fields while promoting decentralized decision making. The AD component employs a complex, integrated approach built on the two pillars of service infrastructure and service delivery, all delivered under the context of promoting decentralization.

SERVICE INFRASTRUCTURE

The AD component assists Iraq's largest-spending, biggest-building ministries as well as the 15 Governors' Offices with the objective of improving their performance in capital investment projects, or service-generating infrastructure. The component offers a five-point approach that includes tailored technical assistance in the fields of capital projects planning, fiscal management and budgeting, public procurement, project management, and the implementation of the Iraq Development Management System software. All of USAID-Tarabot's assistance reflects internationally-

recognized standards and best practices in each field.

PLANNING

National Development Plan:

The AD planning teams spent considerable time working with the MoP to develop a methodology and statistical models for Iraq's pending National Development Plan 2013-2017. The MoP established a higher committee as well as ten technical committees to steer the revision and draft the new NDP. USAID-Tarabot's AD advisors sit on each of the ten committees, and assisted to compile updated statistics, conduct new analyses, and reevaluate the original plan's development methodology. The AD team also provides extensive sector-specific technical input when appropriate.

Provincial Projects Steering Committees:

Iraq's provinces utilize two distinct primary sources of funding for implementing capital investment projects: public investment funds for central ministry projects and regional development funds for projects under the provincial governor. The results of this dual system often manifest in poorly coordinated or redundant projects that are not in-line with national objectives or the articulated needs of the province's citizens. The AD component's Planning Unit worked to address this issue through the establishment of Provincial Projects Steering Committees. These steering

committees put officials from the line ministries, the governor's office, and other provincial stakeholders at one table to discuss, debate, and ultimately select the projects that will be the most beneficial for the province. In the first year of USAID-Tarabot's assistance, Provincial Projects Steering Committees were formed in Babil, Basrah, Diwaniyah, Muthanna, and Ninawa, headed by their governors

Harmonizing Ministry and National Plans: Finally, AD's Planning Unit worked with planners in targeted counterpart ministries to identify areas of disconnect and avenues for opportunity in aligning the ministry's goals with those laid out in the existing NDP 2010-2014 as well as the articulated needs of each province.

FISCAL MANAGEMENT

Hammurabi Knowledge Base:

With the passage of the Federal Budget Law 2012, USAID-Tarabot's FM Unit was able to update the project's Hammurabi Knowledge Base. The Hammurabi is a comprehensive set of all procedures and regulations pertaining to Iraq's capital investments, and includes an enormous process map covering the entire cycle. The Hammurabi is used to train Gol counterparts on the budgeting and budget execution procedures, and also to assist AD advisors to target segments of the capital investment cycle for improvement.

Detailed Assessments: The Tarabot financial management team completed a number of comprehensive assessments ascertaining Gol entities' capabilities for budgeting and budget execution. The FM unit advisors conducted assessments and action planning meetings with the MoA, MoCU, MoEn, MoHE and its universities, and the MoTr.

PROCUREMENT

National Procurement

Framework: USAID-Tarabot's Procurement Unit worked with the MoP to draft an update to the nation's procurement regulation. The MoP asked for USAID-Tarabot's review and insight on the draft document. The AD Procurement Unit made over 80 comments on the draft law, aimed at adding clarity, accountability, and transparency while bringing Iraq's system directly in-line with the internationally-recognized procurement practices promulgated by the World Bank. This regulation will mandate the use of a standard procurement process, standard bidding documents, and more. The updated regulation is scheduled to be passed by the Council of Ministers early in Tarabot's second year.

Institutional Procurement

Reform: The Procurement Unit worked broadly at the institutional level, with 15 different ministries and the 15 provincial governors to bolster their procurement systems, procedures, and practices. This assistance is tailored and delivered to each entity through a series of intensive workshops that begins with the introduction of a standardized procurement process and then moves on into a number of other technical areas such as utilizing standard bidding documents, creating annual procurement plans, and developing bid evaluation criteria. These workshops bolstered the attendees' knowledge on the system currently in use and how it fits into the international best practices

in the field. This includes practical methods and skills for the ministry's practitioners, such as developing project cycles, procurement processes, procurement planning, prequalification, and the standard bidding documents. Many counterparts, including almost all governors' offices and the MoCH, MoHED, MoMPW, and MoMD, formally adopted the new systems following Tarabot's assistance.

National and Provincial Contracting Websites:

The MoP responded to a standing recommendation from the AD procurement advisors and created a procurement resource webpage, linked through the ministry's main webpage. The MoP's Office of Government Public Contracts and Policy (OGPCP) aims to use this webpage to provide all Gol procurement bodies easy access to the nation's procurement materials, including legal texts and standard bidding documents, in order to help improve procurement performance and contract awards.

Additionally, the Muthanna Governor's office has launched its own public contracts webpage following consultation with USAID-Tarabot's procurement team. While it is still under construction, there are already more than 100 announcements of tenders, bid opening sessions, and price readings presented on the page. These are prime examples of real systems reform, and even in their nascent stages, these web pages immediately improves procurement transparency and accountability.

PROJECT MANAGEMENT

The Project Management Advisory Unit has enjoyed tremendous success with numerous Gol entities introducing the internationally-recognized PMI system for project management and assisting to establish unified Project Management Offices (PMOs).

Internationally-Recognized PM Systems and Skills:

The Project Management Unit works with Iraq's biggest-building ministries as well as the provincial GOs to transfer knowledge, systems, and practices in-line with international best practices. Through a series of practical skills-building and systems utilization workshops to 15 ministries and the GOs, USAID-Tarabot's advisors present a comprehensive project management approach that compliant with the Project Management Institute standards. This approach includes the PMI's 42 processes, nine knowledge areas, and special technical skills in areas such as advanced PM software batteries and feasibility studies. Gol staff members are then tasked with making use of these new skills and systems back in their ministries. This has been a tremendously successful initiative, and many ministries and GOs agreed to implement all or part of the system. Some examples of provinces implementing a PMI-compliant system include Anbar, Babil, Basrah, Diwaniyah, Muthanna, Najaf, and Wasit. The list of ministries now implementing PMI-compliant systems is equally impressive, and includes the MoHED, MoJ, MoMD, and MoMPW.

Project Management Offices:

From the beginning, USAID-Tarabot has advocated for GOI entities to establish a dedicated Project Management Office (PMO) to incorporate all of their project management functions while employing internationally accepted standard practices and processes. Over the first year of the project, USAID-Tarabot was successful in creating these offices in the Governors' Offices in Anbar, Babil, Diwaniyah, Dhi Qar, Maysan, Muthanna, and Najaf as well as several ministries. Each PMO is responsible for a number of critical functions that are currently deficient or nonexistent in their home institutions. In the provinces, each PMO will

oversee the implementation of projects from the growing regional development fund. The PMO then coordinates the planning, design, and monitoring of the central ministries' projects in the province. Finally, the PMO will serve as a unified resource for project implementers in the province by providing training and systems in addition to policies and standards. This combination of increasing the province's internal capacity for project management along with improving its ability to monitor the central ministries' projects will facilitate future decentralization activities.

The introduction of PMO structures, utilizing the PMI system, will also put Iraq's institutions in a position to deal with top-flight contractors to implement its projects. USAID-Tarabot's assistance has helped these provinces and ministries to better control how they achieve their development objectives. An effective PMO will mean stronger projects that better address articulated needs. As Iraq's institutions become increasingly capable of administering and overseeing projects, the results will be undeniably felt by its citizens.

IRAQ DEVELOPMENT MANAGEMENT SYSTEM (IDMS)

The Iraq Development Management System (IDMS) is a comprehensive bi-lingual (Arabic/English) web-based application that manages the whole cycle of government and donor-funded development projects in Iraq, inclusive of social and economic as well as environmental projects. The system was initiated under the preceding USAID-Tatweer project, and remains a high priority for the Gol. USAID-Tarabot's IDMS Unit is assisting the Gol to implement the system nation-wide.

IDMS Rollout: Tarabot's IDMS Unit worked in cooperation with the MoP's

IDMS team to roll the system out to every central Gol agency and initiate its deployment to the provinces. At the end of the first year of the project, the IDMS was installed with users trained in more than 50 Gol entities, including all major ministries, several governors' offices, and a number of other organizations including the Baghdad mayoralty (Amanat), High Electoral Commission, and the Sunni, Shiite, and Christian Endowments

SERVICE DELIVERY

The AD component also worked to directly strengthen public services delivered to Iraq's citizens. The Tarabot teams are working with broad service delivering ministries such as the MoMPW, MoJ, and MoTR as well as marginalized-persons-serving ministries such as the MoMD, MoHR, and MoLSA. All of these ministries serve key segments of Iraq's population, from students to the elderly, displaced persons to laborers, orphans, widows and more. The team uses an integrated approach to service delivery improvement that includes organizational development, business process reengineering, quality management, promoting public accountability, and supporting the "one-stop shop" service center model.

ORGANIZATIONAL DEVELOPMENT:

In the first year of the project, USAID-Tarabot's Organizational Development (OD) Unit assisted a number of Iraqi ministries to embrace a culture of excellence in their governing functions. This involves establishing structures and systems that will ensure transparency in all administrative and managerial practices, and sustainable operational improvements for the delivery of the best services to the citizens of Iraq. In year one, the OD Unit made significant progress both within a number of



targeted Gol institutions as well as at the broader national level.

OD Units Creation and Technical Assistance:

Several ministries, including the MoA, MoHR, and MoMD, approved the creation of an internal ministry Organizational Development Unit. These units will be responsible for organizational self-assessments, improvement activities, and pursuing institutional excellence awards. The OD unit also assisted several other ministries, including the MoMPW, MoHED, and MoTR to bolster their own organizational development systems and skills. This assistance includes training on OD methodologies and tools so that ministries can carry out more effective self-assessments, develop action plans, and implement reforms.

National-Level OD System Developed:

Tarabot's OD Unit made significant progress towards implementing an OD system at the national level. This would include a National Center of Excellence and incentives for Gol organizations to improve their performance and

service delivery. USAID-Tarabot's OD Unit designed and presented a conceptual framework for the national system to Iraq's high-level Public Sector Modernization Committee. The concept received a strong endorsement from the Gol, and will be put to action in year two of the project.

QUALITY MANAGEMENT

The AD Component's Quality Management (QM) Unit kicked off its first year by carrying out a broad quality awareness campaign for over 10 counterpart Gol ministries, including the MoA, MoED, MoHED, and MoTR among others. The workshops introduced the eight principles of quality, identifying processes in a management system, and provided an explanation of the compliance requirements for ISO 9001 certification. Additionally, the QM Unit provided technical assistance to the MoHED and MoCH's existing quality assurance functions. Both ministries are interested in attaining ISO9001 certification, and USAID-Tarabot is facilitating this important step. The QM Unit's assistance included complete comprehensive gap

analyses for both ministries, assistance to develop quality manuals, and implementing a Quality Management System (QMS), all done in line with the ISO9001 requirements for certification.

“ONE-STOP SHOP” SERVICE CENTERS

The AD component introduced the One Stop Shop Service Center concept and its accompanying practices to make a rapid, tangible impact on Iraq's struggle to deliver public services to its citizens. Service Centers are built on three pillars: appropriate physical infrastructure; effective and efficient systems including automation; and public accountability or customer relations. Over the past year, USAID-Tarabot made tremendous progress with a number of key service-delivering counterpart ministries.

Infrastructure: Tarabot facilitated the professional design of a scalable service center facility that will allow ministries to adequately and comfortably accommodate more than the anticipated number of regular clients. The service center is designed

INITIATED SERVICE CENTERS

MoHED

Student Services,
Baghdad HQ

MoJ

Notary Public, 2
Baghdad Sites

MMPW

Municipal Services, 5
Provinces

MoMD

IDP Services, Baghdad
HQ

MoLSA

Social Safety Net,
Provinces

MoF(with World Bank)

Pension Distribution,
Provinces

with logical flow of business, welcoming as opposed to uncomfortable or intimidating, and easily accessible by physically disabled persons.

Processes: The One Stop Shop/Service Center entails a transition from “one-time processing” to “one-time completion” in terms of customer interactions. From a straightforward customer-service viewpoint, the One Stop Shop allows clients the convenience of fulfilling all of their requirements in one location. In order to accomplish this, Tarabot’s Service Centers Unit worked with counterparts in the MoMPW, MoJ, and MoHED to thoroughly analyze and redesign each process to ensure efficiency, effectiveness, and compliance with “One-Stop Shop” principles. This included every step, from collecting and filling out applications until the services requested are obtained.

Public Accountability & Customer Service: This is the final yet perhaps most important aspect of the One Stop Shop. The One Stop Shop concept requires a transition in practice and mentality from “administrative management” to a responsive “public service.” The Service Centers Unit introduced quality benchmarks, developed goals in consultation with the counterparts, and created action plans to ultimately reach those goals. Number of hours waited, number of visits required, and number of forms necessary along with civil servant professionalism, courtesy, and helpfulness are examples of the indicators that ultimately feed into overall citizen satisfaction with specific public services.

SOCIAL SAFETY NET

One major early success of the project was the Social Safety Net (SSN). The SSN is a software system administered by MoLSA to serve Iraq’s poor and disadvantaged citizens by automating their social benefits payments. The SSN was initiated under USAID-Tatweer and completed by USAID-Tarabot in early 2012. USAID-Tarabot’s SSN team assisted to finalize various technical facets of the system and managed its nationwide deployment to 18 sites across Iraq.

By the end of Tarabot’s first year, the SSN system disbursed more than \$80 million to the needy in Baghdad alone. A recent MoLSA quarterly report found that in Baghdad alone 57,000 of the 120,000 beneficiary households were in fact ineligible. By streamlining and reducing duplicate entries, the SSN saved the Gol over US \$20 million- a huge sum of money which will now be redirected to the truly needy.

DECENTRALIZATION

The final segment of the AD component focuses on facilitating and implementing administrative decentralization. The team works with central ministries, the provincial ministry directorates, and governors' offices to explore opportunities to push operational decision making authority closer to the levels where services are actually delivered. The AD Consulting Unit spent its first year tackling this delicate subject by exploring avenues for administrative decentralization with both central ministry and provincial counterparts.

In the cases of the MoMPW and MoED, USAID-Tarabot assistance resulted in the provincial ministry stakeholders to generate lists of specific authorities that reside in Baghdad and currently inhibit the ministry's effectiveness. These lists were presented to ministry leadership for consideration, and several powers were formally approved for decentralization. These lists of authorities included those proposed for decentralization, de-concentration, or delegation to the provincial governments. The authorities proposed to be shifted away from Baghdad's bureaucracy and to provincial staff included a broad spread of the administrative, financial, and operational.

EXAMPLE AUTHORITIES PROPOSED FOR DECENTRALIZATION:

Select projects in the province based on the central capital budget allocation (MoMPW and MoED)

Make minor procurements (\$250 or less) for facilities and equipment maintenance (MoMPW)

Grant employee leaves of up to 15 days instead of 5 days. (MoMPW)

Perform office equipment and supply inventory and purchase needed items (MoED)

Hire replacements for resigned or departed staff members (MoMPW)

“We began our partnership with Tarabot only a year ago, but it is clear that opening up to the international experience has already started a significant transformation within the ministry.”

-Dr. Nihad Al Juboori, Deputy Minister of Education

MINISTRY OF EDUCATION CAPACITY BUILDING INITIATIVE:

USAID-Tarabot kicked off the Education Capacity Building Initiative earlier this year; a direct assistance program for the Ministry of Education. This skills and capacity building initiative is training a critical mass of the MoED's staff in the fields of fiscal management, procurement, information technology, project management, and leadership and communications. With more than 400 participants from the ministry already trained and employing their new skills in the day-to-day operations of a ministry that touches every family in the country.

In post-training follow-up discussions, ministry participants continue to detail the impact Tarabot training has on their job performance and the innovative ways they are sharing their experiences.

USAID-Tarabot's assistance provided not only essential training, but also helped civil servants to connect with other ministry staff facing similar challenges. In collaboration with other participants, the benefits of Tarabot's training extend down throughout the ministry and to the communities it serves. USAID-Tarabot's success in bolstering the ministry's public administration systems has paved the way for even more significant reforms and improvements to Iraq's education system in the coming years.



CHAPTER SIX

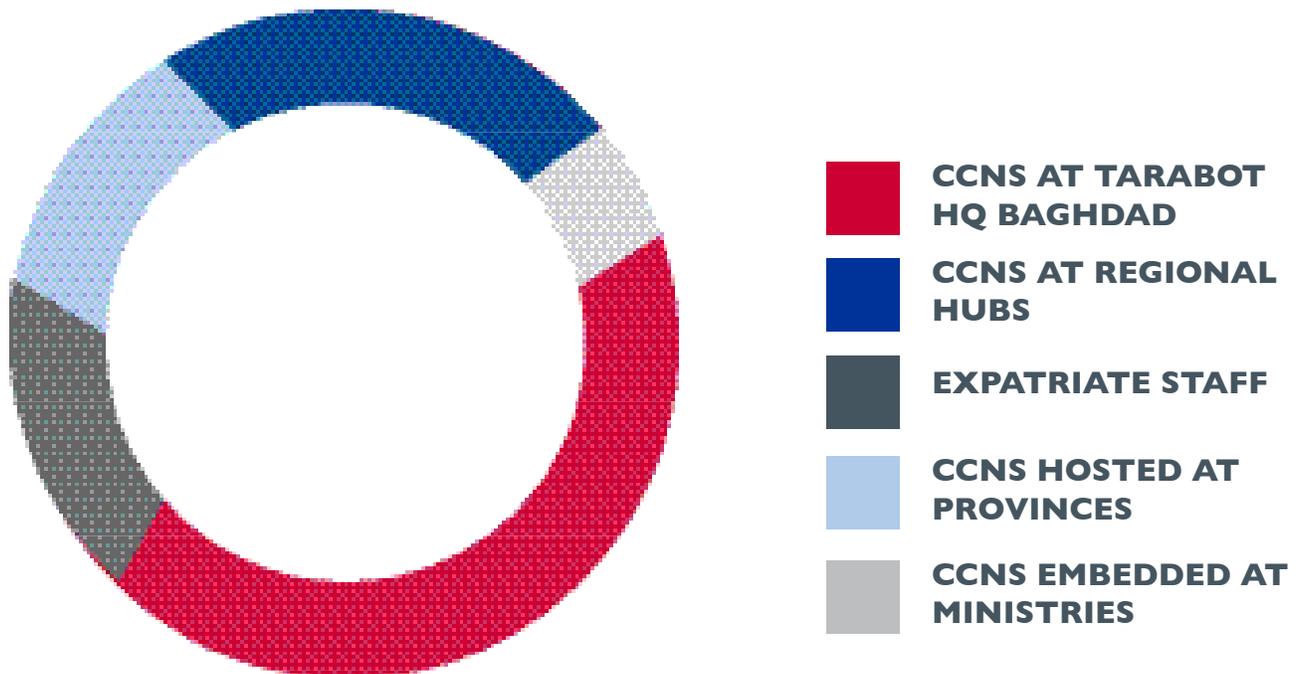
PROJECT MANAGEMENT

In year one, USAID-Tarabot succeeded in deploying an expert staff of expatriates, hired nationwide cadre of local professionals, and initiated an unprecedented, geographically-diverse whole-of-government approach, all in the context of a challenging security environment. The project's success was built on a solid performance management planning process, robust monitoring and evaluation systems, and an ongoing communications and publicity campaign.

PERSONNEL

As of June 2012, USAID-Tarabot employs 37 expatriate and 231 Cooperating Country National (CCN) staff members. Over 95 percent of project staff is fluent in Arabic, including 70 percent of the project's expatriate advisors. USAID-Tarabot staff members are disbursed widely throughout the country and the government. In addition to project headquarters in Baghdad, the project

maintains three regional hub offices in Babil, Basrah, and Kirkuk. The project also has been allocated office space by Governors' Offices and ministry directorates in the remaining 11 provinces in which it works. Over 100 CCN staff work in Tarabot's regional hubs and provincial offices, while 18 staff members are embedded directly in central ministries in Baghdad.



**TARABOT
MINISTRY
OFFICES:**

MoA

MoIM

MoCH

MoJ

MoCU

MoLSA

MoED

MoMD

MoEL

MoMPW

MoENV

MoP

MoHED

MoTR

MoHR

MoYS

**MONITORING &
EVALUATION**

USAID-Tarabot's Monitoring & Evaluation team successfully established a number of progress measurement and internal tracking mechanisms to ensure project performance. Tarabot's M&E system is built upon a robust Performance Management Plan (PMP) that effectively measures results at the output and outcome levels. Over the project's first year, the M&E team aggregated and analyzed the tremendous amount of raw data generated by more than 2,000 project activities, including workshops, meetings, and conferences aimed at reforming or improving Gol systems, procedures, and practices. The M&E team also keeps track of all project events, activities, and cost-sharing contributions from the Gol side.

In the coming year, Tarabot looks forward to launching the in-house developed Tarabot Information Management System (TIMS) application. The TIMS is designed to effectively house all project performance, financial management, and cost-sharing information. The TIMS will automate Tarabot's information management activities, index and document deliverables, track Gol cost-sharing, and assist in the project's financial management.

**COMMUNICATIONS AND
OUTREACH**

The Communications and Outreach team works to ensure that both Iraqi and US audiences recognize the assistance of USAID and its value; to show that it is providing the right expertise at the right time, in partnership and cooperation with Iraqi counterparts, led by the ministries and overseen by the Iraqi government. In short, the Communications and Outreach team shows the project's results.

Over the first year of the project, the USAID-Tarabot Communications and Outreach team produced a continuous stream of news summaries, success stories, articles, photographs, and promotional materials to disseminate the project's message locally and nationally. In the coming year, Tarabot expects that many of its activities will begin to effect citizens directly, with greater visibility and wider public interest. The decentralization of power to the provinces, enhanced service delivery, reduced opportunities for corruption, a revitalized private sector, and increased participation in governance, will all provide opportunities to communicate progress.

ANNEX I

Work Plan Activities & Quarterly Performance Indicators 4th Quarter (July – September) FY 2012 Work Plan Activities

COMPONENT I: CIVIL SERVICE REFORM

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	The HC continues to act as a temporary Civil Service Commission through implementation of the civil service reform, coordinating with ministries in establishing a Human Resource Division and reporting implementation progress to COMSEC periodically
2	Public Sector Management (PSM) Coordination	
A	Conduct quarterly coordination and update meeting with PSM and relevant subcommittees	Meeting conducted on June 4, 2012 at PMAC. Representatives from UNDP, World Bank, SIDA, DFID, European Union, USAID, PMAC, COMSEC, and other stakeholders attended this meeting
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	Director Generals and Human Resource Managers from MoEd, MoO, and MoP attended the meeting at COMSEC on May 21, 2012.
Civil Service Legal Reform		
4	Draft Civil Service Law finalized	
A	Finish FCSL review and finalize	Draft Federal Civil Service Law finalized, reviewed by COMSEC and submitted to Shura Council for review
5	Establish rules, regulations, and procedures for implementation of Federal Civil Service Commission Law	

A	Present draft regulations, rules, and procedures to HC	List of regulations established and presented to the HC. Some are already incorporated in the draft FCSL. Others are under consideration by the HC according to the priorities
B	Modify according to feedback	Feedback from Shura Council received. Draft finalized and resubmitted to Shura Council for final review
6	Draft legal framework for Provincial Civil Service Commissions (PCSCs)	
A	Present and discuss legal framework to GoI, and provincial authority to establish PCSCs	Discussions carried-out with representatives from the national and sub-national level. The legal framework for the PCSCs were discussed by the HC members and incorporated into the draft Federal Civil Service Law.
Human Resources Management		
7	Establish and operationalize Human Resources Departments (HRDs) in ministries	
A	Complete development of business processes and SOPs in five ministries	A unified template for Business Processes and SOPs has been developed for MoP, MoF, MoC, MoHEd and MoIM.
8	Develop and introduce HR manual into the five ministries	
A	Set up manpower planning unit within HRDs in the five ministries	Proposal for establishing HR Planning units developed for MoP, MoF, MoC, MoHEd and MoIM.
9	Assess and advise HRD management about staffing skilled employees	
A	Assess capacities of HRD staff and present recommendations to appropriate DGs	Skills and knowledge needs of managers and staff for HRDs were assessed for MoP, MoF, MoC, MoHEd and MoIM. HR procedures were presented during workshops
10	Conduct competency-based workshops to meet required skills gap of HRD employees at each level	
A	Conduct two workshops on HR planning	Workshops delivered to government officials from MoA, MoC, MoF, MoH, MoHEd, MoMI, MoO, and MoP
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	Workshops delivered to government officials from MoA, MoC, MoF, MoH, MoHEd, MoMI, MoO, and MoP
12	Develop proposal for upgrading HR divisions to departments	

A	Present proposed structure for HRD	Proposed structure for upgraded HR Departments submitted to Civil Service High Committee
13	Assist in design of automated National Human Resources Management Information System (HRMIS)	
A	Assist in drafting report of results of tender evaluation	Tender process postponed due to the HRMIS Advisor was mobilized later during the FY
14	Establish and operationalize Human Resources Departments (HRDs) in provinces	
A	Complete development of business processes and SOPs in three provinces	A unified template for Business processes and SOPs have been developed for Baghdad, Basrah, and Ninawa
15	Develop and introduce HR manual into the three provinces	
A	Set up manpower planning unit within HRDs in the three provinces	Proposals for establishing HR Planning units developed for Baghdad, Basrah and Ninawa
16	Assess and advise HRD management about staffing skilled employees	
A	Assess capacities of HRD staff and present recommendations to appropriate DGs	Skills and knowledge needs of managers and staff for HRDs were assessed in Baghdad, Basrah and Ninawa. HR procedures were presented during workshops
17	Conduct competency-based workshops to meet required skills gap of HRD employees at each level in three provinces	
A	Conduct two workshops on HR planning in 3 provinces	Workshops delivered to government officials from Baghdad, Basrah and Ninawa
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	Workshops delivered to government officials from Baghdad, Basrah and Ninawa
19	Develop and conduct two workshops on HRD policy and management for provincial HR directors	
A	Present proposed structure for HRD	Proposed structure for upgraded HR Departments submitted to Civil Service High Committee
20	Assist in design of automated provincial Human Resources Management Information System	

	(HRMIS)	
A	Help GOI develop action plan to design the provincial HRMIS	HRMIS Action Plan developed
B	Conduct survey of current status and needs for provincial HRMIS	Completed for the following provinces: Anbar, Basrah, Dhi Qar, Diyala, Muthanna, Najaf, Ninawa, and Wasit
Federal Civil Service Commission (FCSC)		
21	Establish and operationalize the Federal Civil Service Commission (FCSC)	
A	Provide assistance in recruitment of staff on merit principles	Recruitment Plan developed
B	Draft strategic plan for FCSC and present for adoption	Draft Strategic Plan developed and presented for adoption
22	Induct FCSC commissioners in civil service law, framework, rules, functions, and communication processes	
A	Design induction for FCSC Staff	Materials designed for induction of FCSC staff
23	Define FCSC links to executive and reporting relationship to Parliament	
A	Assist FCSC in developing links and information flows with PCSCs	Links and information flows between FCSC and PCSCs have been defined and documented
24	Develop IT architecture and website for FCSC operational support	
A	Present assessment and recommendations for architecture and staff skills	IT Strategy developed and presented
Provincial Civil Service Commissions (PCSCs)		
25	Assist in defining the mandate and jurisdiction of PCSCs	
A	Define lines of authority and organizational ties between FCSC and PCSCs	Lines of authority and organizational ties between FCSC and PCSCs have been designed and documented
26	Establish Provincial Civil Service Commissions (PCSC) as mandated by FCSC Law	

A	Develop organizational structure of PSCs and identify staffing needs of the structure	Organization structure for PCSC has been developed. Staffing needs have been identified
Federal Civil Service Institute (FCSI) and training sections		
27	Establish the FCSI	
A	Present the mandate, functions, and structure of the FCSI to the Gol counterparts	Presented and discussed with the HC resulting in 1 st draft of the Civil Service Institute Law formulated
28	Establish training sections in five ministries and three provinces	
A	Develop mechanisms for training coordination between training sections and FCSI	Concept document clarifying the coordination between Training and Development Sections in ministries/governorates and the Federal Civil Service Institute drafted
B	Draft training section operational manual	Manual drafted
29	Survey needs and recommend specifications for Training Management Information System	
A	Draft RFP document for TMIS	RFP drafted for procurement process

4th Quarter (July - September) FY 2012

Performance Indicator Table

Sub-IR I.1: Comprehensive Civil Service Legislation Enacted

Indicator #	Indicator Name	Qtr 1 (Oct-Dec) 2011	Qtr 2 (Jan-Mar) 2012	Qtr 3 (Apr-Jun) 2012	Qtr4 (Jul-Sep) 2012	Status
I.1.1	Milestones to Federal Civil Service Law achieved	N/A	1	1	1	The draft civil service legislation has been finalized and sent to Shura Council for review before submission to the Parliament
I.1.2	Introduction of draft Federal Civil Service Law to Council of Representatives	N/A	N/A	N/A	N/A	The Shura Council is currently reviewing the draft law. Once the review process is completed, the law will be submitted to the Parliament

Sub-IR I.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	Qtr4 (Jul-Sep) 2012	Status
I.2.1	Number of curricula offered by Civil Service Institute	N/A	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	127	Representing 72 Males and 55 Females
I.2.3	Number of functions implemented by Federal Civil Service Commission	N/A	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 Resource Management Information System	N/A	N/A	N/A	N/A	Hardware and software assessment for the HRMIS implemented in Ministries and Provinces

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	Qtr4 (Jul-Sep) 2012	Status
I.3.1	Number of Provincial Civil Service Commissions established	N/A	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	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	Qtr4 (Jul-Sep) 2012	Comments
F 1.1	# of USG-supported public sessions held regarding proposed changes to the country's legal framework	17	16	16	13	
F 1.2	# of training days provided to executive branch personnel with USG assistance	19	18	23	13	See note 2
F 1.3	# of Sub-national entities receiving USG assistance that improve their performance	10	17	6	16	

Notes:

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

**Table I: Civil Service Reform (CSR) 4th Quarter (July-September)
FY 2012**

Workshops Participants by Organization

MINISTRY	HR FUNCTIONS	MANAGING HR
Ministry of Agriculture	2	
Ministry of Communications	4	2
Ministry of Finance	3	6
Ministry of Health	4	
Ministry of Higher Education & Scientific Research	1	2
Ministry of Industry and Minerals	3	3
Ministry of Oil	1	
Ministry of Planning	3	3
Anbar Governorate Office		6
Baghdad Governorate Office	2	3
Basrah Governorate Office		33
Dhi-Qar Governorate Office		11
Diwaniya Governorate Office		15
Karbala Governorate Office		5
Kirkuk Governorate Office		5
Muthanna Governorate Office		13
Najaf Governorate Office		7
Ninawa Governorate Office	2	7
Total	25	121

Figure 1: Civil Service Reform (CSR) 4th Quarter (July-September) FY2012 Activities Distribution by Type

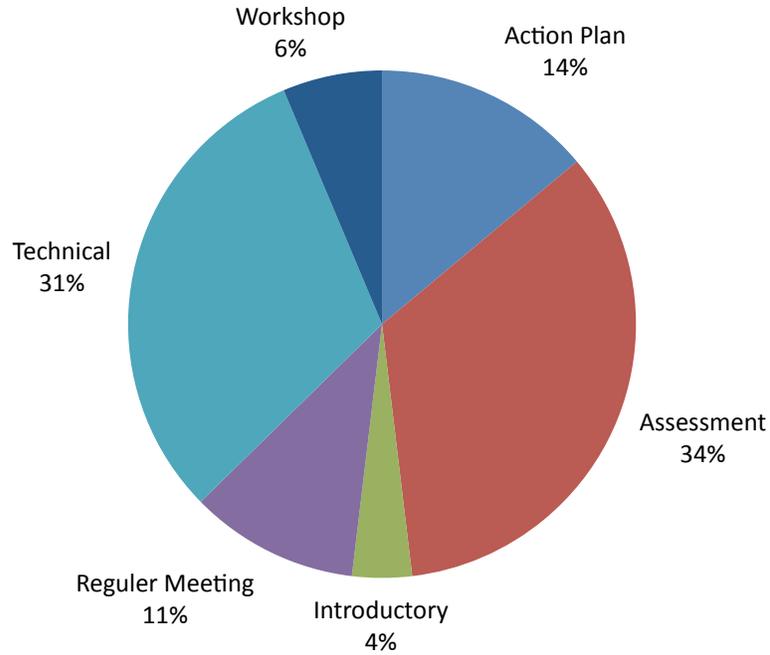


Figure 2: Civil Service Reform (CSR) 4th Quarter (July-September) FY2012 Activities (Workshops and Meetings) According to Tarabot Hubs

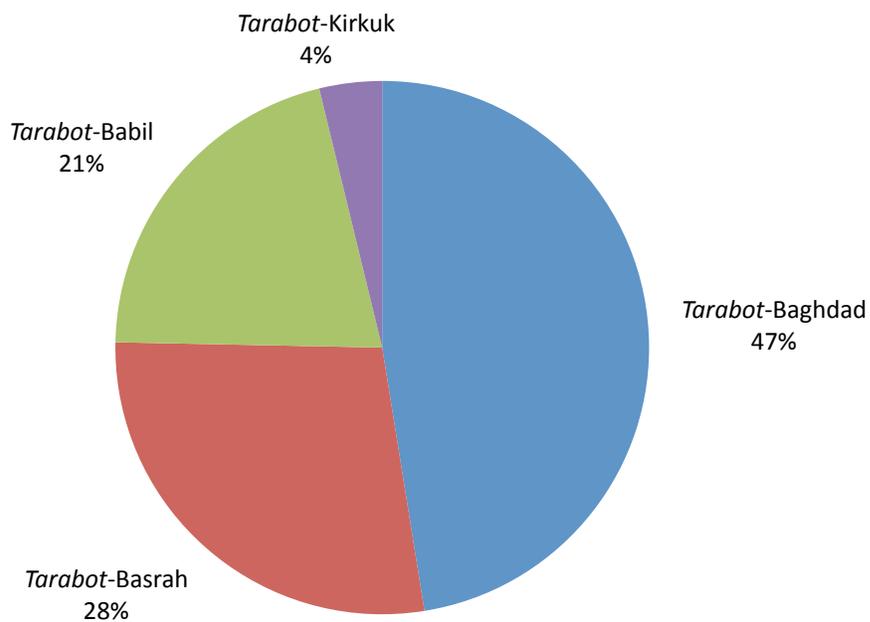
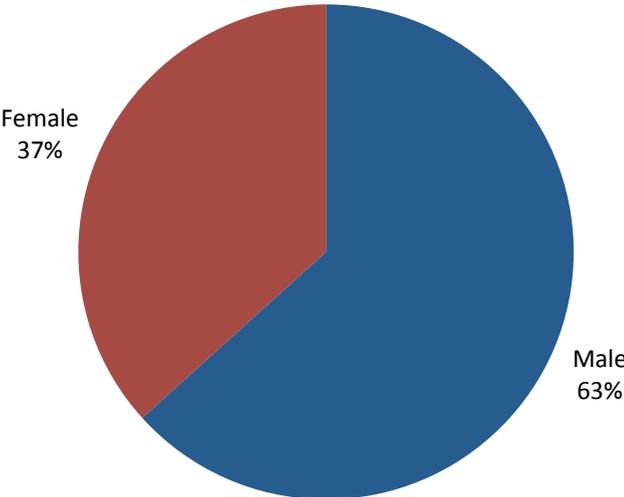


Figure 3: Civil Service Reform (CSR) 4th Quarter (July-September) FY2012 Activities (Workshops and Meetings) Participants by Gender



4th Quarter (July – September) FY 2012 Work Plan Activities

COMPONENT 2: NATIONAL POLICY MANAGEMENT

Work Plan ID	Activity/ Task Name	Progress
Regulatory Reform		
I	Launching of Regulatory Reform (Regulatory Guillotine™, aka "RG")	
A	Issue inventory checklist forms	<i>Tarabot</i> worked with the PMAC in developing a checklist which consists of questions related to the legality of the regulation. Following the 3 criteria as outlined in the RG (Legality, Necessity and Friendliness to business)
B	Input data into database	Meetings were conducted with the High Judicial Council database team to import the data from the Iraqi Legal Database to the e-Guillotine software
C	Check quality of data	Meetings were conducted with the High Judicial Council database team to assess the quality of data and identify the missing fields
D	Set up cost assessment method	A Cost Assessment Model has been created and implemented to conduct a cost assessment for the Business Registration Reform recommendations
E	Customize e-guillotine software	e-Guillotine software was customized based on the recommendations discussed during a workshop conducted on August 06, 2012 with the High Judicial Council IT team
F	MoU on RG negotiated and signed with PMO	MoU between USAID and GoI on RG signed on July 18, 2012 at the PMAC HQ
Office of Policy Development in PMO and Ministries		
2	Establishment of Office of Policy Development (OPD) in PMO	
A	Finalize standard operating procedures	Standard Operating Procedure for Policy Making was finalized during the workshop held on August 01, 2012 in PMAC
3	Establishment of OPD/IDSC website in PMO	
A	Run tests to confirm basic functionality of OPD/IDSC website	4 meetings were conducted with the PMO/ OPD website task force to test the website. <i>Tarabot</i> is currently finalizing the logistics and the handover of the website
4	Building OPD capacity in PMO	
A	Deliver three workshops on Economic Policy Issues	Delivered on July 11, 25 and September 19, 2012 covering the topics "Introduction to Economic Policy Making, Theories and Policies of Unemployment", "Macroeconomic Policy and Planning for Economic Growth and Poverty Reduction", and "Macroeconomic Policy for Resource-Rich and Post-Conflict Countries"

B	Deliver three workshops on policy monitoring and evaluation, with applications to existing policies	Delivered on August 29, September 05 and 12, 2012 covering various materials on policy monitoring and evaluation
5	Establishment of policy offices in selected ministries	
A	Conduct three workshops for the three selected ministries on economic policy issues	Delivered on September 02, 09 and 16, 2012 to participants from MoA, MoE, MoIM, MoT, and NIC on economic policy
B	Finalize SoPs	Draft SOP finalized with policy units for MoA, MoE, MoIM, MoT, and NIC during two workshops conducted on July 23 and 30, 2012
C	Deliver three workshops on policy monitoring and evaluation, with applications to existing policies	Delivered on July 29, August 05 and 12, 2012 to participants from MoA, MoE, MoIM, MoT, and NIC covering various materials on policy monitoring and evaluation
Office of Policy Development in President of the Republic's Diwan		
6	Establishment of Policy Development Office in President of the Republic's Presidency Diwan (PD)	
A	Conduct three workshops on economic policy issues	Delivered on July 16, 30, August 13 and September 24, 2012 to participants from Public Policy Bureau of the President of the Republic
B	Finalize SoPs	SOP on Policy Making finalized during the workshops conducted on July 23 and August 06, 2012
C	Deliver three workshops on policy monitoring and evaluation, with applications to existing policies	Three workshops delivered on August 27, September 10 & 17, 2012 to participants from Public Policy Bureau of the President of the Republic on policy monitoring and evaluation
Policy Communication and Outreach		
7	Policy Communication and Outreach	
A	Organize one workshop for three provinces on their role in policy formulation	Workshop on "The Role of Provincial Councils in Public Policy Process" was delivered on September 12, 2012 to 14 participants (12 male, 2 female) representing 4 PCs (Anbar, Diyala, Karbala and Salah ad Din)
Public Sector Management Committee on Public Policy		
8	Public Sector Management (PSM) Coordination	
A	Conduct quarterly coordination meeting with PSM committee and incorporate feedback into pending activities	Proposed Year 2 activities for Public Policy was discussed with the Chairmen and Executive Director of the PSM on August 15, 2012

4th Quarter (July – September) 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	Qtr4 (Jul-Sep) 2012	Status
2.1.1	Number of growth-impairing regulatory burdens identified and reduced	N/A	N/A	N/A	0	ISRAR identified 3 regulations and completed the recommendations for Business Registration, Construction Permit, and Import-Export License
2.1.2	Number of institutional staff: public, private, and Gol (PMO) stakeholders instructed on the Iraq Solutions for Regulatory and Administrative Reform (ISRAR)	33	137	99	39	Represented by 33 Male and 6 Female

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	Qtr4 (Jul-Sep) 2012	Status
2.2.1	Number of policies developed by Office of Policy Development (OPD) at the Prime Minister Office (PMO) and adopted by Gol	N/A	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 and at the President's Bureau of Public Policy trained in policy development process	13	18	18	25	Represented by 16 Male and 9 Female

2.2.3	Number of public policy offices established and functional	2	6	0	0	Tarabot National Policy team continued to strengthen the institutionalization of newly created policy units in the offices of the President, Prime Minister, MoT, MoE, MoIM, MoA, and NIC
Indicator #	Indicator Name	Qtr 1 (Oct-Dec) 2011	Qtr 2 (Jan-Mar) 2012	Qtr 3 (Apr-Jun) 2012	Qtr4 (Jul-Sep) 2012	Status
2.2.4	Number of Ministry staff trained in public policy	N/A	N/A	N/A	17	Represented by 14 Male and 3 Female. See note 3
2.2.5	Number of Provincial Councils and non-official stakeholders informed about their role in public policy process (universities, NGOs, businesses, media, and private sector)	N/A	N/A	N/A	26	See note 3

USAID Standard Indicators (F-Indicators)						
Indicator #	Indicator Name	Qtr 1 (Oct-Dec) 2011	Qtr 2 (Jan-Mar) 2012	Qtr 3 (Apr-Jun) 2012	Qtr4 (Jul-Sep) 2012	Comments
F 2.1	# of USG-supported public sessions held regarding proposed changes to the country's legal framework	19	26	62	40	
F 2.2	# of training days provided to executive branch personnel with USG assistance	20	26	62	40	See note 2

Notes:

- All indicators not represented in the above tables are year-end performance indicators. Status will be given in the subsequent annex.
- A workshop can be more than one day. Therefore the number of training days does not equal the number of workshops.
- Indicators 2.2.4 and 2.2.5 are new indicators approved by USAID in Qtr4. Therefore, values for the first three quarters for FY 2012 are not applicable.

Table I: National Policy Management (NPM) 4th Quarter (July-September) FY 2012

ORGANIZATION	PUBLIC POLICY DEVELOPMENT	PUBLIC POLICY COMMUNICATION AND OUTREACH	REGULATORY REFORM
Presidency Diwan	42		
President of the Republic	9		
President Office	7		
Prime Minister's Advisory Council	14		
Prime Minister's Office	46		
Deputy Prime Minister Office/Service	2		
National Investment Commission	3		2
Independent High Electoral Commission		1	
Ministry of Agriculture	8		
Ministry of Defense		1	
Ministry of Education		2	3
Ministry of Electricity	39		
Ministry of Finance			1
Ministry of Health		1	
Ministry of Higher Education & Scientific Research		1	1
Ministry of Industry and Minerals	29		
Ministry of Municipalities and Public Works			6
Ministry of State for Civil Society Affairs		1	
Ministry of Trade	13		4
Anbar Provincial Council		4	
Salah Ad Din Provincial Council		2	
Diyala Provincial Council		1	
Karbala Provincial Council		3	
Non-Governmental Organizations		7	6
Private Sector		1	29
Media		2	
World Bank			7
Total	212	27	59

Workshops Participants by Organization

Figure 1: National Policy Management (NPM) 4th Quarter (July-September) FY2012 Activities Distribution by Type

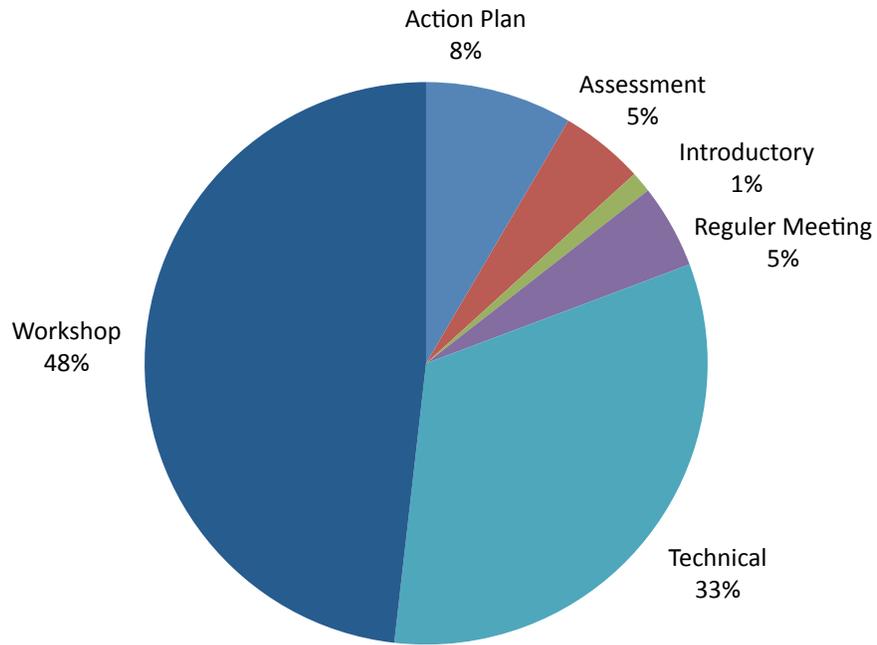
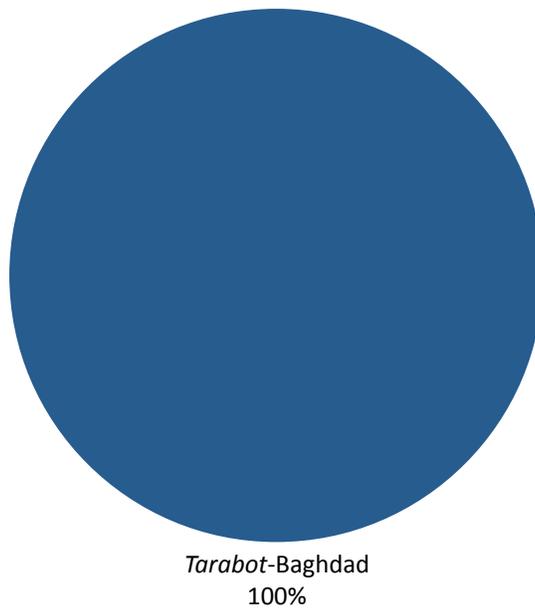
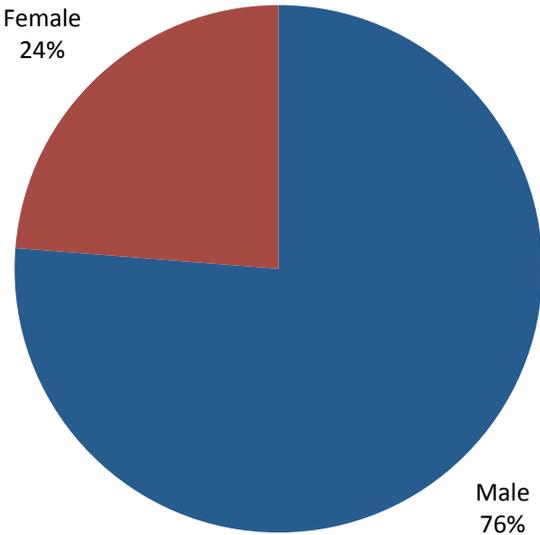


Figure 2: National Policy Management (NPM) 4th Quarter (July-September) FY2012 Activities (Workshops and Meetings) According to Tarabot Hubs



**Figure 3: National Policy Management (NPM) 4th Quarter (July-September) FY2012
Activities (Workshops and Meetings) Participants by Gender**



4th Quarter (July – September) FY 2012 Work Plan Activities

COMPONENT 3: ADMINISTRATIVE DECENTRALIZATION

Work Plan ID	Activity/ Task Name	Progress
I AD Component-Wide		
I.1 Counterpart Engagement		
A	Conduct four MoU negotiation meetings with counterpart ministries and governors' offices	Negotiation meetings conducted with MoMPW, MoCH, MoHEd, MoHR, MoLSA, MoMD, MoO and Anbar GO
I.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	<i>Tarabot</i> attended the last PSM meeting held on June 3, 2012. No PSM meetings have taken place since then. AD Component Team Leader has been in contact with PSM committee members directly and through USAID.
B	Receive feedback from PSM and incorporate into pending activities as requested	PSM and subcommittee feedback incorporated into AD FY 2013 work plan process
Decentralization		
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	Meetings and workshops held with representatives from MoEd, MoH, MoMPW, MoLSA, MoIM and MoEn.
B	Prepare an assessment report on any progress achieved	Decentralization Unit assessment report assembled and incorporated into AD overall assessment methodologies and summary findings report
2.2 Assist the government entities to implement administrative decentralization		
2.2.1 Devise ministry decentralization guidelines		
A	Disseminate guidelines covering needs and steps for proper administrative decentralization	Guidelines distributed during follow-up consultation sessions
2.2.2 Devise Governor's Office (GO) decentralization guidelines		

A	Conduct two workshops on obstacles and challenges for specific GO partners	Workshops and technical assistance provided to Basrah, Diwaniyah, Diyala, Ninawa and Wasit
B	Support GO partners to conduct regional workshop or conference between decision-makers to present findings and plan	Decentralization Unit presented findings and plan at a regional conference conducted in Babil on May 23, 2012. Decision-makers present included the Minister of Provincial Affairs Dr. Torhan Mufti as well as the governors of Babil, Diwaniyah, Najaf, and Karbala. Decision-makers discussed methodology for exploring and ultimately engaging in decentralization activities

Service Infrastructure

3 Planning

3.1 Improve National and Regional Planning System

3.1.1 NDP Revision

A	Assist the team of researchers to carry out analysis and refine the new draft sectoral strategies	<i>Tarabot</i> assisted in the refinement and improvement of the NDP sectoral papers. They will be finalized and discussed in an upcoming conference scheduled in FY 2013
B	Assist the MoP to carry out consultative meetings with stakeholders about the new strategies	Consultative meetings carried out with various NDP subcommittees (Construction, Private Sector, Industry, Agriculture, Transportation, Human Development, etc). Representatives from ministries and provincials, along with <i>Tarabot</i> , are part of these committees.

3.1.2 Iraq National Monitoring System Operationalized

A	Assist MoP to collect baseline information for 10 more indicators in the INMS	<i>Tarabot</i> continued to assist MoP in collecting baseline data for indicators in the INMS. The INMS now has over 40 indicators with baseline information collected and entered into the system
b	Assist MoP to generate sectoral assessment reports for use in the NDP revision, based on current indicators in the INMS	MoP sectoral assessment report generated and distributed to NDP committee and subcommittees in Qtr3

3.1.3 Establish Provincial Projects Steering Committees

A	Provide capacity-building plans for the committees to perform its duties and fulfill its mandate according to technically sound approaches	A capacity-building plan for the 5 steering committees developed and distributed
B	Assist to establish projects steering committees in three provinces	Projects Steering committee established in Babil, Basrah, Diwaniyah, Muthanna and Ninawa

3.2	Enhance Capital Investment Projects Planning and Prioritization	
3.2.1	Ministry Projects Prioritization	
A	Provide technical assistance to conduct proper multi-year capital investment planning that is harmonized with the goals laid out in the NDP	Workshops on harmonizing medium-term projects plans with the NDP carried out for MoCH, MoE, MoTr, and MoA
4	Fiscal Management	
4.1	Enhance the capacity of Gol entities in capital investments budgeting and execution	
4.1.1	Implement budget execution roadmap	
A	Provide assistance to Gol entities on the proper implementation of the Hammurabi Knowledge Base	Hammurabi Knowledge Base workshop carried out for MoCH in July 15, 2012
4.1.2	Support to capital investment projects budgeting	
A	Engage counterpart Gol ministries to enhance budgeting practices	Due to the absence of a long-term fiscal management advisor, this task was shifted to QtrI FY 2013 <i>Tarabot</i> Work Plan
B	Present proposal to two counterpart ministries	Due to the absence of a long-term fiscal management advisor, this task was shifted to QtrI FY 2013 <i>Tarabot</i> Work Plan
4.1.3	Support to capital investment projects execution	
A	Work with all stakeholders to introduce improvements to overcome identified bottlenecks	Due to the absence of a long-term fiscal management advisor, this task was shifted to QtrI FY 2013 <i>Tarabot</i> Work Plan
B	Present proposal to two counterpart ministries	Due to the absence of a long-term fiscal management advisor, this task was shifted to QtrI FY 2013 <i>Tarabot</i> Work Plan
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	Work with all stakeholders to introduce improvements to overcome identified bottlenecks	<i>Tarabot</i> continued with working with ministries and GOs to solve issues and overcome identified bottlenecks. <i>Tarabot</i> also worked with the MoP and COMSEC to discuss solutions for national-level issues.
B	Prepare an assessment report on the progress achieved	Assessment report assembled and incorporated into AD overall assessment methodologies and summary findings report

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	The 42 PMI processes were introduced to the MoYS, MoIM, MoE, and MoST, in addition to the eight ministries reported in the previous quarter.
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	Feasibility Studies, MS Project and Cost Estimation capacity building sessions were delivered to the MoYS, MoIM, MoE, and MoST, in addition to the eight ministries reported in the previous quarter.
C	Assist targeted counterparts to adopt the PM systems	PMI system implementation initiated in MoA, MoCH, MoCU, MoEN, MoHED, MoMD and MoJ. Ministries working towards establishing a Project Management Office include the MoA, MoEN, MoMD, MoTR, and COMSEC.
5.2.2	Enhance the project management capacity of provincial counterparts	
A	Introduce the 42 PM processes to four counterpart provinces	42 PMI processes were introduced in Babil, Karbala, Kirkuk, 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	Feasibility Studies, MS Project and Cost Estimation capacity-building sessions were delivered in Anbar, Babil, Basrah, Kirkuk, Muthanna, Najaf, and Ninawa
C	Assist targeted counterparts to adopt the PM systems	PMI standards were applied to one selected project in Basrah, Diwaniyah, and Muthanna. Babil and Ninawa has shown interest in applying PMI standards
6	Procurement	
6.1	Enhance Iraq's national public procurement system	
6.1.1	Improve national procurement system	
A	Identify areas to incorporate into future version of the IDMS	Automation of Gol procurement processes discussed with MoP. The MoP also presented the idea of using the IDMS during the September 23, 2012 National Procurement Conference

B	Prepare an assessment report on the progress achieved	Procurement assessment report assembled and incorporated into AD overall assessment methodologies and summary findings report
6.2	Improve procurement processes at the ministerial and provincial levels	
6.2.1	Implement standard procurement process	
A	Provide technical assistance to implement the standardized process at counterpart Gol entities	Technical assistance delivered to MoCH, MoJ, MoMPW, MoHEd, MoYS, MoEn, MoP and universities. As well as provinces of Babil, Baghdad, Diwaniyah, and Ninewa. Standard process was discussed at the National Procurement Conference held on September 23, 2012
6.2.2	Assist procurement planning	
A	Coach counterparts to implement their annual procurement plans activities	Coaching provided to MoCH, MoJ, MoMPW, MoHEd, MoYS, MoEn, MoP and universities. As well as provinces of Babil, Baghdad, Diwaniyah, and Ninewa. The importance of procurement planning was reinforced during the National Procurement Conference held on September 23, 2012
6.2.3	Implement standard bidding documents (SBD)	
A	Coach counterparts to effectively implement the standard bidding documents in ministry procurements	Technical assistance and coaching on implementation of Standard Bidding Documents provided to MoCH, MoHEd, MoP, and MoTr. Standard Bidding Documents were presented and discussed during the National Procurement Conference held on September 23, 2012
6.2.4	Improve procurement records management system	
A	Provide follow-up technical assistance to implement the procurement record management system in partner institutions	Technical assistance delivered to MoCH, MoJ, MoMPW, MoHED, MoYS, MoEn, MoP and universities. As well as provinces of Babil, Baghdad, Diwaniyah, and Ninewa
6.2.5	Develop procurement performance indicators and reporting system	

A	Assist Gol counterparts to generate reports based on these indicators (executed contracts)	Technical assistance delivered to MoCH, MoJ, MoMPW, MoHD, MoYS, MoEn, MoP and universities. As well as provinces of Babil, Baghdad, Diwaniyah, and Ninewa
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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	Identify opportunities to improve the functionality of the IDMS	<i>Tarabot</i> continued to liaison with MoP and the programming firm to improve the performance of the system. Future areas for improvement and decentralization of system identified
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7.2 Operationalize the IDMS System

7.2.1 Operationalize the IDMS in Gol entities

A	Coach Gol entities to utilize the IDMS	<i>Tarabot</i> continued to assist ministries and provinces in using the IDMS
B	Provide technical assistance for 25% of partner Gol entities to install the online or offline version of the IDMS	User names and passwords have been issued by MoP for ministries and provinces
C	Assist Gol entities to enter their data into the IDMS	MoE, MoJ, MoMPW, MoO, MoST, and Waqif Al-Sunni are in the process of entering data for 2013 projects

Services Improvement

8 Public Accountability

8.1 Assist National Service Quality Initiative

8.1.1 Compile comprehensive list of Gol services

A	Assemble final report of services delivered by Gol entities	260 key Gol services were identified for 22 Gol entities representing 20 ministries aiming for customer service improvement
8.1.2	Identify international service delivery benchmarks	
A	Include data in final report on internationally-recognized benchmarks for key services delivered by the Gol	International benchmarks identified for some Gol entities
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	Distribute promotional materials to counterpart Gol entities	Service Improvement Brochures developed and distributed directly to partner ministries and through the National Quality Committee
B	Conduct three public service accountability workshops for counterpart Gol entities	Conducted for MoLSA in Dhi Qar on September 27, 2012. MoH in Baghdad on September 30, 2012. And MoMPW in Baghdad on September 04, 2012
8.2.2	Enhance the quality of public sector customer service in Iraq	
A	Re-engineer four selected service processes	Service Center processes re-engineered for MoMPW, MoJ and MoHEd. Tarabot is currently working with MoE, MoMPW, MoLSA and MoH to reengineer service processes
B	Develop SoP guidelines for four targeted services	Pending feedback from partner ministries to request assistance from <i>Tarabot</i> in drafting SOPs for selected processes
C	Provide TA to implement re-engineered service processes in applicable circumstances	Technical Assistance delivered by <i>Tarabot</i> to partner ministries on the reengineered processes
9	Organizational Development	
9.1	Strengthen Organizational Development Capacity at National Level	
9.1.1	Promote the creation of a national system to support excellence in government	
A	Produce a concept paper for the establishment of a national system of excellence to support and develop exemplary government practice at all levels of government in Iraq	Concept Paper developed for Building a National System in Iraq to Promote Excellence in Government
B	Present concept to relevant government Gol entities	Concept paper presented to senior Gol leadership on two occasions; at a MoO conference earlier this year, and PSM meeting with COMSEC on June 02, 2012

9.2	Strengthen Organizational Development Capacity in Iraqi Public Organizations	
9.2.1	Promote institutionalization of organizational development (OD) functions	
A	Receive agreements from five partner organizations to provide technical assistance in creating permanent OD units, or augmenting existing units with OD functions	Technical assistance provided in MoMPW, MoCH, MoYS, MoP, MoMD, MoHR, and MoA. Exploring OD feasibility in MoH
9.2.2	Facilitate organizational development (OD) in Gol entities	
A	Complete OD cycle with five partner organizations	Tarabot continues to work with targeted ministries in completing the OD cycle. The Self-Assessment and Benchmarking phase completed. Implementation and Monitoring phase initiated. Work will continue in FY 2013
B	Sign agreements with five additional organizations to facilitate an OD methodology cycle	Agreements with MoT, MoH, MoIM, MoO, MoTr, MoP, and MoJ have been initiated
10	Process Development	
10.1	Improve Key Administrative and Service Delivery Processes	
10.1.1	Re-engineer target administrative or service-delivery processes	
A	Complete process re-engineering of five processes in cooperation with partner organizations	6 service processes for MoJ Notary Public have been reengineered
B	Develop SoPs to reflect completed processes	SOPs for 5 processes have been developed for MoA
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	Awareness workshops conducted for ministries (MoEd, MoH and MoTr) and GOs (Babil, Diyala, Kirkuk, and Ninawa)
B	Disseminate ISO9001 requirements to counterpart ministries	ISO9001 requirements distributed to all counterpart ministries and provinces during the awareness workshops
11.2	Improve the Quality Management Systems of Gol Entities	
11.2.1	Introducing international standards for quality	
A	Provide technical assistance for Gol entities to begin drafting quality and procedures manuals according to	Initiated with MoCH and MoHEd and COMSEC

	ISO requirements	
11.2.2	Facilitate quality management improvements in partner Gol entities	
A	Disseminate proposal to four Gol entities	Quality Unit proposal disseminated to MoTr, MoHEd, MoA and COMSEC
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	Develop initial design of model "One-Stop Shop" service center	Contractor selected. Initial design and inception report created
B	Provide TA to partner Gol entities to develop tenders for infrastructure design of service centers based on their services' requirements	Technical assistance on tendering delivered. One specialized tendering workshop was conducted for the MoMPW/ Basrah Municipality between September 26 to October 02, 2012
12.1.2	Initiate "One-Stop Shop" Media Campaign	
A	Capture "before" video and photos of targeted one-stop shops	Captured for proposed service centers in MoHEd, MoMD, MoMPW, MoLSA and Moj
12.1.3	Select and improve "One-Stop Shop" services	
A	Provide TOR to automate the selected re-engineered service processes in applicable circumstances	TORs for service centers drafted and provided to the 5 targeted ministries
B	Draft summary automation plan for each service	Automation plan developed including hardware requirements, software requirements, and action plan moving forward
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	Conduct two competency level training courses	Three workshops delivered: Baghdad on July 09, 2012 for 20 participants (8 Male, 12 Female), Babil on August 26, 2012 for 20 participants (6 Male, 14 Female) and Karbala on September 06, 2012 for 20 participants (13 Male, 7 Female)

B	Conduct two advanced level training courses	Two workshops delivered in Baghdad: on September 04, 2012 for 10 participants (2 Male, 8 Female) and on September 17, 2012 for 14 participants (4 Male, 10 Female)
13.1.2	Leadership and Communication	
A	Conduct two competency level training courses	Three workshops delivered: Baghdad on July 07, 2012 for 16 participants (8 Male, 8 Female), Kirkuk on August 26, 2012 for 21 participants (10 Male, 11 Female) and Babil on August 26, 2012 for 20 participants (13 Male, 7 Female)
B	Conduct two advanced level training courses	Two workshops delivered in Baghdad: on September 02, 2012 for 11 participants (1 Male, 10 Female) and on September 23, 2012 for 21 participants (13 Male, 8 Female)
13.1.3	Project Management	
A	Conduct one competency level training courses	One workshop delivered on July 09, 2012 in Baghdad for 14 participants (10 male / 4 female) Three advanced level training courses delivered in Baghdad: on July 01, 2012 for 14 participants (12 Male, 2 Female), on July 15, 2012 for 14 participants (10 Male, 4 Female) and September 02, 2012 for 9 participants (5 Male, 4 Female)
13.1.4	IT Management	
A	Conduct two competency level training courses	Two workshops delivered in Baghdad: on September 10, 2012 for 3 participants (0 Male, 3 Female) and on September 16, 2012 for 18 participants (9 Male, 9 Female)
B	Conduct one advanced level training course	Delivered on September 24, 2012 in Baghdad for 17 participants (7 Male, 10 Female)
13.1.5	Procurement	
A	Conduct one advanced level training course	One workshop delivered on September 15, 2012 in Babil for 6 participants (2 male / 4 female) One advanced level training course delivered in Babil on

September 19, 2012 for 6 participants (2 Male, 4 Female),

14	Social Safety Net (SSN)	
14.1	Manage the Gol support to the poor using a management information system	
14.1.3	Phase two: Assist sites to clean data and produce payment distribution reports	
A	Continued support to MoLSA to four additional sites producing payment distribution reports	Reports generated from SSN sites in Baghdad (Karkh, Rusafah, Sadr City) Karbala, Najaf and Diwaniyah

4th Quarter (July - September) 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	Qtr4 (Jul-Sep) 2012	Status
3.1.1	Number of regulations and administrative orders supporting de-concentration of ministries activities to directorates	N/A	0	1	0	Diwaniyah Labor & Vocational Training Department/ MoLSA and Najaf Department for Protect and Improve the Environment/ MoEn have suggested the transfer of some authorities from the ministry to their directorates
3.1.2	Number of regulations and administrative orders supporting de-concentration to Governor Offices' (GOs) from central ministries	N/A	0	0	0	Basrah PC and Diwaniyah GO have established committee/ team consisting of members from the PC, GO, directorates and Tarabot to disseminate decentralization principles and search for opportunities for decentralization

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	Qtr4 (Jul-Sep) 2012	Status
3.2.1	Number of ministries initiating improved organizational structure change	N/A	3	1	1	MoYS have established a Procurement Unit
3.2.2	Number of line ministries with Business Process Systems reengineered	N/A	2	1	1	Business processes were reengineered for Internal Monitoring & Audit Unit/ MoA. MoJ and MoMPW are currently reengineering some of their processes

3.2.3	Number of Gol counterparts working towards establishing internal quality management unit(s)	N/A	0	0	0	Proposals have been drafted for MoA, MoTR and COMSEC
Indicator #	Indicator Name	Qtr 1 (Oct-Dec) 2011	Qtr 2 (Jan-Mar) 2012	Qtr 3 (Apr-Jun) 2012	Qtr4 (Jul-Sep) 2012	Status
3.2.4	Number of Gol entities utilizing the IDMS to manage and monitor their capital portfolio	N/A	N/A	0	8	MoA, MoCH, MoC, MoMPW, MoJ, MoHEd, Diwan Waqif Al-Sunni and Iraqi Radioactive Sources Regulator Authority/ CoM have uploaded data for 2013 projects to the IDMS
3.2.5	Number of Gol entities that are using the INMS in monitoring National Development Plan (NDP)	N/A	N/A	0	1	MoP is monitoring the NDP through uploading indicator data for various sectors. In the meantime, <i>Tarabot</i> is currently assisting MoP in developing the data collection methods and process for the indicators.
3.2.6	Number of one-stop-shop service center implemented	N/A	0	0	0	Work continues with MoHEd, MoMPW, MoMD, MoJ, MoLSA and MoF
3.2.9	Number of Gol entities that have improved procurement processes or systems	N/A	N/A	N/A	18	10 ministries (MoCH, MoHEd, MoJ, MoA, MoEn, MoH, MoIM, MoMD, MoMPW, MoTr) and 8 provinces (Anbar, Babil, Dhi Qar, Karbala, Muthanna, Ninawa, Salah ad Din, Wasit)
3.2.10	Number of Provincial Education Directorates staff trained in 5 core areas of Public Administration	N/A	N/A	N/A	88	Representing 45 Male and 43 Female
3.2.11	Number of Ministry of Education graduates from Training of Trainer (ToT) level Course	N/A	N/A	N/A	N/A	ToT level course will begin in FY 2013
3.2.12	Number of Ministry of Education graduates from Master Trainer level Course	N/A	N/A	N/A	N/A	Master Trainer level course will begin in FY 2013

USAID Standard Indicators (F-Indicators)

Indicator #	Indicator Name	Qtr 1 (Oct-Dec) 2011	Qtr 2 (Jan-Mar) 2012	Qtr 3 (Apr-Jun) 2012	Qtr4 (Jul-Sep) 2012	Comments
F 3.1	# of training days provided to executive branch personnel with USG assistance	57	113	534	441	See note 3
F 3.2	# of Sub-national entities receiving USG assistance that improve their performance	19	35	145	133	
F 3.3	# of administrators/officials trained with USG support	N/A	N/A	132	233	Representing 117 Male and 116 Female. See note 2

Notes:

- All indicators not represented in the above tables are year-end performance indicators. Status will be given in the subsequent annex.
- The number reported is for individuals and not participants.
- A workshop can be more than one day. Therefore the number of training days does not equal the number of workshops.
- Indicators 3.2.9, 3.2.10, 3.2.11 and 3.2.12 are new indicators approved by USAID in Qtr4. Therefore, values for the first three quarters in FY 2012 are not applicable.

Table 1: Administrative Decentralization (AD) 4th Quarter (July-September) FY 2012

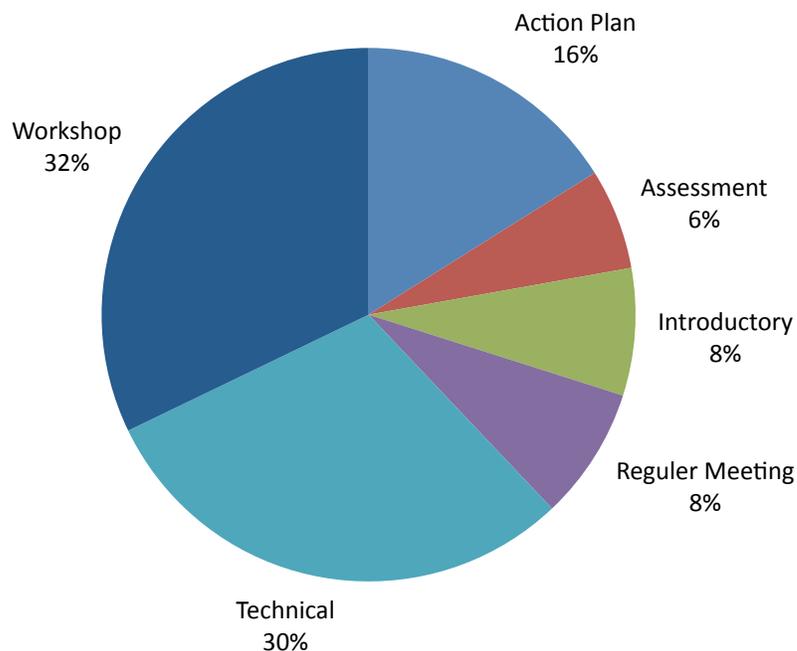
Ministry	Decentralization Procedure	IDMS	Organizational Development	Planning	Procurement	Project Management	Quality Management System	Service Center Improvement
Council of Ministries Secretariat							24	
Ministry of Displacement and Migration		4						
Ministry of Agriculture				11		10		
Ministry of Communications		7		2				
Ministry of Construction and Housing		15	21	4	72	52	23	
Ministry of Culture		4				12		
Ministry of Education	123			1		1		
Ministry of Electricity		11		3		30		
Ministry of Environment	128							
Ministry of Health				2		1		
Ministry of Higher Education & Scientific Research	1		32	1	23	5	31	
Ministry of Human Rights		7						
Ministry of Industry and Minerals		12			6			
Ministry of Interior							1	
Ministry of Justice					11	7		5
Ministry of Labour and Social Affairs	193							14
Ministry of Municipalities and Public Works		8	17	10	22	70	6	49
Ministry of Oil		3						
Ministry of Planning		5	25	1		3		
Ministry of Science & Technology						9		
Ministry of Trade						1		
Ministry of Transportations			23	20	12	43		
Ministry of Water Resources				1		3		
Ministry of Youth and Sports			16		15	22		
National Investment Commission						1		
Sunni Endowment		3						
USAID				2				
Anbar Governorate Office						9		
Babil Governorate Office		3			67	37	3	
Babil Provincial Council		5			1			
Basrah Governorate Office						19		

Workshops Participants by Organization

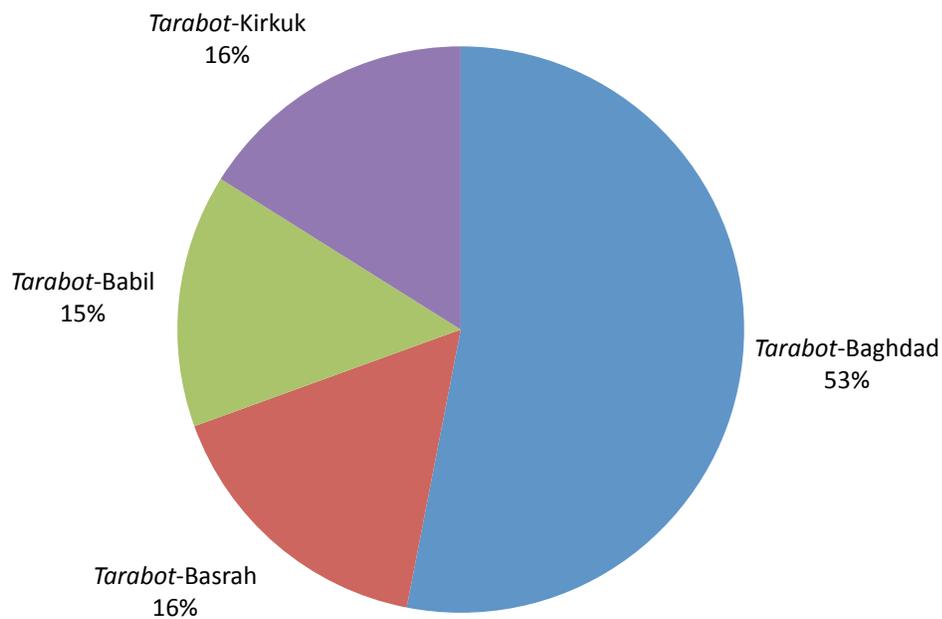
Ministry	Decentralization Procedure	IDMS	Organizational Development	Planning	Procurement	Project Management	Quality Management System	Service Center Improvement
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Muthanna Province Council				1				
Najaf Governorate Office						6	3	
Ninawa Governorate Office				11	13	55		
Salah Ad Din Governorate Office					15			
Diwaniya Governorate Office		5			19	15	4	
Diyala Governorate Office							20	
Karbala Governorate Office						5	5	
Kirkuk Governorate Office						5		
Wasit Governorate Office		4				12	2	
Wasit Provincial Council						3		
Total	445	96	134	71	276	448	122	68

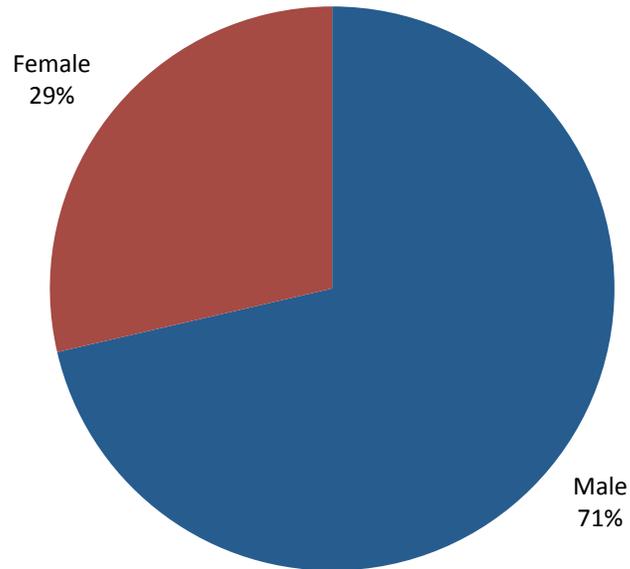
**Figure 1: Administrative Decentralization (AD) 4th Quarter (July-September) FY2012
Activities Distribution by Type**



**Figure 2: Administration Decentralization (AD) 4th Quarter (July-September) FY2012
Activities (Workshops and Meetings) According to Tarabot Hubs**



**Figure 3: Administrative Decentralization (AD) 4th Quarter (July-September) FY2012
Activities(Workshops and Meetings) Participants by Gender**



ANNEX 2

Annual Performance Indicators

COMPONENT I: CIVIL SERVICE REFORM

IR 1: Civil Service Functions More Effectively						
Indicator #	Indicator Name	Type of Indicator	Reporting Frequency	Annual Target Value	Annual Actual Value	Annual Status
1.1	Comprehensive Civil Service Law Enacted	Custom	Annual	1	0	Draft Civil Service Legislation has been finalized and sent to Shura Council for review. Once completed, it will be submitted to the Parliament for voting
1.2	Number of Professional, Merit Based and Transparent Civil Service Systems Established	Custom	Annual	0	0	<p>Progress for this indicator continues through:</p> <ul style="list-style-type: none"> Drafting a strategic and recruitment plans for establishing Federal Civil Service Commission (FCSC) Development of an organization structure and identifying staffing needs for the Provincial Civil Service Commissions (PCSCs) Proposed structure for the Civil Service Institute (CSI) developed Coordination between FCSI and Ministry Training Sections identified. An Operational Manual has been drafted for the Training Sections Hardware and software assessment for the HRMIS implemented in Ministries and Provinces. An action plan has been developed Delivery of technical assistance to HR staff, Managers and DGs in Human Resource Development and HRMIS

Sub-IR 1.1: Comprehensive Civil Service Legislation Drafted						
Indicator #	Indicator Name	Type of Indicator	Reporting Frequency	Annual Target Value	Annual Actual Value	Annual Status
1.1.1	Milestones to Federal Civil Service Law achieved	Custom	Quarterly	1	1	The draft civil service legislation has been finalized and sent to Shura Council for review before submission to the Parliament. The Shura Council

Sub-IR 1.1: Comprehensive Civil Service Legislation Drafted

Indicator #	Indicator Name	Type of Indicator	Reporting Frequency	Annual Target Value	Annual Actual Value	Annual Status
						review is in progress
I.1.2	Introduction of draft Federal Civil Service Law to Council of Representatives	Custom	Quarterly	1	0	This is a sovereign government decision which will take place when the Shura Council complete the review of the draft

Sub-IR 1.2: Federal Civil Service Commission Fully Operational

Indicator #	Indicator Name	Type of Indicator	Reporting Frequency	Annual Target Value	Annual Actual Value	Annual Status
I.2.1	Number of curriculums offered by Civil Service Institute	Custom	Quarterly	0	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	Custom	Quarterly	50	440	Keen interests from national and sub-national counterparts (Ministries & Governorates) to learn and put in-place a modern HR system and practices created higher numbers
I.2.3	Number of functions implemented by Federal Civil Service Commission	Custom	Quarterly	0	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 Resource Management Information System	Custom	Quarterly	0	N/A	Hardware and software assessment for the HRMIS implemented in Ministries and Provinces. Progress for this indicator continues into FY2013

Sub-IR 1.3: Provincial Civil Service Commission Established and Functioning

Indicator #	Indicator Name	Type of Indicator	Reporting Frequency	Annual Target Value	Annual Actual Value	Annual Status
I.3.1	Progress for this indicator begins in FY 2013 after the establishment of a Federal Civil Service Commission	Custom	Quarterly	0	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	Custom	Quarterly	0	N/A	Progress for this indicator begins in FY 2013 once the Provincial Civil Service Commission are established

USAID Standard F Indicators

Indicator #	Indicator Name	Type of Indicator	Reporting Frequency	Annual Target Value	Annual Actual Value	Annual Status
F I.1	Number of USG-supported public sessions held regarding proposed changes to the country's legal framework	Standard	Quarterly	12	62	<i>Tarabot</i> activities has surpassed the target as the Gol leadership (Civil Service High Committee, COMSEC, Shura Council) demonstrated their willingness and commitment in reviewing the country's legal framework to align it with modern civil service management practices
F I.2	Number of training days provided to executive branch personnel with USG assistance	Standard	Quarterly	12	73	Target exceeds beyond expectation due to the keen interests from national and sub-national counterparts (Ministries & Governorates) to learn and put in-place a modern HR system and practices
F I.3	Number of sub-national entities receiving USG assistance that improve their performance	Standard	Quarterly	15	28	The achievement of this target indicates Gol and <i>Tarabot</i> commitment to engage the sub-national entities for all 15 provinces not incorporated with region in aspects of civil service reforms

Annual Performance Indicators

COMPONENT 2: NATIONAL POLICY MANAGEMENT

IR 2: National Policy Development and Regulatory Reform Structures Strengthened						
Indicator #	Indicator Name	Type of Indicator	Reporting Frequency	Annual Target Value	Annual Actual Value	Annual Status
2.1	Number of National Policy Management and Regulatory Reform Initiatives Established	Custom	Annual	0	0	ISRAR identified 3 regulations related to Business Registration, Construction Permit, and Import-Export License for economic reform. Recommendations completed by <i>Tarabot</i> and delivered to Gol. Waiting for Gol to make a decision

Sub-IR 2.1: Economic Enabling Environment Improved						
Indicator #	Indicator Name	Type of Indicator	Reporting Frequency	Annual Target Value	Annual Actual Value	Annual Status
2.1.1	Number of growth-impairing regulatory burdens identified and reduced	Custom	Quarterly	TBD	0	ISRAR identified 3 regulations and completed the recommendations for Business Registration, Construction Permit, and Import-Export License
2.1.2	Number of institutional staff: public, private, and Gol (PMO) stakeholders instructed on the Iraqi Solutions for Regulatory and Administrative Reform (ISRAR)	Custom	Quarterly	30	226	Increased numbers were created due to <i>Tarabot</i> technical teams engaging more public, private and Gol stakeholders
2.1.3	Estimated annual cost saving to participants in the Iraqi economy	Custom	Annual	TBD	\$102,760,385	A Cost Saving Model was developed for Business Registration. By using the model, a total cost impact for this reform is estimated to be \$102,760,385. A Cost Saving Model for Construction Permit and Import-Export License are under development.

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

Indicator #	Indicator Name	Type of Indicator	Reporting Frequency	Annual Target Value	Annual Actual Value	Annual Status
2.2.1	Number of policies developed by Office of Policy Development (OPD) at the Prime Minister Office (PMO) and adopted by Gol	Custom	Quarterly	TBD	N/A	Progress for this indicator begins in FY 2013
2.2.2	Number of Office of Policy Development (OPD) staff at the Prime Minister Office (PMO) and at the President's Bureau of Public Policy trained in policy development process	Custom	Quarterly	15	46	Numbers increased because the President's Bureau staff was included in the indicator
2.2.3	Number of policy offices established and functional	Custom	Quarterly	5	7	Policy Units established in the offices of the President, Prime Minister, MoT, MoE, MoIM, MoA, and NIC
2.2.4	Number of Ministry staff trained in public policy	Custom	Quarterly	15	203	Increase interests from ministries in training related to policy development, economic policy, policy writing, ethics, policy implementation, and monitoring and evaluation of existing policies; etc.
2.2.5	Number of Provincial Councils and non-official stakeholders informed about their role in public policy process (universities, NGOs, businesses, media, and private sector)	Custom	Quarterly	10	26	Prime Ministers office objective to strengthen the communication and outreach capacity with the private sector, provincial officials and other elements of the society caused higher numbers

USAID Standard F Indicators

Indicator #	Indicator Name	Type of Indicator	Reporting Frequency	Annual Target Value	Annual Actual Value	Annual Status
F 2.1	Number of USG-supported public sessions held regarding proposed changes to the country's legal framework	Standard	Quarterly	10	147	The number of workshops, meetings and round table discussions has increased due to the demands of Gol to involve other stakeholders (business, private sector, NGOs, media, women centers, provincial councils, and think tanks) in public policy process
F 2.2	Number of training days provided to executive branch personnel with USG assistance	Standard	Quarterly	12	148	The number of training days has increased due to the demands of Gol for more training in policy development, economic policy, policy writing, ethics, policy implementation, and monitoring and evaluation of existing policies; etc.

Annual Performance Indicators

COMPONENT 3: ADMINISTRATIVE DECENTRALIZATION

IR 3: Administrative Decentralization Processes Strengthened						
Indicator #	Indicator Name	Type of Indicator	Reporting Frequency	Annual Target Value	Annual Actual Value	Annual Status
3.1	Number of Gol entities Initiating Administrative Changes to Improve Service Delivery	Custom	Annual	TBD	0	<p>A list of proposed authorities for de-concentration was assembled by MoMPW provincial directorates with assistance from USAID-Tarabot; and was presented to ministry leadership.</p> <p>Other Gol entities exploring delegation and devolution of authorities are MoEd, MoLSA in Diwaniyah and MoEn in Najaf</p>

Sub-IR 3.1: Decision – Making Regulations and Administrative Supports Necessary for Effective Decentralization						
Indicator #	Indicator Name	Type of Indicator	Reporting Frequency	Annual Target Value	Annual Actual Value	Annual Status
3.1.1	Number of regulations and administrative orders supporting de-concentration of central ministries activities to directorates	Custom	Quarterly	TBD	1	MoMPW has accepted de-concentration of some administrative activities to the directorates. Decentralization of administrative activities has been proposed by directorates in Diwaniyah and Najaf.
3.1.2	Number of regulations and administrative orders supporting de-concentration to Governor Offices (GOs) from central ministries	Custom	Quarterly	TBD	0	Basrah PC and Diwaniyah GO have established committee/ team consisting of members from the PC, GO, directorates and Tarabot to disseminate decentralization principles and search for opportunities for decentralization

Sub-IR 3.2: Provincial Resource Management and Service Delivery Strengthened

Indicator #	Indicator Name	Type of Indicator	Reporting Frequency	Annual Target Value	Annual Actual Value	Annual Status
3.2.1	Number of ministries initiating improved organizational structure change	Custom	Quarterly	2	5	Implemented in MoYS, MoMD, MoLSA, MoP and MoHR
3.2.2	Number of line ministries with Business Process Systems reengineered	Custom	Quarterly	5	3	Processes have been reengineered in MoA, MoHEd, and MoMPW. Business Process Systems are currently being reengineered in MoJ, MoH and MoE
3.2.3	Number of Gol counterparts working towards establishing internal quality management unit(s)	Custom	Quarterly	2	0	Progress towards target continues. Proposals have been drafted for MoA, MoTr and COMSEC
3.2.4	Number of Gol entities utilizing the IDMS to manage and monitor their capital portfolio	Custom	Quarterly	2	8	MoCH, MoA, MoC, MoMPW, MoJ, MoHEd, Diwan Waqif Al-Sunni and Iraqi Radioactive Sources Regulator Authority/ CoM have uploaded data for 2013 projects to the IDMS
3.2.5	Number of Gol entities that are using the INMS in monitoring National Development Plan (NDP)	Custom	Quarterly	1	1	MoP is monitoring the NDP through uploading indicator data for various sectors
3.2.6	Number of one-stop-shop service center implemented	Custom	Quarterly	1	0	Work continues with MoHEd, MoMPW, MoMD, MoJ, MoLSA and MoF. This indicator is a long term indicator. <i>Tarabot</i> technical team expects results for this indicator in FY 2014. Consideration should be given to make sub-indicators to represent this indicator
3.2.7	Number of new capital projects initiated at the provincial level	Custom	Annual	TBD	N/A	Research and assessments will be carried-out once the MoP approve the 2013 project list for each province; and passage of the 2013 budget law
3.2.8	Percentage of citizens surveyed in key areas who report improved service delivery procedures	Custom	Annual	TBD	N/A	260 key Gol services were identified for 22 Gol entities representing 20 ministries aiming for customer service improvement. International benchmarks identified for some services

Sub-IR 3.2: Provincial Resource Management and Service Delivery Strengthened

Indicator #	Indicator Name	Type of Indicator	Reporting Frequency	Annual Target Value	Annual Actual Value	Annual Status
3.2.9	Number of Gol entities that have improved procurement processes or systems	Custom	Quarterly	2	18	Representing 10 ministries and 8 provinces. MoP was aggressive in implementing improved procurement processes that was developed by Tarabot technical teams. Causing higher numbers
3.2.10	Number of Provincial Education Directorates staff trained in 5 core areas of Public Administration	Custom	Quarterly	100	88	Directorate training started late in FY 2012
3.2.11	Number of Ministry of Education graduates from Training of Trainer (ToT) level Course	Custom	Quarterly	TBD	N/A	ToT level course will begin in FY 2013
3.2.12	Number of Ministry of Education graduates from Master Trainer level Course	Custom	Quarterly	N/A	N/A	Master Trainer level course will begin in FY 2013

USAID Standard F Indicators

Indicator #	Indicator Name	Type of Indicator	Reporting Frequency	Annual Target Value	Annual Actual Value	Annual Status
F 3.1	Number of training days provided to executive branch personnel with USG assistance	Standard	Quarterly	25	1145	National and sub-national counterparts (Ministries & Governorates) have shown keen interests in raising their awareness in administrative decentralization
F 3.2	Number of sub-national entities receiving USG assistance that improve their performance	Standard	Quarterly	50	216	Gol commitment to engage the sub-national entities in all 15 provinces not incorporated with region in administrative decentralization
F 3.3	Number of administrators/officials trained with USG support	Standard	Quarterly	200	312	Roll-out to the provinces began before expected therefore increasing the number of individuals trained for MoEd

ANNEX 3

Project Staffing and Activity Data

Project Staffing by Gender and Location

USAID-Tarabot End-of-Year Personnel Count			
USN Personnel	Male	Female	Sub-Total
	16	2	18
TCN Personnel			
	12	2	14
CCN Personnel			
Baghdad	127	49	176
Regional Hubs*	37	7	44
Provincial Offices	28	2	30
Total:	220	62	282

Note:

*This figure takes into account only the project's regional offices in Babil, Basrah, and Kirkuk. The project also operates a Baghdad regional out of project headquarters, responsible for working in the provinces of Anbar, Baghdad, and Diyala. Those employees are counted under the Baghdad line.

Total Number of Project Activities by Province

Province Name	# Workshops	# Meetings	Total
Anbar	3	40	43
Babil	20	65	85
Baghdad	312	986	1298
Basrah	24	93	117
Dahuk	3	0	3
Dhi Qar	10	42	52
Diwaniyah	11	35	46
Diyala	6	34	40
Erbil	39	3	42
Karbala	13	34	47
Kirkuk	6	60	66
Maysan	10	38	48
Muthanna	6	40	46
Najaf	8	48	56
Ninawa	9	38	47
Salah ad Din	5	16	21
Sulaymaniyah	6	0	6
Wasit	5	34	39
* Out of Country	2	1	3
Total	498	1607	2105

Total Number of Project Activities by Organization:

Organization Name	Meetings	Workshops
Council of Ministers		5
Council of Ministries Secretariat	46	13
Council of Representatives	4	3
Deputy Prime Minister's Office/Economic Affairs	1	7
Deputy Prime Minister's Office/Energy Affairs		2
Deputy Prime Minister's Office/Services	2	22
National Investment Commission	2	23
Presidency Diwan	4	35
Prime Minister's Advisory Council	17	20

Prime Minister's Office	16	42
Supreme Judicial Council	5	2
Ministry of Agriculture	60	51
Ministry of Communications	25	28
Ministry of Construction and Housing	50	44
Ministry of Culture	7	6
Ministry of Education	47	64
Ministry of Electricity	31	51
Ministry of Environment	13	15
Ministry of Finance	15	21
Ministry of Foreign Affairs		1
Ministry of Health	14	21
Ministry of Higher Education and Scientific Research	77	66
Ministry of Human Rights	25	8
Ministry of Industry and Minerals	59	48
Ministry of Justice	38	10
Ministry of Labor and Social Affairs	49	19
Ministry of Migration and Displacement	39	9
Ministry of Municipalities and Public Works	124	92
Ministry of Oil	26	34
Ministry of Planning	62	44
Ministry of Science and Technology	8	5
Ministry of Trade	14	38
Ministry of Transportation	46	19
Ministry of Water Resources	9	14
Ministry of Youth and Sports	16	6
Ministry of State for Civil Society Affairs		1
Ministry of State for Parliamentary Affairs		2
Ministry of State for Provincial Affairs	6	
Ministry of State for Women's Affairs		8
Anbar Governor's Office	28	6
Babil Governor's Office	35	14
Baghdad Governor's Office	15	14
Basrah Governor's Office	31	25
Dhi Qar Governor's Office	28	5
Diwaniya Governor's Office	18	11

Diyala Governor's Office	17	6
Karbala Governor's Office	9	8
Kirkuk Governor's Office	36	11
Maysan Governor's Office	17	2
Muthanna Governor's Office	33	12
Najaf Governor's Office	29	11
Ninawa Governor's Office	29	29
Salah ad Din Governor's Office	5	4
Wasit Governor's Office	32	7
Anbar Provincial Council	2	1
Babil Provincial Council	10	4
Baghdad Provincial Council	1	9
Basrah Provincial Council	2	1
Dhi Qar Provincial Council	2	
Diwaniya Provincial Council	3	
Diyala Provincial Council	6	1
Karbala Provincial Council	2	2
Kirkuk Provincial Council	3	3
Maysan Provincial Council	2	1
Muthanna Province Council	3	2
Najaf Provincial Council	10	
Ninawa Provincial Council	3	2
Salah ad Din Provincial Council	2	1
Wasit Provincial Council	4	1
Other Donors and Implementing Partners	5	12
Civil Society and Non-Governmental Organizations	24	62
Private Sector Organizations	3	56

Note:

This table highlights the number of activities by organization, but it not comprehensive. The project met with a variety of other Iraqi public institutions, executive offices, NGOs, private sector organizations, other donors, and implementing partners over the course of the first year. Additionally, this table contains some duplication because some *Tarabot* events include a mix of attendees from different organizations.

Total Number of Activities by Type of GoI Entity:

Organization	# Workshops	# Meetings	Total
Ministry	272	1050	1322
Executive Office	74	126	200
Governor Office	47	360	407
Provincial Council	1	23	24
* Other	3	37	40
** Mix	101	11	112
Total	498	1607	2105

Note:

* Organization type "Other" includes Private Sectors, NGOs, Media and Businesses

** Organization type "Mix" refers to workshops and meetings attended by representatives from more than one organization specified above

National vs. Sub-National Activities

Government	# of Workshops	# of Meetings	Total	%
* National	303	970	1273	60%
** Sub-National	195	637	832	40%
Total	498	1607	2105	100%

Note:

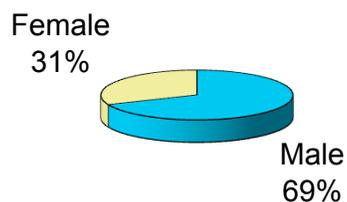
* National Government refers to Ministries and Executive Offices

** Sub-National Government refers to Governors' Offices, Provincial Councils and Directorates

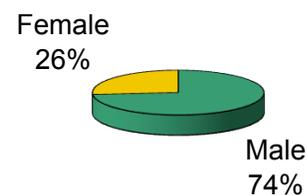
Total Number of Tarabot Activity Participants by Gender

Gender	Workshops	Meetings
Male	3118	4418
Female	1426	1590
Total	4544	6008

Workshop Individuals by Gender



Meeting Participants by Gender





U.S. Agency for International Development
1300 Pennsylvania Avenue, NW
Washington, DC 20523-6100
www.usaid.gov