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IRAQ ADMINISTRATIVE REFORM PROJECT

QUARTERLY REPORT I JANUARY – 31 MARCH, 2013

SECOND QUARTER – FY 2013

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

IRAQ ADMINISTRATIVE REFORM PROJECT QUARTERLY REPORT I JANUARY – 31 MARCH, 2013

Contracted: AID-267-C-11-0005
Iraq Administrative Reform Project



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Contracted under [AID-267-C-11-0005 Iraq Administrative Reform Project]

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ACRONYMS

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

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

EXECUTIVE SUMMARY

Signature breakthrough events this quarter include:

- **Company Registration Reduced to Four Days, More Reforms to Come.** The Ministry of Trade ordered all applications for company registration be processed within four days, following USAID-*Tarabot* assistance. A huge improvement over the previous application time of up to 90 days, it will save new businesses around \$30 million dollars over the next five years. The ministry is expected to adopt all reform recommendations on business start-up, including: opening a one-stop-shop in the company registration office with a window for the Chamber of Commerce, offering online registration, and eliminating requirements for lease holding, site visits, and proof of ration card cancellation.
- **Second Phase of ISRAR Launched.** A conference was held to launch the second phase of the Iraq Solutions for Regulatory and Administrative Reform (ISRAR) initiative for more than 80 people. Over 6,000 legislations, regulations, and business procedures will be reviewed over the next 18 months. The initial 133 regulatory reforms will save start-up businesses approximately USD \$1 Billion over five years through reduced time and costs.
- **MoUs Signed with Ministries of Oil and Health.** USAID-*Tarabot* signed a Memorandum of Understanding (MoU) with the Ministries of Oil and Health, outlining US assistance in service delivery, transparency and capacity building. The assistance will focus on improving procurement practices, and guide implementation of the new Iraq Development Management System (IDMS) to manage the Ministries' capital investment budgets. USAID-*Tarabot* has signed seven MoUs and a cooperation roadmap so far, with the Ministries of Education, Labor and Social Affairs, Municipalities, Migration, Transportation and Oil, and the Prime Minister's Advisory Council and Prime Minister's Office.
- **School Investment Budget Decentralized.** The Minister of Education ordered the decentralization of the entire schools investment budget. Provincial control of the building and maintenance of schools will allow an efficient and timely response to provincial education needs. This significant transfer of central government power follows extensive USAID-*Tarabot* assistance.
- **Working for the Future of Muthanna.** Two conferences were held in Muthanna. The first was attended by the Governor, the Provincial Council Chairman, and 170 others. USAID-*Tarabot* advisors outlined their achievements and made new recommendations. Participants agreed to create a steering committee for cooperation between service directorates, an action plan for employee training, to work on decentralizing central government powers, and to hold a conference on standard bidding documents (SBDs) for public procurement. The second conference, on SBDs, was held in March for over 70 private contractors. Businesses were taught to prepare bids, and introduced to evaluation criteria to build confidence in the bidding process. USAID-*Tarabot* is working with 18 ministries and 15 provinces to create more efficient procurement systems.
- **Civil Service Commission Members Appointed, Institute Designed.** The Council of Ministers appointed the members of the Federal Civil Service Commission (FCSC), designed by USAID-*Tarabot*. The members will decide the commission's structure and staff. USAID-*Tarabot* advisors also completed the draft design of the Federal Civil Service Institute (FCSI), which is under review by the High Committee for Civil Service Reform. The institute will unify the training of over three million civil servants for improved public administration and service delivery.

Structure of the Quarterly Report

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

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

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

COMPONENT I: CIVIL SERVICE REFORM AND PUBLIC FINANCIAL MANAGEMENT

Section One: Highlights

Public Financial Management (PFM)

Public Financial Management (PFM): A Road Map. The PFM team completed a draft roadmap that demonstrates how program budgeting can be introduced to the government in the next few years. An objective of budget policy reform is to introduce results based management as a management tool throughout the government. The first step is to introduce program performance budgeting through which activities and expenditures can be categorized by intended outcome.



Meeting with Deputy Minister of Education

Medium Term Budget Frameworks (MTBFs) and Program Performance Budget (PPB) Capacity Building. The team provided training on program budgeting and medium-term budget frameworks for the Ministries of Municipalities and Public Works (MoMPW), Health (MoH), and Education (MoE). Participants were taught performance indicators and by the end of the trainings, were able to produce draft indicative programs. The development of basic results-based management tools represents a positive initial step towards understanding results-based budgeting as a whole.

Working Papers on Accounting and Budget Codes Completed. At the request of COMSEC's High Committee on Budget Reform, a working paper on "Cash versus Accrual Basis Accounting: Relevance for Iraq" was completed and submitted for review. It describes various accounting arrangements, the obstacles to accounting reforms, and suggests criteria for evaluating reforms. It specifies the following for the successful implementation of accrual accounting: i) considered implementation strategies and timing, ii) political commitment, iii) qualified accounting personnel, iv) a financial management system, v) well-resourced supreme audit agencies, and, vi) accrual accounting to be seen as part of a wider public sector management reform.

Review of Iraq's Chart of Accounts (CoA). The working paper reviews government budget codes and found they are not consistent with the IMF's GFSM 2001 standard. The PFM paper recommends that the High Committee of Public Finance Management create a working sub-committee to review and revise the budget codes to bring them into compliance. An analytical review was recommended for two budget code segments, budgetary accounts and non-budgetary accounts.

PFM Legislation Review. The PFM Team continues to review the national budget and public financial management legislation (Budget Laws and CPA 95). Initial recommendations include focus on two areas. i) Current legislation should be revised to ensure that Accounting and Budget Officers are responsible for budgetary control, reporting, assets and liabilities being transferred to a public entity, budget reallocation and virements (transfer of budgets from one heading to another), and revenue and debtor management. ii) A National Government Reporting law should make clear reference to International Public Sector Accounting Standards, list the responsibilities of the Inspector/Accountant General in setting standards, and should stipulate a formal oversight report adoption by Parliament for annual financial statements.

Civil Service Reform (CSR)

The Civil Service Reform (CSR) team worked with the High Committee (HC) on Civil Service Reform, ministries and governorates to help develop and implement best practice processes of human resources management, including assessing the challenges faced by female civil servants. The team continued to develop the Federal Civil Service Commission (FCSC).

Civil Service Institute Structure Defined. The CSR team completed the draft design of the organization and functions of the Federal Civil Service Institute (FCSI), to be reviewed by the HC. The institute will create a system to unify the training of over three million civil servants across the government to deal with the challenges of public administration and efficient service delivery. The framework will create a landscape for a unified civil service training program based on actual needs, and will build the capacity of training centers and trainers. Defining the roles and relationships between the FCSC, FCSI, and Human Resources Divisions (HRDs) of ministries and governorates will eliminate any redundancies. Training will focus on core administrative functions including public policy, programs, public finance, procurement, human resources, and anti-corruption.



Women's Leadership Workshop

Assessment of Challenges for Women in the Civil Service. USAID-Tarabot advisors surveyed women working in seven ministries to examine the extent to which discrimination exists in the hiring and treatment of female staff. Two interactive workshops were delivered on leadership for female managers from ministries, to build their confidence and decision-making skills, and discuss the challenges encountered for women in the workplace. The participants asked for a follow-up training program to help them eliminate unfair practices. A report was completed that recommends human resources reform to eliminate disadvantages to women in the civil service.

Human Resources Development Progress. Three workshops were held in Erbil for Human Resource Division (HRD) managers and staff from eight ministries and four provinces. Participants reviewed and approved for standard job descriptions for management positions. Working in groups on case study exercises, draft procedures were developed for job analysis, selection testing and interviewing. Participants can now write accurate job descriptions and select candidates for recruitment and promotion, based on merit.

Training and Development Program Enters Final Phase. The final phase of a year-long comprehensive training needs analysis program was held for the Training and Development (T&D) sections of eight ministries and three provincial governorates. The participants are now using surveys and staff interviews to design training programs with practical and sustainable impact. USAID-Tarabot advisors have assisted the T&D sections to assess the training needs of over 3,600 civil servants.



Training and Development Workshop in Erbil

The results of these training needs analyses are being used to develop each organization's annual training and development plan. The plans are based on annual objectives for employee performance improvement and development. More than 630 programs have already been identified, with more to follow. This process follows the legal requirement for every government entity to assess and improve its performance.

Section Two: Next Quarter

PFM advisors will streamline their training operations to align with COMSEC's recommendations. They will continue to develop an indicative Medium Term Budget Framework and Program

Performance Budget structure for the Ministries of Health (MoH), Education (MoE), Agriculture (MoA), Finance (MoF), Planning (MoP) and Municipalities and Public Works (MoMPW). Advisors will align budget funds to sub-program structures and attempt to refine ministry performance indicators.

Civil Service Reform activities have been suspended for next quarter, pending USAID review.

Section Three: Work Plan Activities and Performance Indicators

2nd Quarter (January – March) FY 2013 Work Plan Activities

Work Plan ID	Activity/ Task Name	Progress
Budget Reform		
1	Work with the Budget Reform High Committee (BRHC) on Public Finance Management (PFM) reform and Fiscal Federalism as per the Executive Order #88 of 2012	
A	Work with the Chairman and members of the Budget Committee on the PFM reform road map	A draft roadmap for the development of an enhanced public financial management framework prepared. The draft includes the development of a results-based management system
2	Provide Technical Support to BRHC on designing and drafting legal and regulatory framework for budget and PFM system in order to streamline, strengthen and harmonize PFM legislation in Iraq	
A	Review and assess the current budget legal framework and produce report	Work on gap analysis and budget legislation has begun
3	Prepare policy paper addressing PFM and public budgeting system in Iraq based on a holistic approach, in particular, regarding the link to civil service reform	
A	No Activity this Quarter	Although no activity was planned this quarter, the PFM advisor did preliminary work regarding a performance perspective on budgetary management
4	Conduct workshops for the Ministry of Finance for the implementation of the new budgeting system on a pilot basis	
A	Conduct two workshops on program budgeting, performance budgeting, and budget classification	MoF declined to participate. However, workshops were delivered to MoH, MoEd, MoA, and MoMPW
Work with HC and PSM		
5	Work with the Civil Service Reform High Committee (HC) on all civil service reform and HRM	
A	Follow-up on implementation of HC workplan	High Committee for Civil Service Reform continued to meet every quarter to update workplan
B	Participate in the HC monthly meeting to follow up on the implementation of CSR in ministries and provinces	Members agreed to meet Federal Civil Service Commission (FCSC) members and Secretary General of COMSEC to discuss the handover of the commission from the HC. The handover will be done in stages to allow ongoing HR work with ministries and provinces to continue uninterrupted
C	Lead the HC coordination with donors on civil service reform	High Committee continued to meet with donors on civil service reform
Civil Service Legal Reform		
6	Provide Technical Support to the HC in drafting legal framework for Federal Civil Service Institute (FCSI)	

A	Obtain feedback, comments and suggestions from stakeholders on the status, mandate, and functions of FCSI and produce report	Functions, structure and duties have been defined. An organizational structure consisting of a Governing Board and Directorate General will be responsible for implementation of 7 core functions
Human Resources Management		
9	Establish and operationalize Human Resources Departments (HRDs) in five new target ministries	
A	Support the introduction of improved and new policies and procedures to establish the key HR functions in five ministries	Assessments, coaching and support provided to MoP, MoC, MoA, MoH, MoF, MoO, MoIM and MoHEd
10	Introduce HR manual into five new target ministries	
A	Conduct two workshops for HRD managers and staff in ministries on standard procedures for two HR functions	Workshops delivered on Job Analysis & Job Description and Selection Testing & Interviewing to MoP, MoC, MoA, MoH, MoF, MoO, MoIM and MoHE
11	Introduce standard job descriptions for HRD managers and staff in five old target ministries	
A	Support the implementation of standard job descriptions for two HRD sections	Progress assessed and technical support provided to MoP, MoC, MoA, MoH, MoF, MoO, MoIM and MoHE
B	Conduct one workshop on HRD job descriptions for HRD managers and staff	Two workshops on draft job descriptions were delivered to HRD Managers and Section Heads; representing MoP, MoC, MoA, MoH, MoF, MoO, MoIM and MoHE
12	Present to five ministries standard job descriptions for managers and staff in six HRD sections	
A	Develop a framework of competencies required for the HR Master's Degree program	A proposal was drafted for establishment of a system for professional development of HR Managers and staff, including the development of a Master's Degree in HR, by MoHE and University of Baghdad
13	Develop and introduce new and improved HR processes into five old target ministries and three old target provinces	
A	Develop and present improved selection interviewing and selection testing processes	CSR High Committee approved the processes for trials. They were introduced to eight ministries (MoP, MoC, MoA, MoH, MoF, MoO, MoIM and MoHE) and four provinces (Anbar, Basrah, Kirkuk, and Ninawa)
14	Develop and introduce improved job description process into ten ministries	
A	Conduct two trials of improved job description process	Introduced in MoP, MoC, MoA, MoH, MoF, MoO, MoIM and MoHE
15	Develop capacity of HRD managers and staff in ten ministries for application of best practices in Human Resources Management (HRM)	
A	Identify, select, and arrange a visit to examine the HRM policies and practices of a comparable civil service program abroad	A proposal was drafted to conduct study tours for Directors General and HR Managers from the ministries of MoP, MoF, MoH, MoIM, MoC, MoHE, MoA, MoO, MoEd and COMSEC on implementing the new HRD structure and improving HR procedures Jordan was recommended due to the availability of a

		Civil Service Bureau, a National Institute for Training and an HRMIS has been implemented
16	Establish and operationalize Human Resources Departments (HRDs) in two new provinces	
A	Support the introduction of improved and new policies and procedures to establish the key HR functions in two provinces	Assessments, coaching and support provided to Babil and Baghdad
17	Introduce HR manual into two new provinces	
A	Conduct two workshops for HRD managers and staff in provinces on standard procedures for two HR functions	Workshops delivered on Job Analysis & Job Description and Selection Testing & Interviewing in Anbar, Basrah, Kirkuk and Ninawa
18	Introduce standard job descriptions for HRD managers and staff in three old target provinces	
A	Support the implementation of standard job descriptions for two HRD sections	Progress assessed and technical support provided to Basrah, Kirkuk and Ninawa
B	Conduct one workshop on HRD job descriptions for HRD managers and staff	Draft job descriptions for HRD Managers and Section Heads were reviewed during two workshops attended by representatives from Anbar, Basrah, Kirkuk, and Ninawa
19	Develop the understanding by HRD managers and key staff in three old target provinces of the application of best practice in HRM	
A	Identify, select, and arrange visit to examine HRM policies and practices in comparable civil service abroad	A proposal was drafted to conduct study tours abroad for targeted provincial governorate (Baghdad, Basrah and Ninawa) HR Managers and section heads for implementing the new HRD structure and improved HR procedures
20	Develop and introduce improved job description process into three old target provinces	
A	Conduct two trials of improved job description process	Introduced in Anbar, Basrah, Kirkuk, and Ninawa
21	Develop business process for 14 HR processes	
A	Develop business processes for: career management, placement and transfer, and promotion	Business processes developed for career management, placement and transfer, and promotion
22	Develop proposal for upgrading HR divisions to departments according to the Draft Civil Service Law	
A	Draft proposal for upgrading HR divisions to departments	A review to the current standard structure for HRDs at targeted ministries and provinces was completed. A draft report was prepared and submitted to the FCSC; proposing changes/ modifications in responsibilities for HR functions to upgrade the HRDs to departments
23	Operationalize Training and Development sections as part of the HRDs and strengthen their training capacity in five ministries	
A	Design training and development program based on training gap analysis	Training and Development Planning curriculum and material developed

B	Conduct two workshops on TNA for five ministries	Two workshops on "Introduction to Training Needs Analysis" delivered to Babil, Ninawa and MoO. One workshop on "Training and Development Planning" delivered to Babil, Baghdad, and Ninawa. In addition to 8 Ministries (MoP, MoIM, MoH, MoF, MoA, MoC MoHE, and MoO)
Federal Civil Service Commission (FCSC)		
24	Establish and operationalize Federal Civil Service Commission (assuming appointment of FCSC Commissioners)	
A	Assist in designing of regulations for job description, merit-based recruitment, and performance-based promotion	Job Description Regulation has been designed, in accordance with Articles in FCSC Law#4 for 2009. It will provide statutory guidelines for preparation of job descriptions; including key competencies and personnel specifications for civil service positions. Preparation for other regulations is in progress
Federal Civil Service Institute (FCSI)		
25	Establish the Federal Civil Service Institute (FCSI) (assuming approval of FCSI law)	
A	Identify FCSI's staffing needs, develop FCSI's job descriptions, and produce report	FCSI's staffing needs have been identified based on defined functions, organizational structure and duties of FCSI's divisions and units. Job Descriptions have been developed enabling FCSI to recruit candidates by merit; whose qualification, experience and skill-sets match the requirements of federal civil service training
B	Develop a framework regarding division of civil service training responsibilities amongst different stakeholders	A framework has been developed; proposing a landscape for successful implementation of civil service training in Iraq; by defining the role, responsibilities and relationship of federal civil service commission, federal civil service institute and human resource departments of line ministries and governorates
Senior Executive Service (SES) Department		
26	To Establish a Senior Executive Service (SES) Department in COMSEC	
A	Prepare a policy paper on Senior Executive Service	No Activity this Quarter
B	Assist in defining mandate and functions of Senior Executive Service (SES) Department	This task has been conceded to UNDP, USAID instructed <i>Tarabot</i> not to work on SES
Human Resource Management Information System (HRMIS)		
27	Support to establish and develop hardware and software systems with effective operational protocols in three pilot ministries and two provinces	
A	Provide assistance in the installation and operationalization of the new hardware for pilot ministries	Instructions from COMSEC advising <i>Tarabot</i> to work with provinces only. RFQ for Babil and Basrah developed and submitted. But due to budgetary constraints, no further progress was made
28	Establish sustainable personnel data systems in three target ministries and two provinces	
A	Set up a task force in each target ministry and province to carry out the data gathering, cleansing and entry process	Taskforce established in Dhi Qar and Najaf GO
B	Visit each task force to develop a Data Warehouse in three target ministries and two provinces	Two Meetings conducted on March 06 and 26, 2013; to Dhi Qar and Najaf GO explaining the HR datasheet, which will be used to gather data from employees. This system will help in data transfer process for any future HR management system

2nd Quarter (January – March) FY 2013 Performance Indicator Table

Sub-IR 1.1: Modern Civil Service Law Introduced to Council of Representatives				
Indicator #	Indicator Name	Qtr 1 FY2013 (Oct-Dec) 2012	Qtr 2 FY2013 (Jan-Mar) 2013	Status
I.1.1	Milestones to Federal Civil Service Law achieved	I	I	Completed at the end of 2012
I.1.2	Introduction of draft Federal Civil Service Law to Council of Representatives	N/A	N/A	Final stage at the Shura Council before submission of the final draft to the CoR
Sub-IR 1.2: Federal & Provincial Civil Service Commissions Implemented				
Indicator #	Indicator Name	Qtr 1 FY2013 (Oct-Dec) 2012	Qtr 2 FY2013 (Jan-Mar) 2013	Status
I.2.1	Number of functions implemented by Federal Civil Service Commission	N/A	N/A	Federal Civil Service Commission (FCSC) members have yet to be appointed. Once appointed, the FCSC will be implementing the following seven core functions: <ol style="list-style-type: none"> 1. Training & development policies 2. Curriculum development for civil service training 3. Capacity building for training and consultancy support 4. Quality assurance and assessment 5. Training delivery 6. Providing scholarship 7. Public relations/ image building
I.2.2	Number of Provincial Civil Service Commissions established	N/A	N/A	Tarabot was instructed by COMSEC and USAID to stop working in this area until the political picture clears
I.2.3	Number of functions implemented by the Provincial Civil Service Commission	N/A	N/A	Provincial Civil Service Commissions are yet to be established. This awaits on FCSC functioning and political decisions
Sub-IR 1.3: Civil Service Training Systems and Institutions Operationalized				
Indicator #	Indicator Name	Qtr 1 FY2013 (Oct-Dec) 2012	Qtr 2 FY2013 (Jan-Mar) 2013	Status
I.3.1	Number of curricula offered by Civil Service Institute	N/A	N/A	Staffing needs for establishing Federal Civil Service Institute (FCSI) has been assessed. As FCSC commissioners are appointed, the process of creating the FCI will begin
I.3.2	Number of Government of Iraq staff trained on Human Resource development processes and Human Resource Management Information System	64	54	Represented by 25 male and 29 Female; covering 9 ministries (MoA , MoC, MoF, MoH, MoHE, MoIM, MoMPW, MoO and MoP) , and 3 GOs (Anbar , Basrah and Ninawa)
I.3.3	Number of Human Resource Departments with functioning Human Resource Management Information System	N/A	N/A	ToR and RFQ for the software and hardware infrastructure developed for Babil and Basrah GO. Baghdad GO is assessing their manpower and office

USAID Standard Indicators (F-Indicators)				
Indicator #	Indicator Name	Qtr 1 FY2013 (Oct-Dec) 2012	Qtr 2 FY2013 (Jan-Mar) 2013	Status
F 1.1	# of USG-supported public sessions held regarding proposed changes to the country's legal framework	13	5	
F 1.2	# of training days provided to executive branch personnel with USG assistance	9	21	See note 2
F 1.3	# of Sub-national entities receiving USG assistance that improve their performance	4	6	

Notes:

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

Table I: Workshops Participants by Organization

Organization	Budget Reform	HR Functions	Training & Development
Anbar Governorate Office		12	
Babil Governorate Office			10
Baghdad Governorate Office			4
Basrah Governorate Office		11	
Ministry of Agriculture	6	9	4
Ministry of Communications	3	9	2
Ministry of Finance	6	21	3
Ministry of Health	4	15	3
Ministry of Higher Education & Scientific Research		9	2
Ministry of Industry and Minerals	4	6	2
Ministry of Municipalities and Public Works		18	
Ministry of Oil	7	21	7
Ministry of Planning	4	15	2
Ninawa Governorate Office		15	6
Total	34	161	45

Figure I: Activities Distribution by Type

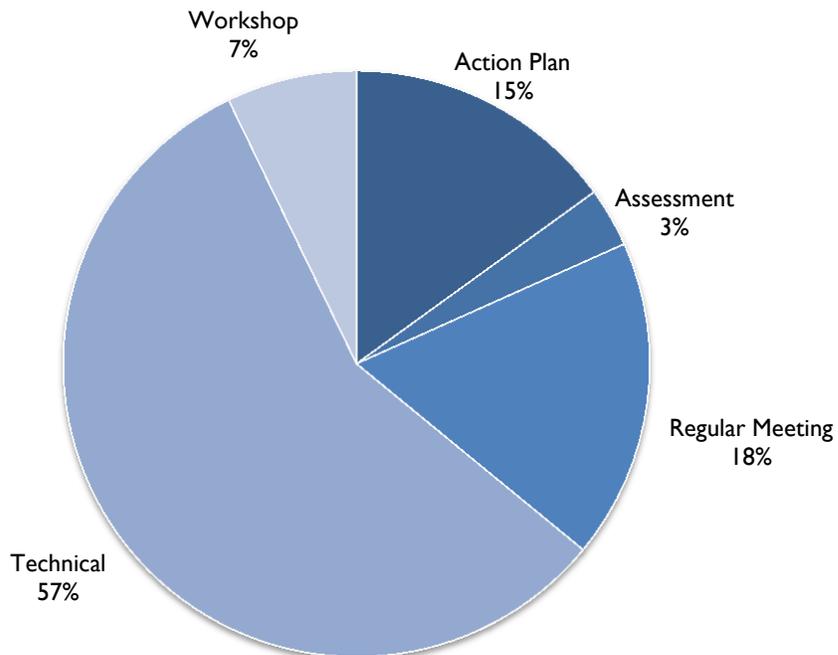


Figure 2: Workshop and Meeting Activities by Tarabot Hubs

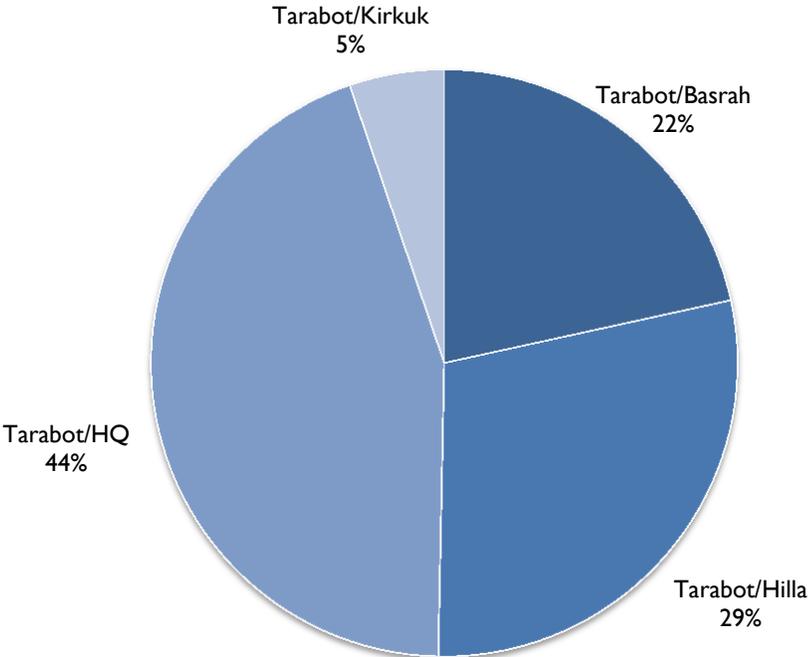
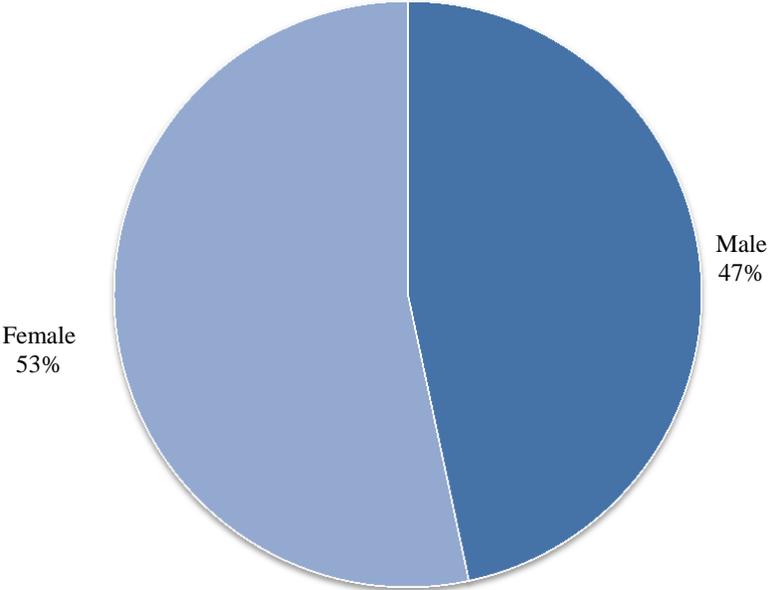


Figure 3: Workshop and Meeting Participants by Gender



COMPONENT 2: NATIONAL POLICY MANAGEMENT

Section One: Highlights

Policy Development for Socially-orientated Ministries. The National Policy Management (NPM) component began training the Ministries of Environment, Human Rights, Migration and Displacement, and Labor and Social Affairs, on the process of policy making.

Policy Papers Completed. The President's Bureau of Public Policy completed the writing a policy paper on "Brain Gain", which aims to encourage Iraqi academics teaching abroad to return to work in Iraqi universities. In the Prime Minister's Office of Policy Development (OPD), the senior advisors Dr. Jowan Masum, Dr. Ali Shammari, and Dr. Sadeq Jawad completed their policy analysis on the "postal service", "youth unemployment", and "groundwater management", and are preparing to hold public debates in April.

Policy Briefs Completed for Economic Ministries. In the Ministries of Electricity, Trade, and Industry and Minerals, policy briefs were completed on "energy efficiency", "foreign trade agreements", and an "industrial monitoring and evaluation system." A communications strategy paper was also completed in the Ministry of Industry and Minerals.

NGOs Reach Out. NPM's policy communication and outreach team worked with over 90 NGOs focused on women's issues, children, the handicapped, the poor, and other vulnerable peoples, to train them on policy advocacy and empower them to promote their causes. In addition, the advisors of the Presidency, OPD and several ministries were taught quantitative policy, and to develop and assess evidence-based policies.

Second Phase of ISRAR Launched. NPM's Iraq Strategies for Regulatory and Administrative Reform Initiative (ISRAR) launched its second phase at a conference held under the auspices of the Prime Minister. Following the conference, the Prime Minister confirmed his support for ISRAR's second phase and designated the head of the Prime Minister's Advisory Council (PMAC) lead its implementation. PMAC has been working closely with ISRAR to coordinate with ministries and promote the adoption of its recommendations.

Progress on First Package of Reforms. The ISRAR team continues to provide technical advice for implementing the first package of recommendations on business registration, import-export licenses, and construction permits. The Company Registration Directorate in the Ministry of Trade adopted several recommendations to reduce paperwork and processing time. The Ministry of Trade is also coordinating with the Chamber of Commerce to set up a one-stop-shop for registering company names, which will eliminate the need for multiple office visits to register a company. The Ministry of Municipalities and Public Works and the Baghdad Amanat have completed reviews of the phase I recommendations, and are working with ISRAR to reform construction permit procedures.



Quantitative policy workshop for social ministries



NPM advisor shows process for acquiring a construction permit.

Section Two: Next Quarter

In OPD, additional policy papers will be completed on desertification, faculty ranking in universities, university admissions, and budget execution, and several presidency and the OPD advisors will hold public debates on their policy papers. The policy units of MoE, MoIM, and MoT will consult stakeholders, assess policy options and develop action plans for policy implementation. The socially-orientated ministries will draft a strategic plan for their policy unit, and submit standard operating procedures for public policy to their ministry. NPM will expand its policy communications and outreach efforts, reaching out to the Council of Representatives to provide assistance in public policy and legislation.

ISRAR will continue to implement its second phase by hiring and then training staff for the Central Unit. An inventory of all regulations that affect the economy will be completed, and the team will work with the legal departments of ministries to upload the data to an electronic registry. In May, the first regulatory reform reviews will begin in the Ministries of Agriculture, Municipalities and Public Works, Trade, and the Baghdad Amanat. The reviews will identify and eliminate regulations harmful to economic development. In the third quarter, ISRAR advisors will continue to assist the government to implement the recommendations produced during Phase I of the project. The team also plans to publish a white paper, engage with key leaders, and hold a conference to build support for reforming import and export procedures.

Section Three: Work Plan Activities and Performance Indicators

2nd Quarter (January – March) FY2013 Work Plan Activities

Work Plan ID	Activity/ Task Name	Progress
Regulatory Reform		
I	Regulatory review	
A	Three trainings for PMAC and ministries delivered in regulatory review procedures and e-Guillotine software	PMAC held up on coordination of the training sessions pending receipt of written authorization from the Prime Minister's Office. Approval was provided late March.
B	e-Guillotine customized, installed and tested	Customization of the system is complete. However, installing and testing the system has been suspended pending resolution of whether ADS 548 requirements apply to this software
Office of Policy Development in Prime Minister's Office (PMO) and Ministries		
2	Prime Minister (PM)/ Office of Policy Development (OPD)	
A	Continue technical assistance in drafting two public policies	Training sessions were delivered on drafting policy papers related to: Iraq Postal Service, Youth Unemployment, Academic Ranking for Faculty, University Admissions, and, "Brain Gain"
B	Three workshops on quantitative policy	Workshops delivered on the following: 1. Conceptual analysis 2. Statistics methods and analysis for public policy 3. Public policy and sustainable development
3	Strengthening of PM/ OPD	
A	One international policy expert conducts Technical Assistance with PM advisors	Implementation of this sub-activity depends on funding from Gol through Cost Share Partnership Committee

4 Assistance to selected economic ministries in formulating public policies		
A	Continue technical assistance in drafting policy paper in each of three ministries	Technical Assistance delivered to Public Policy Units in the following ministries: <ul style="list-style-type: none"> • MoIM producing Communication Strategy for Iraqi Revival Program for Industrialization (IRPI); and conducting a diagnostic study and drafting a policy brief on institutionalizing an industrial M&E system • MoE conducting research on energy efficiency for the electricity sector • MoT conducting diagnostic review of foreign trade agreements and drafting a policy brief for streamlining free-trade agreements
B	Three workshops on quantitative policy	Theoretical workshops delivered to MoT, MoIM and MoE on quantitative policy. An additional workshop was conducted as a practical exercise in analyzing policy data.
C	One international expert conducts technical assistance with ministries' advisors	Implementation of this sub-activity depends on funding from Gol through Cost Share Partnership Committee
5 Establishment of new policy offices in selected ministries		
A	Five workshops delivered to three selected ministries on Policy Formulation Process and Tools	Workshops delivered to Public Policy Units in MoEn, MoHR, MoMD and MoLSA. These workshops focused on policy writing and policy development; including the cycle and the steps for policy design starting from issue identification, to research, consultation, policy formulation and analysis; and finally policy decision-making
Office of Policy Development in President of the Republic's Diwan		
6 President's Bureau of Public Policy		
A	Continue technical assistance to draft public policy	Technical assistance delivered to policy advisors in the President's bureau in drafting policy paper on "Brain Gain" for Iraqi academics. Representatives from the Office of Policy Development of the Prime Minister participated in the session. This paper explains the main causes for the "Brain Gain" as social, political, security, and economic in nature. The policy paper also addresses the various laws that were enacted during these three periods on the subject of immigration and higher education
B	Three workshops on quantitative policy	Theoretical workshops delivered to policy advisors in the President's bureau on quantitative policy; as it is a new field where statistics and scientific research are used to develop evidence-based policy recommendations. An additional workshop was conducted as a practical exercises in analyzing policy data
C	One international policy expert conducts technical assistance with Presidency advisors	Implementation of this sub-activity depends funding from Gol through Cost Share Partnership Committee
Policy Communication and Outreach		
7 Policy Communication and Outreach		
A	Assist in organizing an international conference with international speakers on the benefits of public policy in democratic government	Implementation of this sub-activity depends funding from Gol through Cost Share Partnership Committee
B	Provide technical assistance on public policy to Women's Civil Society Organizations	Workshops and meetings conducted in Babil, Baghdad, Diwaniyah, and Karbala; aiming to build the capacity of women in policy making. Women representing parliament, civil society organizations, universities, ministries, think tanks, women activists, media, and vulnerable people participated
Public Sector Management Committee on Public Policy		
8 Public Sector Management (PSM) Coordination		
A	Conduct quarterly coordination meeting with PSM and present NPM workplan to PSM Committee	Although PSM committee did not meet during this quarter, <i>Tarabot</i> NPM communicated on a regular basis with the Chairmen and Executive Secretary of the PSM Committee; as they are members of the PM/ OPD

2nd Quarter (January – March) FY 2013 Performance Indicator Table

Sub-IR 2.1: Economic Enabling Environment Improved				
Indicator #	Indicator Name	Qtr 1 FY2013 (Oct-Dec) 2012	Qtr 2 FY2013 (Jan-Mar) 2013	Status
2.1.1	Number of growth-impairing regulatory burdens identified and reduced	0	6	MoT/ Directorate for Company Registration have issued regulations to facilitate registration of companies; by reducing document requirements; reducing time for processing; establishing a website to follow-up registration status; and elimination of site visits to registered companies until they are started
2.1.2	Number of institutional staff: public, private, and Gol (PMO) stakeholders instructed on the Iraq Solutions for Regulatory and Administrative Reform (ISRAR)	81	64	Conference on Phase 2 of ISRAR was conducted on February 16, 2013 at Al-Nahrain University. Representatives from the Gol, private and public sector; and the media participated

Sub-IR 2.2: Mechanisms for National Policy Development Established				
Indicator #	Indicator Name	Qtr 1 FY2013 (Oct-Dec) 2012	Qtr 2 FY2013 (Jan-Mar) 2013	Status
2.2.1	Number of policies developed by Office of Policy Development (OPD) at the Prime Minister Office (PMO) and adopted by Gol	0	0	5 policy papers were completed. They were written on: Iraq's Postal Service; Youth Unemployment; Academic Ranking for Faculty; University Admissions; and, "Brain Gain". These policies will be debated in front of stakeholders before being finalized and submitted to PMO decision makers. Three other policy papers are being finalized on Desertification; Groundwater Aquifers; Budget Execution; and Educational Reform
2.2.2	Number of Office of Policy Development staff at the Prime Minister Office (PMO) and the President's Bureau of Public Policy trained in policy development process	17	15	11 Males and 4 Females
2.2.3	Number of public policy offices established and functional	3	0	MoLSA are in the process of establishing a policy unit
2.2.4	Number of Ministry staff trained in public policy	32	75	Represented by 46 males and 29 females covering the following ministries : MoMD, MoEd, MoE, MoEn, MoHE, MoHR, MoIM, MoLSA and MoT
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)	16	32	Representing 24 NGOs, 6 private sector entities, 1 media and 1 university

USAID Standard Indicators (F-Indicators)				
Indicator #	Indicator Name	Qtr 1 FY2013 (Oct-Dec) 2012	Qtr 2 FY2013 (Jan-Feb) 2013	Status
F 2.1	# of USG-supported public sessions held regarding proposed changes to the country's legal framework	15	46	
F 2.2	# of training days provided to executive branch personnel with USG assistance	15	46	See note 2

Notes:

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

2nd Quarter (January – March) FY2013 Charts and Tables
 Table I: Workshops Participants by Organization

Organization	Public Policy Development	Public Policy Communication And Outreach
Presidency Diwan	44	
President of the Republic office	27	
Prime Minister's Advisory Council (PMAC)	4	
Prime Minister's Office	10	
Deputy Prime Minister Office / Service	1	
Ministry of Agriculture		2
Ministry of Displacement and Migration	45	
Ministry of Electricity	10	
Ministry of Environment	109	
Ministry of Health		2
Ministry of Higher Education & Scientific Research	1	11
Ministry of Human Rights	42	
Ministry of Industry and Minerals	15	
Ministry of Labor and Social Affairs	38	
Ministry of Tourism and Antiquities		5
Ministry of Trade	37	
Non-Governmental Organizations (NGO)	0	345
Media		1
Private Sector		9
Total	383	375

Figure I: Activities Distribution by Type

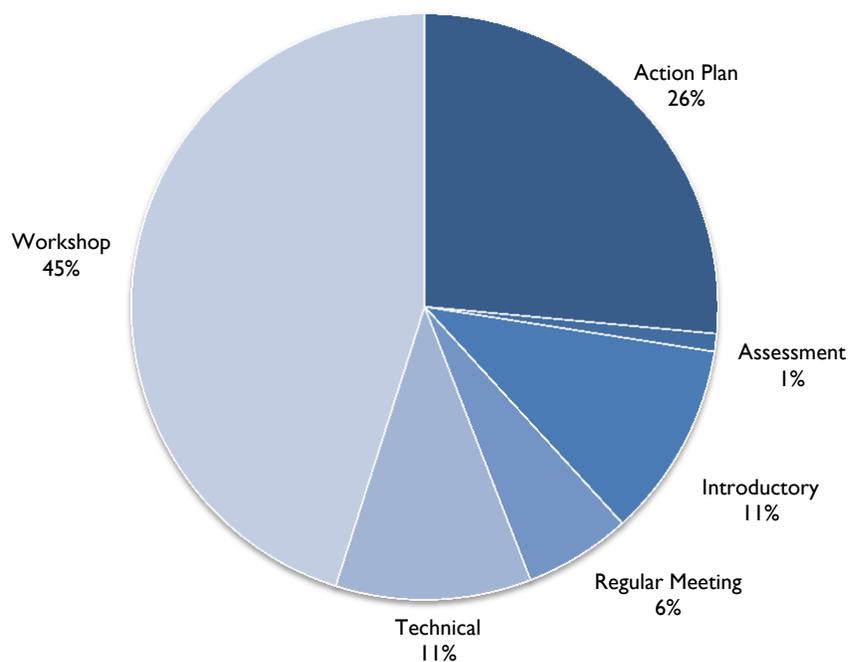


Figure 2: Workshop and Meeting Activities by Tarabot Hubs

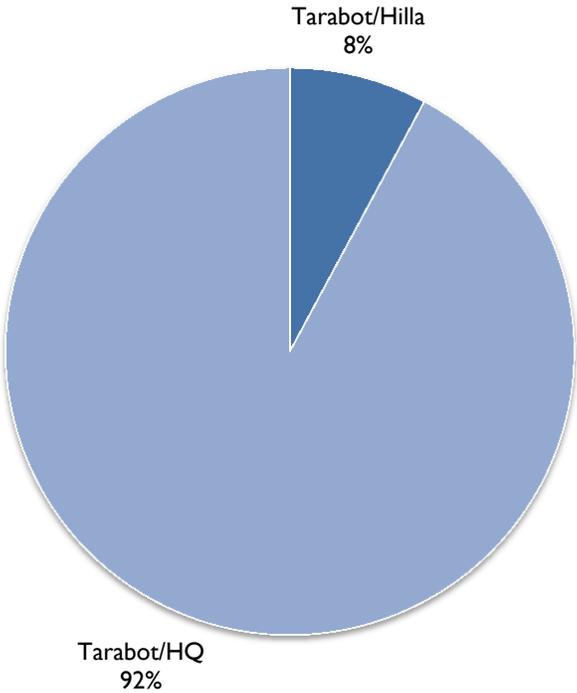
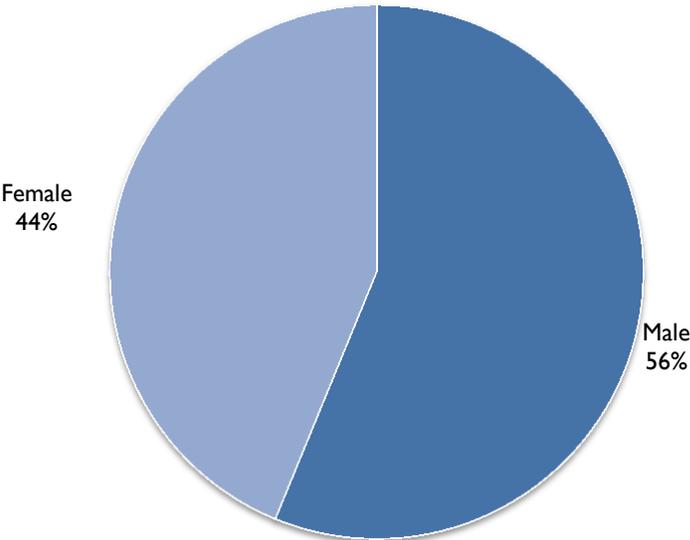


Figure 3: Workshop and Meeting Participants by Gender

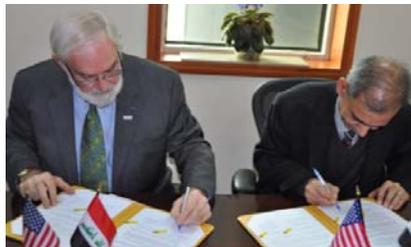


COMPONENT 3: ADMINISTRATIVE DECENTRALIZATION

Section One: Highlights

The Administrative Decentralization (AD) component continued to strengthen partnerships with government entities through high-profile meetings, conferences, and site visits. It has narrowed focus to the most critical and promising of its projects, and secured cost-share money to do so.

Ministry of Oil MoU Signed. An MoU was signed between USAID, represented by the USAID Iraq Mission Director, and the Ministry of Oil, represented by the Director General (DG) for Development and Training. The agreement provides USAID-Tarabot assistance to strengthen service delivery, capital resource management, and operational management in the ministry. The DG voiced his support, saying "USAID-Tarabot has done outstanding work in other government ministries, and we look forward to the same."



MoU signing between Oil Ministry and USAID.

Center for Excellence Proposed. Organizational Development and Service Center advisors presented proposals to the Head of the Prime Minister's Advisory Council. An Iraq Center for Excellence in Government, modeled after the King Abdullah II Center for Excellence in Jordan, was proposed to promote a culture of excellence throughout the public and private sector. The center will incentivize good performance and act as a knowledge depository. Service centers were proposed for the Ministries of Labor and Social Affairs, Municipalities and Public Works, Migration and Displaced, Higher Education, and Justice.

Muthanna Conferences. Two conferences were held in Muthanna. At the first conference, attended by more than 170 senior participants, including the Governor and Provincial Council Chairman, USAID-Tarabot successes in the province over the past year were reviewed. The focus shifted to plans for continued assistance in quality management, decentralization, and procurement reform to improve service delivery. Several recommendations were made, including the establishment of a Quality Management Unit, capacity building for project management staff, adopting international procurement standards, and creating a steering committee to enhance cooperation among service directorates. The governor said USAID-Tarabot staff have become "enduring partners." A second conference was held in Muthanna to build awareness for contractors on standard bidding documents. Participants learned about the specifications of bidding documents, evaluation criteria, and how to prepare a responsive bid. The Governor of Muthanna and over 70 contractors and contract managers from several provinces attended the event.



AD Advisor discusses standard bidding documents

NDP Under Review. USAID-Tarabot advisors continued to assist the Ministry of Planning to develop the National Development Plan of 2014-2017. A draft of the plan was sent to the Council of Ministers for review in March.

Cost-Share Funds Acquired. Planning advisors supported government partners to secure cost-share funds for 2013. Twenty-nine government entities, including the Ministries of Transportation, Construction and Housing, Municipalities and Public Works, the Council of Ministers' Secretariat (COMSEC) and 15 governorates have received approval from the Ministry of Planning for cost-share funds of around USD \$3.8 million. They will be used for project management training, quality management certification, a citizen complaint system, and one-stop shop service centers.

Expanding to KRG. The AD component introduced their services to the Kurdistan Regional Government (KRG). The Service Center Advisory Unit, completed a one-week tour of current and prospective Social Safety Net (SSN) and One-Stop-Shop (OSS) service center sites under the authority of the KRG. The One-Stop-Shop Service Center concept and Social Safety Net concepts were introduced to DGs and staff in the provinces of Erbil, Sulaymaniyah, and Dahuk. Government land was surveyed to find suitable space for a One-Stop-Shop. USAID-Tarabot advisors presented their recommendations to the Minister of Labor and Social Welfare.

SSN Summit. USAID-Tarabot and the World Bank co-hosted a conference in Istanbul on the SSN. USAID-Tarabot presented its work with the Ministry of Labor and Social Affairs of Iraq and KRG and visited service centers to learn about other models of decentralized service delivery.

Education Training Continues. The Education Capacity Building Initiative (ECBI) team trained over 1000 staff from the Ministry of Education in Project Management, Communications & Leadership, Information Technology (IT), Fiscal Management, and Procurement. ECBI's IT team created an education database for the Prime Minister's Advisory Council to help them sort and understand education-focused donor projects, and to identify successful activities. Cost-share funds for 2013 were revised with the ministry to match deliverables. The Deputy Minister requested additional training on strategic planning and other new areas.

Section Two: Next Quarter

USAID-Tarabot will build on its work in ministries, provinces, and other government entities to streamline and create standard processes. It will continue to develop a National Center for Excellence. In May, USAID-Tarabot and the Head of the Prime Minister's Advisory Council will host a conference to introduce the concept to the government. USAID-Tarabot aims to have the National Center for Excellence and related service centers established by mid-2014.

Work will continue to establish one-stop-shop service centers, in Iraq and KRG. USAID-Tarabot will host a conference in late April to introduce the architectural design of the center, and review progress with government partners.

Section Three: Work Plan Activities and Performance Indicators

2nd Quarter (January – March) FY2013 Work Plan Activities

Work Plan ID	Activity/ Task Name	Progress
I	AD Component-Wide	
I.1	Formalized Partnerships	
A	Conduct four MoU negotiation meetings with counterpart ministries and governors' offices	MoU negotiation meetings conducted with MoCH, MoO and MoH
B	Draft two MoUs for counterpart institutions	Two MoUs were drafted defining USAID/ Tarabot assistance with MoH and MoO
C	Carry out MoU signing ceremony	MoU signed with MoO on March 17, 2013
I.2	Formalized Cost-Sharing	
A	Publish a report on cost-share mechanisms and whether 2012 funds will reappear or transfer to 2013	Cost-share funds included in the rollover 2012 capital investment budget according to the 2013 federal budget law
I.3	Public Sector Management (PSM) Coordination	
A	Conduct quarterly coordination and update meeting with PSM and relevant subcommittees	Coordination meeting held with Thamer Ghadban/PSM committee chairman on January 30, 2013. Primary topics discussed included the One-Stop Shop and the OD National Excellence Center
B	Receive feedback from PSM and incorporate into pending activities as requested	Feedback from the January 30, 2013 meeting incorporated; including scheduling a One-Stop Shop conference for April, and continued supporting activities for the National Excellence Center and scheduling a Center of Excellence conference on May 22, 2013
2	Administrative Decentralization Support	
2.1	Facilitate an enabling environment for decentralization	
2.1.1	Build National Support for Administrative Decentralization	
A	Draft a white paper on the steps necessary to properly delegate administrative functions from ministries to governors' offices within Iraq's legal and administrative framework	A white paper has been developed according to feedback from ministries (MoMPW, MoEd, MoIM, MoYS, MoEn, MoH, and MoLSA) and GOs proposing the transfer of administrative authorities
2.2	Assist the government entities to implement administrative decentralization	
2.2.1	Ministry Functions Decentralized	
A	Provide technical assistance to MoMPW, MoLSA, MoEd, and MoEn to issue revisions to existing authority chains	On-going technical assistance provided to the four ministries to identify and unify a list of proposed transfer of administrative and financial authorities
B	Conduct research and draft summary of the current system for two additional ministries seeking to decentralize	Research continues with MoH, MoIM and MoYS on drafting a list of authorities; promoting administrative decentralization

2.2.2	Devise Governor's Office (GO) decentralization guidelines	
A	Conduct four awareness-raising workshops for GO counterparts	Implemented for Babil, Diyala, Najaf and Wasit; involving officials from both Provincial Councils and Governor Offices
B	Assist four GOs to develop draft transfer plans for targeted central ministry authorities	During a four-day workshop conducted in Erbil in March, representatives from Babil, Basrah, Diwaniyah, Diyala, Kirkuk, and Ninawa Governor Offices agreed on the proposed transfer of administrative decentralization authorities. It was sent to the COMSEC
3	Planning	
3.1	Improve National and Regional Planning System	
3.1.1	NDP Revision	
A	Assemble full NDP draft for submission to the CoM	NDP assembled and delivered to CoM
B	Draft English-translation of NDP	Translation of the NDP will begin once an agreement is reached with MoP
3.1.2	Iraq National Monitoring System Operationalized	
A	Develop outline and draft 2012 NDP progress report	The UN is assisting the MoP in developing a tool to track 2012 NDP progress. <i>Tarabot</i> is assisting the MoP to increase the features of the INMS so it can produce progress reports on indicators
B	Provide technical support to MoP on INMS system	Technical assistance continued to MoP; testing the features of the database (i.e. goals, indicators, terminology, calculation methods, etc.)
3.1.3	Establish Provincial Projects Steering Committees	
A	Assist to establish projects steering committee in one province	Project Steering Committees established in Diyala
B	Assist one existing steering committee to convene for initial meetings	Muthanna and Ninawa Steering Committees participated in workshops on project selection criteria and indicators
C	Assist two existing steering committees to convene to review ministry and GO investment plans in their province and submit recommendations for revision	Muthanna Steering Committee invited Water Resource Directorate to discuss their provincial plan
3.2	Enhance Capital Investment Projects Planning and Prioritization	
3.2.1	Ministry Projects Prioritization	
A	Provide technical assistance to two ministries to establish projects selection criteria	On-going technical assistance delivered to MoIM, MoHE, MoLSA and MoTr
B	Provide technical assistance to two ministries to properly submit their project plans to the MoP	Technical assistance delivered to MoLSA, MoIM and MoTr
C	Assist two partner ministries to produce multi-year capital investment plans in-line with national and provincial goals	Technical assistance delivered to MoLSA, COMSEC, and MoTr
4	Fiscal Management	
4.1	Enhance the capacity of Gol entities in budgeting and reporting	
4.1.1	Supporting Counterparts Ministry Budget Unit Performance	
A	Prepare and review three draft multi-year expenditure plans (including- preparing and forecasting recurrent (O&M) budgets	Public Financial Management team (PFM) produced medium-term budget framework manual in Arabic and English. Training delivered to representatives from MoH, MoE, MoMPW, MoF and MoP on using the manuals to develop high-level programs; and aligning ministry structure with the programs

B	Prepare/draft Standard Operating Procedures for Budget Preparation and execution and assist implementation at the ministerial level	Program Budget, Medium-Term Expenditure Framework, and Project Finance manuals drafted for ministry-level implementation. However, due to shifting Gol priorities in PFM and the move to a top-down approach driven by COMSEC, implementation at the ministerial level was slower than planned
4.1.2	Preparing indicative medium-term budget framework for participating ministries	
A	Three Workshops on: Multi-year expenditure planning - aligning budgets to the national development plan	Workshops implemented for MoMPW, MoH, MoTr, MoCu and MoCH
4.1.3	Supporting counterpart ministries cash flow estimates	
A	Recommendations from gap analysis presented to three counterpart ministries	Gap analysis recommendations presented to MoMPW, MoH, MoCH, MoEd, and MoTr
4.1.4	Supporting the strengthening of reporting formats and processes	
A	Draft Standard Operating Procedures for financial appraisal of projects and financial reporting	Project Appraisal and Financial Reporting manual developed
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	Present national PM system proposal to key stakeholders (MoP) and receive feedback	Two training sessions delivered to COMSEC on MS Project and PM Processes. A national conference is planned to discuss PM system
B	Revise proposal to incorporate feedback	A nationwide conference is planned with MoP to present the PM system and plan; formalizing the system for Gol entities
C	Develop system implementation plan and timeline, taking into account progress already made to-date	PMI capacity building program is being delivered to 15 Ministries. This includes: <ul style="list-style-type: none"> • A structural change compatible with international standards which are being developed for three Ministries. • Implementation system started in five Ministries using the standard processes of the PMI system on pilot projects • Four ministries officially agreed to use the MS Project as a tool for the time and cost management
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	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	Technical assistance delivered to various ministries mainly COMSEC, MoEn, MoH, and MoCH
5.2.2	Enhance the project management capacity of provincial counterparts	
A	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 provincial counterparts	Technical assistance delivered to Governor Offices of Anbar, Basrah, Dhi Qar, Diyala, Kirkuk, Muthanna, Salah ad Din and Wasit
6	Procurement	
6.1	Enhance Iraq's national public procurement system	
6.1.1	Improve national procurement system	
A	Publish progress report on the implementation of the public portal (subject to World Bank funding)	Under negotiation between MoF and the World Bank

6.1.2	Price surveys and processing of cost (price) information for procurement of goods and services	
A	Change management proposal developed, presented to counterparts ministries	MoP is in the process of developing the proposal
6.2	Improve procurement processes at the ministerial and provincial levels	
6.2.1	Assist procurement planning	
A	Coach six counterparts including ministries, provincial governorates, and universities to implement their annual procurement plan (2013) activities	Work continues with MoEn, MoCU and MoLSA, and Anbar and Karbala GOs
6.2.2	Implement standard bidding documents	
A	Assist six Gol entities to apply their standard bidding documents	On-going technical assistance delivered to most Gol entities mainly MoEn, MoJ and MoMPW MoH, MoMPW and Basrah GO have begun applying standard bidding documents
6.2.3	Improve procurement records management system	
A	Provide technical assistance to six Gol entities on how to develop proper procurement records	GOs in Anbar, Karbala Ninawa and Wasit have begun electronic archiving to their procurement records
6.2.4	Develop procurement performance indicators and reporting system	
A	Provide technical assistance to collect data based on established indicators and evaluation of performance indicators	GOs in Basrah, Karbala, Muthanna and Wasit have begun using procurement performance indicators in identifying weaknesses and areas of quality in contracting
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	Provide technical assistance to the established MoP help desk	On-going technical assistance provided to MoP help desk on the know-how (structure, authorities, duties and responsibilities for each person, standard operation processes, etc.)
B	Coordinate with Synergy to overcome the shortcomings of current IDMS and report on same	Irregularities in the IDMS system have been coordinated with the programming company; based on the feedback from MoP
7.2	Operationalize the IDMS System	
7.2.1	Operationalize the IDMS in Gol entities	
A	Coach Gol entities to utilize the IDMS	Coaching provided to: MoC, MoH, MoMD, MoST, MoTA, MoTr, MoWR, MoYS and Christians Endowment
B	Assist Gol entities to enter their data into the IDMS	On-going support and technical assistance delivered to over 30 Gol entities to enter project data into IDMS
8	Public Accountability	
8.1	Assist National Service Quality Initiative	
8.1.1	Compile comprehensive list of Gol services	
A	Add at least 75 services to the database	A total of 260 services entered into the database. Draft report and scoring priority methodology developed. Focus is on improving identified priority services instead of expanding the scope of the database
8.2	Assist to Improve Delivery of Public Services to Iraq's Citizens	
8.2.1	Assess service effectiveness in three ministries	

A	Refine and pilot the measurement tool with two key services and publish methodology	A measurement tool has been developed to use as funds are allocated
B	Obtain baselines of service effectiveness for the two selected services	Pending availability of funds
C	Produce two reports on satisfaction	Pending availability of funds
8.2.2	Strengthen processes for ensuring public sector accountability and integrate with effectiveness measurement	
A	Deliver two workshops for Gol partners involved in service effectiveness measurement and distribute materials for same	Sub-activity under review by <i>Tarabot</i>
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	Present draft concept note to the High Committee	Concept paper for establishing Iraq Center for Government Excellence presented to the chairmen of the High Committee for Reform
9.2	Strengthen Organizational Development Capacity in Iraqi Public Organizations	
9.2.2	Facilitate organizational development (OD) in Gol entities	
A	Develop and agree on ToRs with five organizations to facilitate an OD methodology cycle	Work continues with MoCH, MoTr, MoMPW, Foundation of Technical Education, and the General Company for Ports of Iraq in facilitation of an OD methodology cycle. Implementation of key administrative reform initiatives are still being considered and studied by these ministries. MoT agreed to participate in OD methodology cycle; while MoP is moving forward with implementing OD initiatives
10	Process Development	
10.1	Facilitate an enabling environment for process development improvement	
10.1.1	Disseminate the concepts and best practices for process development	
A	Deliver two workshops for interested Gol ministries on the benefits of process development, and the PD team vision, mission, goals, role, and responsibilities	Workshop delivered to representatives from 4 MoA directorates
10.2	Knowledge Transfer to Gol employees	
10.2.1	Capacity building on SOP documentation and Process Mapping	
A	Deliver two workshops for designated ministries team on process mapping and documentation	Workshops on "How to Write Procedures" were conducted to MoLSA, MoMD and MoA
10.3	Business Process Documentation and standardization	
10.3.1	Develop AS-IS business process manual (process standardization)	
A	Assist and guide designated ministries team to document three business processes for three ministries	Action Plans are being developed for MoLSA, MoMD and MoA
10.4	Service Process Improvement of key Gol public services	
10.4.1	Improve service processes	
A	Document and map two service processes for three ministries	COMSEC agreed to document and map one process related to follow-up implementation of CoM decisions
11	Quality Management	
11.1	Build National Gol Level Quality Management Awareness	
11.1.1	Raise awareness of quality standards in Iraq	
A	Present conference recommendations to National Quality Committee	Recommendations from the 2 nd National Conference for Quality Management presented to the National Quality Committee and MoP for review and comments
B	Conduct quarterly coordination and update meeting with National Quality Committee	No meetings were conducted this quarter due to the retirement of some committee members; and exemption of the committee chairmen
11.2	Improve the Quality Management Systems of Gol Entities	

11.2.1	International quality standards compliance	
A	Draft quality policy, quality manual, and quality procedures according to ISO requirements for one Gol counterpart entity	Work began with COMSEC and MoCH
11.2.2	ISO certification	
A	Provide workshop for interested Gol counterpart ministries on international ISO certification process and next steps	Workshop delivered to 19 participants from MoTr/ General Company for Ports of Iraq
11.2.3	Facilitate quality management organizational improvements in partner Gol entities	
A	Produce report assessing two ministries' existing quality systems and viability of a quality unit within their structure	Developed for MoH and MoCH/ Hamurabi Construction Company
B	Develop tailored Quality Unit proposal for identified interested Gol entity	Proposals developed for COMSEC, Diyala GO and Wasit GO
12	"One-Stop Shop" Service Centers	
12.1	Improve the Facilities and Systems of Key Gol Public Services	
12.1.1	Finalize design of model "One-Stop Shop" Service Center	
A	Carry out one meeting to explain the OSS service center design to the Gol ministries	Workshop delivered to 5 participants from MoMD to explain the One-Stop-Shop Service Center design
B	Provide technical assistance to four partner Gol entities to develop tenders for infrastructure design of service centers based on their services' requirements	Moved to Qtr3
12.1.2	Develop and support "One-Stop Shop" Media Campaign	
A	Submit a report on the progress of implementing the one stop shop Service Center at the Gol ministries	Progress report on target ministries' One-Stop Shop implementation submitted
12.1.3	Select and improve "One-Stop Shop" services	
A	Complete a draft report on mapping and analysis of service processes for one partner ministry	Service process related to Import Services was mapped for MoTr/ Um Qaser Port
B	Re-engineer selected service processes for one Service Center	Moved to Qtr3
C	Develop service guidelines or service SOPs for one Service Center	Developed for MoJ/ Notary Public Department
12.1.4	Automate "One-Stop Shop" services	
A	Provide ToR to automate the selected re-engineered service processes in applicable circumstances	Technical assistance provided to MoHE on developing software based on the requirements from their TOR for the software automation of one stop shop service center
B	Draft summary automation plan for each service	Summary automation plan drafted for MoJ, and comprehensive software development TOR developed for the MoMPW
13	Education Capacity-Building Initiative	
13.1	Ministry of Education staff develop skills in core areas of public administration	
13.1.1	Financial Management and Budgeting	
A	Conduct two training courses	One Advance level workshop delivered to MoEd officials from Baghdad Three Competency level workshops delivered to MoEd officials from Basrah, Muthanna and Ninawa
13.1.2	Leadership and Communication	

A	Conduct two training courses	Two Advance level workshop delivered to MoEd officials from Baghdad and Karbala Four Competency level workshops delivered to MoEd officials from Diwaniyah, Diyala, Muthanna and Wasit
13.1.3	Project Management	
A	Conduct one training course	Two Competency level workshops delivered to MoEd officials from Baghdad and Najaf
13.1.4	IT Management	
A	Conduct two training courses	Four Advance level workshops delivered to MoEd officials from Baghdad Four Competency level workshops delivered to MoEd officials from Baghdad
13.1.5	Procurement	
A	Conduct one training course	One Competency level workshop delivered to MoEd officials from Basrah
13.1.6	Special Workshops / Focus Groups including initiation of ToT level	
A	Conduct one special workshop / focus group	ToT preparatory workshop on Leadership and Communication delivered to 25 MoEd officials from Baghdad

2nd Quarter (January - March) FY 2013 Performance Indicator Table

Sub-IR 3.1: Administrative Regulations for Decentralization Implemented				
Indicator #	Indicator Name	Qtr 1 FY2013 (Oct-Dec) 2012	Qtr 2 FY2013 (Jan-Mar) 2013	Status
3.1.1	Number of regulations and administrative orders supporting de-concentration of central ministries activities to Directorates	1	0	<p>Provincial Government continues to engage Federal Government to promote Administrative Decentralization.</p> <ul style="list-style-type: none"> • Kirkuk and Muthanna GO has communicated with COMSEC regarding the transfer of some authorities. • MoYS agreed to decentralize some administrative activities to its directorates. However, they have not been identified • Muthanna GO and Wasit PC are studying Article 105 in the constitution that calls for establishing a national commission to ensure the rights of provincial government
3.1.2	Number of regulations and administrative orders supporting de-concentration from central ministries to Governor Offices (GOs)	0	1	MoEd has agreed the transfer of authorities related to school construction to the Babil GO

Sub-IR 3.2: Provincial Resource Management for Service Delivery Strengthened				
Indicator #	Indicator Name	Qtr 1 FY2013 (Oct-Dec) 2012	Qtr 2 FY2013 (Jan-Mar) 2013	Status
3.2.1	Number of ministries initiating improved organizational structure change	1	2	MoEn has established a Project Management Unit COMSEC has established a Quality Management Unit Basrah, Dhi Qar, Muthanna and Wasit GO established a Project Management Department
3.2.2	Number of line ministries with Business Process Systems reengineered	1	0	MoTr/ Um Qaser Port assisted in reengineering Business Process related to Import Services
3.2.3	Number of Gol counterparts working towards establishing internal quality management units	1	3	Quality Management Units established in COMSEC, Najaf and Wasit
3.2.4	Number of Gol entities utilizing the IDMS to manage and monitor their capital portfolio	4	1	MoMD has begun using the IDMS
3.2.5	Number of Gol entities that are using the INMS to monitor National Development Plan (NDP)	0	0	The MoP has not authorized other Gol entities to use the INMS yet

3.2.6	Number of one-stop-shop service centers implemented	0	0	Progress continues in the 5 targeted ministries (MoLSA, MoMD, MoHE, Moj and MoMPW)
3.2.9	Number of GoI entities that have improved procurement processes or systems	5	3	Demonstrated in MoE, MoCu and Diyala GO
3.2.10	Number of Provincial Education Directorate staff trained in 5 core areas of Public Administration	157	199	148 males and 51 females covering 8 provinces (Basrah, Diwaniyah, Diyala, Karbala, Muthanna, Najaf, Ninawa, and Wasit)
3.2.11	Number of Ministry of Education graduates from Training of Trainer (ToT) level Course	N/A	N/A	ToT level training is expected to start in May 2013
3.2.12	Number of Ministry of Education graduates from Master Trainer-level Course	N/A	N/A	Master Trainer level expected to start in August 2013

USAID Standard Indicators (F-Indicators)				
Indicator #	Indicator Name	Qtr 1 FY2013 (Oct-Dec) 2012	Qtr 2 FY2013 (Jan-Mar) 2013	Status
F 3.1	# of training days provided to executive branch personnel with USG assistance	366	349	See note 2
F 3.2	# of Sub-national entities receiving USG assistance that improve their performance	129	137	
F 3.3	# of administrators/ officials trained with USG support	270	346	

Notes:

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

Table I: Workshop Participants by Organization

Organization	Decentralization Procedure	Fiscal Management	IDMS	Organizational Development	Planning	Process Development	Procurement	Project Management	Quality Management System	Service Centers Improvement
Presidency Diwan								2		
President Office								2		
Prime Minister's Office	1									
Council of Ministries Secretariat(COMSEC)					13			42	29	
Deputy Prime Minister Office/Energy								2		
Ministry of Agriculture					2	22		4		
Ministry of Communications		27	9		5			1	20	
Ministry of Construction and Housing		20	8		2		27	24		
Ministry of Culture							10			
Ministry of Migration and Displacement			3			19	5			5
Ministry of Education	4				3		13	3		
Ministry of Electricity					5		66	2		
Ministry of Environment	37				2		13			
Ministry of Health	88	10	7		6		12	28	17	
Ministry of Higher Education & Scientific Research		5		28	2		41			14
Ministry of Industry and Minerals		9		15	10		42			
Ministry of Justice							18	4		6
Ministry of Labor and Social Affairs	1				9	11	16			
Ministry of Municipalities and Public Works	16	37			23		73	18		16
Ministry of Planning					1		23			
Ministry of Science & Technology			8							
Ministry of Tourism and Antiquities			4				12		28	
Ministry of Trade								3	17	
Ministry of Transportations		36	21	15	26		66		40	24
Ministry of Water Resources			22		3			1		
Ministry of Youth and Sports	32		8				7			
Ministry State for Provincial Affairs					1					
Endowment Christian and other Religions			6							
Board of Supreme Audit		1								
Babil Governorate Office	10									
Basrah Governorate Office	3				1		19	12		
Dhi-Qar Governorate Office							15			
Diwaniya Governorate Office	2				8					
Diyala Governorate Office	16						15	9		
Karbala Governorate Office							10			
Kirkuk Governorate Office							15			
Muthanna Governorate Office									17	
Najaf Governorate Office	12						14	1		
Ninawa Governorate Office	3				25			12		
Salah Ad Din Governorate Office							23	11		
Wasit Governorate Office	13						39		30	
Babil Provincial Council	7									
Basrah Provincial Council	11				2					
Diyala Provincial Council	5									
Kirkuk Provincial Council	7									
Total	268	145	96	58	149	52	594	181	198	65

Figure 1: Activities Distribution by Type

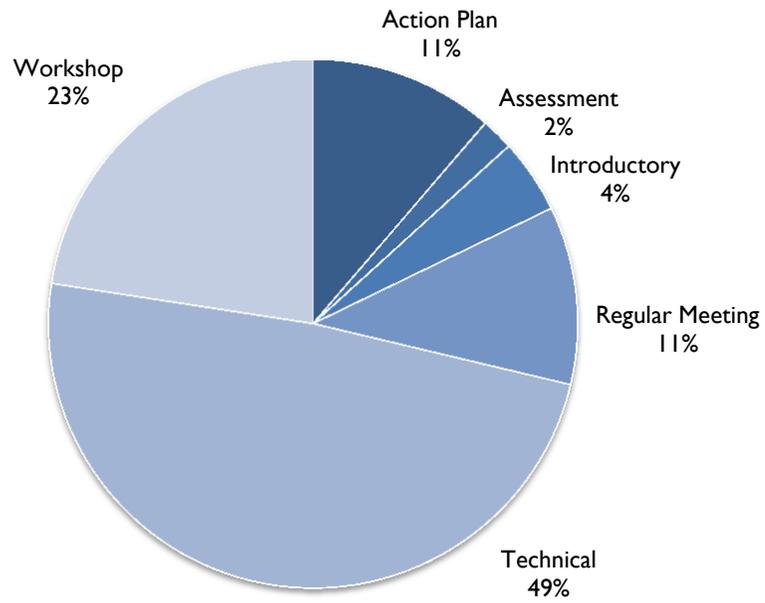


Figure 2: Workshop and Meeting Activities by Tarabot Hubs

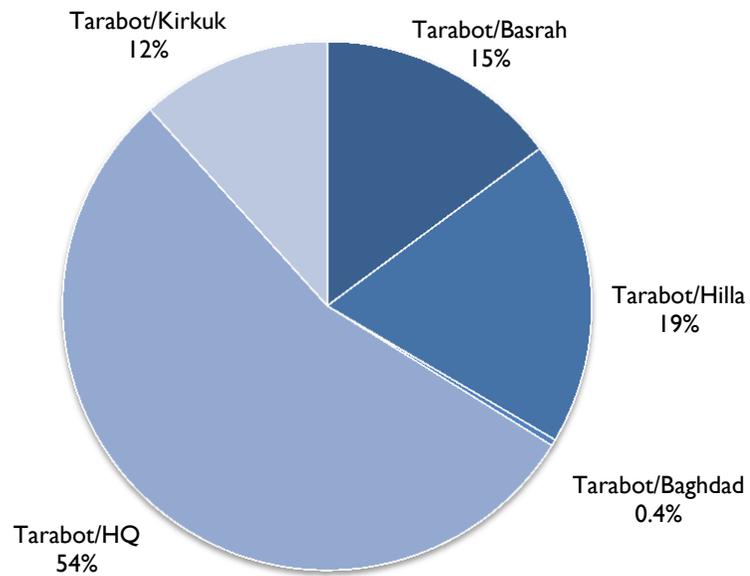
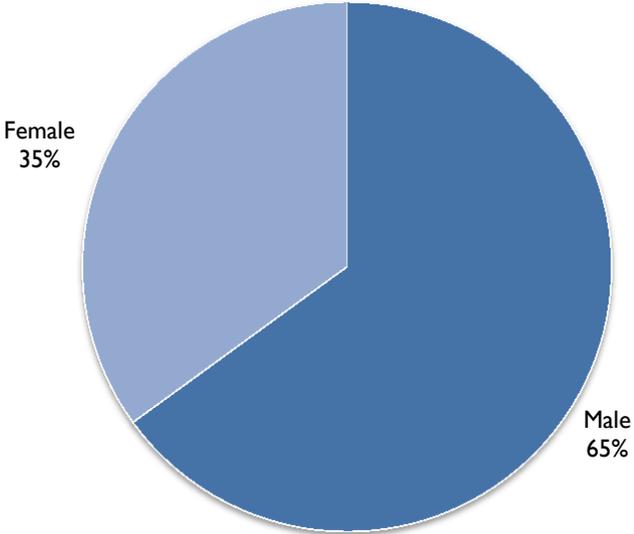


Figure 3: Workshop and Meeting Participants by Gender



PROJECT ADMINISTRATION

Travel and Security

The project security contractor received its annual security license, allowing the firm to operate through the next year. Movement authorizations are still being issued by the Ministry of Interior on a ten-day approval basis. There were no significant interruptions to international travel.

As provincial elections approached, there was a heightened level of security throughout Iraq. On March 14 and 19, a series of high-impact attacks were carried out on several government entities throughout Baghdad, including the Ministry of Justice and Foreign Affairs. Kirkuk and Basrah also saw high-impact attacks, while large demonstrations in the Western Provinces were hotspots for violence. These events caused movements to be restricted, but had little impact on project activities.

Compound Offices & Housing

One of the residential buildings on the compound is being converted into office space for the expansion of the National Policy Management component's ISRAR team.

The project security contractor conducted security assessments for the Kirkuk and Hilla provincial office hubs, in January. The security contractor made recommendations for increasing security personnel and other security measures. The provincial management team is overseeing the addition of security personnel and physical reinforcements.

Staffing and Deployment

The project has a staff of 30 LTTA and 3 STTA expatriates and 244 local personnel (151 at Mansour, 23 embedded in Baghdad ministries, 70 based in provinces), as of 31 March 2013.