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IRAQ ADMINISTRATIVE REFORM PROJECT

QUARTERLY REPORT

I APRIL – 30 JUNE 2013

THIRD QUARTER – FY 2013

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IRAQ ADMINISTRATIVE REFORM PROJECT QUARTERLY REPORT I APRIL – 30 JUNE 2013

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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:

- **Sustainability.** As USAID-*Tarabot* enters its final year of technical work, it will anchor knowledge and systems, so that the government can resolve administrative challenges and improve performance, on its own. The business registration process has been reduced to just four days and soon businesses will be able to complete services from one window, at one time. The Ministry of Youth and Sports mandated that a *Tarabot*-designed survey methodology be used to improve its youth clubs. After reviewing a policy written by *Tarabot*-trained Presidency advisors on “brain gain”, a policy to encourage the return of Iraqi academics living abroad, the Council of Ministers amended a law that restricts the accreditation of foreign degrees. Contracts are now awarded based on merit using a standard bidding process. All of these impacts demonstrate the government’s will to sustain *Tarabot* systems.
- **Legal Inventory and Review Begins.** The Iraq Solutions for Regulatory and Administrative Reform (ISRAR) initiative has been working with 25 ministries and government institutions to inventory over two thousand economic regulations and upload them to a database. The task will be finalized in the coming weeks. Regulatory reform units, formed in each government entity, and working groups, formed from the private sector will review each regulation for elimination or reform. The reforms will eliminate red tape and allow services to be delivered faster and more openly.
- **One-Stop-Shop for Company Registration Nears Completion.** The Ministry of Trade, and the Federation of Chambers of Commerce, worked together to set-up a one-stop-shop for registering companies and created a database of company names in order to automate the issue of new names and allow firms to check the availability of names online. Until recently companies have had to make three trips, to different offices to do this. The reforms will save business people around five days of waiting time.
- **One-Stop-Shop Concept Introduced.** *Tarabot* and the Prime Minister’s Advisory Council (PMAC) launched the One-Stop-Shop service center concept to 400 government officials. One-stop-shops are planned for service centers for notary publics, internally displaced people, municipal services, social safety net benefits, and university students.
- **Launching the Excellence Center Concept.** USAID-*Tarabot* proposed an Iraq Center for Excellence for Government Performance to over one hundred government officials, which will deliver annual awards to public servants for best performance and act as a knowledge hub. This model, successful throughout the Middle East, will serve as a catalyst for improving services, creating a culture of accountability, and incentivizing efficiency. *Tarabot* is testing out many of these techniques in pilot units in the Ministries of
- **Infrastructure Improved.** Ministries and governorates have begun utilizing project management techniques to improve the performance of capital investment projects across the nation. A waste water treatment plant was completed 30 days ahead of schedule in Babil, after engineers from the governor’s office applied *Tarabot*-taught cost-estimation techniques. Thousands of families in Hilla can now look forward to clean water.
- **Ministry of Health MOU.** USAID signed a Memorandum of Understanding (MoU) with the Ministry of Health, outlining assistance in service delivery, transparency and capacity building. USAID-*Tarabot* has signed eight MoUs and a cooperation roadmap with the Ministries of Education, Labor and Social Affairs, Municipalities, Migration, Transportation, Oil, and Health and the Prime Minister’s Advisory Council and Prime Minister’s Office.

- **Policy Debates.** Six Advisors from the Prime Minister’s Office of Policy Development and the President’s Bureau of Public Policy debated their policy papers in front of senior government officials, the first of their kind in Iraq. These debates herald a new era of transparency and participation in policy-making.

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

USAID informed *Tarabot* of its decision to cancel the Civil Service Reform Component as part of its “drawdown” plan. Public financial management technical assistance was also brought to an end.

Section Two: Next Quarter

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

COMPONENT 2: NATIONAL POLICY MANAGEMENT

Section One: Highlights

First Open Policy Debates of the President and Prime Minister's Office. The President's Bureau of Public Policy completed a policy paper on "Brain Gain", which aims to convince Iraqi academics living abroad to return and teach in local universities. The advisors debated the policy with senior officials from the executive and legislative branches of government, civil society, and the private sector. Following the debate, the Council of Ministers amended Decree 441, which restricted the accreditation of foreign degrees.



Brain Gain Policy Debate

Dr. Jowan Massum, Dr. Sadeq Jawad, Dr. Juman Kubba, Dr. Ali Shammari, and Dr. Modthafar Hamoodi, senior advisors from the Prime Minister's Office of Policy Development (OPD), held public debates on the following issues: the "postal service", "groundwater management", "faculty ranking and promotion", "youth unemployment", and "desertification."

Policy Development for Socially-Oriented Ministries. The NPM team conducted ten workshops on Policy Implementation and Evaluation for the Ministries of Environment, Human Rights, Migration and Displacement, and Labor and Social Affairs. These workshops are part of a policy training cycle and build on courses from the previous quarter on Policy Development and Analysis. The NPM team helped the Ministries of Environment and Human Rights create public policy web pages. They constitute a key step toward the sustainability of policy activities and will allow them to engage the public and other government entities.

Policy Development for Economic-Ministries. Advisors from the Ministries of Electricity, Trade, and Industry and Minerals were trained on cost-benefit analysis techniques, and began assessing options for their policy proposal. Detailed action plans for implementation have already been developed, which include stakeholder consultation.

Communications and Outreach. The NPM team held a two-day conference on the "Role of academia in public policy" for 150 professionals at the Al-Nahrain University. It also graduated several staff members from the Babil Provincial Council from a public policy training course.

NPM provided technical assistance in policy advocacy to 13 NGOs, from Baghdad, Babil, Diyala and Wasit, who care for the illiterate, the poor, vulnerable women, orphans and disabled.

The NPM team, in cooperation with Iraqi National Institute for Human Rights, informed 45 ministerial and provincial officials about the work of the United Nations Committee on the Elimination of Discrimination against Women, and women's rights legislation in general. An economic advisor from the Prime Minister's Office of Policy Development developed a policy on youth unemployment, this quarter, and debated it with key government stakeholders.

ISRAR moves forward. The Iraq Solutions for Regulatory and Administrative Reform (ISRAR)

initiative has implemented several components of the first package of reform recommendations and moved into its second phase. The Ministry of Trade, and the Federation of Chambers of Commerce, worked together to set-up a one-stop-shop for registering companies. The Chamber created a database of company names in order to automate the issue of new names and allow firms to check the availability of



Ministry reform units learn regulatory review process

names online. Until recently companies have had to make three trips, to different offices to do this. The reforms will save business people around five days of waiting time. ISRAR advisors also worked with the Baghdad Amanat and the Ministry of Municipalities and Public Works to draft a ministerial order to implement the construction permit reforms that were suggested in the first package of ISRAR recommendations. They include the decentralization of decision-making for issuing construction permits from the ministries to directorates, one-stop-shops, and the elimination of unnecessary requirements.

ISRAR has completed most of the infrastructure and planning required to implement the Regulatory Guillotine™ methodology. This includes setting up ministerial reform units in 25 ministries and government agencies, identifying around 3000 economic laws in need of review, deploying the e-Guillotine system, and hiring and training 18 members of the ISRAR central unit.

Section Two: Next Quarter

The President’s Bureau of Public Policy will develop a new policy paper on “Homeless Orphans in Iraq”. The Prime Minister’s Office of Policy Development will complete and debate two policy papers on “University Admissions” and the “Investment Budget”. The policy units from the Ministries of Electricity, Industry and Minerals, and Trade will continue to work on completing their policy papers, assessing potential solutions and consulting stakeholders. The Ministry of Industry and Minerals will complete a set of policy program documentation. The Ministry of Trade will complete a proposal for introducing free trade agreements. The social ministries will develop a strategic plan for their policy units, create standard operating procedures to manage the units, and draft policy papers. The NPM team will conduct two summer sessions for university professors to enable them to teach public policy, deliver two roundtable discussions to NGOs and government officials on policy networking, and will offer three workshops on media strategies for the media departments of executive offices and ministries.

ISRAR will continue to implement the reforms contained in the first package of recommendations and expects businesses to realize benefits from construction permit reforms by September. ISRAR will also complete an online public registry of all regulations that affect the economy and services. Following completion, ministries will conduct internal reviews of their regulations. The private sector will be consulted online and through working groups, and the Central Unit of ISRAR will complete its first review cycle. By the end of the quarter, ISRAR will produce a new reform package that includes reform recommendations for the regulations managed by the Ministry of Trade, Chamber of Commerce, Baghdad Amanat, and the Ministry of Municipalities and Public Works.

Section Three: Work Plan Activities and Performance Indicators

3rd Quarter (April – June) 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	Training on inventory and review regulations delivered to ISRAR Central Unit, 26 Ministry ISRAR Units, and PMAC Advisors during May 2013
B	e-Guillotine customized, installed and tested	E-guillotine is currently being used by the ISRAR Central Unit to complete the inventory. The database went online on June 21, 2013
C	e-Guillotine licensed to Gol	PMAC will officially accept delivery of the system in the near future
D	Organization and first meeting with legal directors of ministries and regulatory agencies to support the reforms	With the cooperation of PMAC, ISRAR has set up regulatory review units in 26 ministries and institutions. Representatives from these units are being trained to inventory and review regulations through a series of workshops and classes
Office of Policy Development in Prime Minister's Office (PMO) and Ministries		
2	Prime Minister (PM)/ Office of Policy Development (OPD)	
A	Organize two policy discussions with other stakeholders regarding the two public policies	During this reporting period, PMO advisors publically debated five policy papers. Those policy papers address issues in the fields of education, agriculture, water resources, youth, and telecommunication. A number of senior officials representing executive offices of the government, COMSEC, ministries, the private sector, universities and media commission participated
B	Continue technical assistance in drafting the two public policies	Technical Assistance delivered to staff from the Prime Minister's OPD on drafting the following policies: Budget Execution, Youth Unemployment, and Brain Gain
3	Strengthening of PM/OPD	
A	Assist OPD in ordering 50 policy books for PM library	The government did not allocate funds through the cost-share Partnership Committee to implement this activity
B	Assist in organizing one study tour for PM advisors at regional think-tanks	The government had not allocated fund through cost-share Partnership Committee to implement this activity
4	Assistance to selected economic ministries in formulating public policies	
A	Five workshops on analytical policy tools delivered to three policy units in selected ministries	Five workshops were delivered to policy units of the MoT, MoE, and MoIM on "Cost-Benefit Analysis for Policy Making" on "Capital Budgeting Techniques"
B	Each of three ministry policy units conduct an impact assessment of the respective policy	Guidance produced for conducting policy cost-benefit analysis and assistance provided in identifying key elements for the analysis respectively. <ul style="list-style-type: none"> MoIM: assistance to design Iraqi Revival Program for Industrialization MoE: assistance in the assessment of options for energy efficiency policy MoT: assistance in adapting the methodology to the

		policy for streamlining free trade agreements
C	Assist in ordering 50 policy books for each ministry	The government did not allocate funds through the cost-share Partnership Committee to implement this activity
D	Organize one study tour for ministry advisors at regional think-tanks	The government had not allocated fund through cost-share Partnership Committee to implement this activity
5	Establishment of new policy offices in selected ministries	
A	Five workshops delivered to three selected ministries on Policy Implementation Design	During this reporting period, workshops on "Policy Implementation" were delivered to members of the policy offices in MoEn, MoHR, MoMD and MoLSA
Office of Policy Development in President of the Republic's Diwan		
6	President's Bureau of Public Policy	
A	Organize one policy discussion with other stakeholders re: the public policy	During this reporting period, the Presidency advisors in collaboration with NPM team held policy discussions with a host of stakeholders: PMO, MoHE, MoMD, MoA, MoLSA, MoEn, MoHR, Parliament members, provincial government, think tanks, NGOs, universities, and media representatives
B	Continue technical assistance in drafting public policy paper	Technical Assistance delivered to Presidency advisors to finalize the drafting of public policy paper on "Brain Gain"
C	Assist in organizing one study tour for President's advisors at regional think-tanks	The government did not allocate funds through cost-share Partnership Committee to implement this activity
Policy Communication and Outreach		
7	Policy Communication and Outreach	
A	Provide technical assistance on public policy to three civil society organizations	Delivered technical assistance to NGOs from Baghdad, Babil, Diyala and Wasit on management, networking, fundraising, project writing and advocacy
B	Provide technical assistance on public policy to the NGO's Directorate in COMSEC	Provided assistance to the NGOs General Directorate in COMSEC on organizational capacity to improve staff skills to better serve NGOs.
C	Organize conference on teaching public policy in Iraqi universities with MoHE	In collaboration with Al-Nahrain University and the Ministry of Higher Education held two days conference on May 29-30, 2013 to address "The Role of Academia in Public Policy Making". 150 professionals from the Prime Minister's Office of Policy Development, the President's Bureau of Public Policy, Ministries, Parliament, Provincial Council, University Professors, NGOs, Think Tanks, business associations and media outlets attended
Public Sector Management Committee on Public Policy		
8	Public Sector Management (PSM) Coordination	
A	Conduct quarterly coordination meeting with PSM and present NPM work plan to PSM Committee	PSM committee did not meet this quarter. NPM communicated on a regular basis with the Chairmen and Executive Secretary of the PSM Committee in their capacity as members of PM/OPD

3rd Quarter (April – June) 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	Qtr. 3 FY2013 (Apr-Jun) 2013	Status
2.1.1	Number of growth-impairing regulatory burdens identified and reduced	0	6	4	Implemented recommendations are: (1) establishing a One Stop Shop for Company Registration Office (2) development of an on-line database for checking Company Names
2.1.2	Number of institutional staff: public, private, and government (PMO) stakeholders instructed on the Iraq Solutions for Regulatory and Administrative Reform (ISRAR)	81	64	68	Represented by 36 Male and 32 Female

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	Qtr. 3 FY2013 (Apr-Jun) 2013	Status
2.2.1	Number of policies developed by Office of Policy Development (OPD) at the Prime Minister's Office (PMO) and adopted by government	0	0	0	The following Policy Papers were developed and debated: <ul style="list-style-type: none"> • Modernization of Postal Sector • Youth Unemployment in Iraq • Ground Waters • Faculty Ranking • Desertification • Brain Gain
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	9	Represented by 8 Male and 1 Female
2.2.3	Number of public policy offices established and functional	3	0	0	MoLSA is in the process of established a policy office
2.2.4	Number of ministry staff trained in public policy	32	75	54	Represented by 25 male and 29 female covering the following ministries : MoMD, MoEn, MoHR, and MoLSA
2.2.5	Number of Provincial Councils and non-official stakeholders informed about their role in public policy process (universities, NGOs, media, and private sector)	16	32	10	The following entities were informed of their role in public policy process; Babil Provincial Council, three universities and six NGOs and businesses

USAID Standard Indicators (F-Indicators)					
Indicator #	Indicator Name	Qtr. 1 FY2013 (Oct-Dec) 2012	Qtr. 2 FY2013 (Jan-Feb) 2013	Qtr. 3 FY2013 (Apr-Jun) 2013	Status
F 2.1	# of USG-supported public sessions held regarding proposed changes to the country's legal framework	15	46	28	
F 2.2	# of training days provided to executive branch personnel with USG assistance	15	46	28	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.

3rd Quarter (April-June) FY 2013 Charts and Tables

Table I: Workshops Participants by Organization

Organization	Capital Budgeting Techniques	Public Policy Development	Public Policy Communication and Outreach
Babil Provincial Council		16	14
Ministry of Migration and Displacement		30	5
Ministry of Electricity	15		
Ministry of Environment		95	10
Ministry of Human Rights		39	6
Ministry of Industry and Minerals	17		
Ministry of Labor and Social Affairs		70	6
Ministry of Trade	10		
Presidency Diwan		24	
President of the Republic's Office		6	
President Office		4	
Prime Minister's Office		2	
Total	42	286	41

Figure I: Activities Distribution by Type

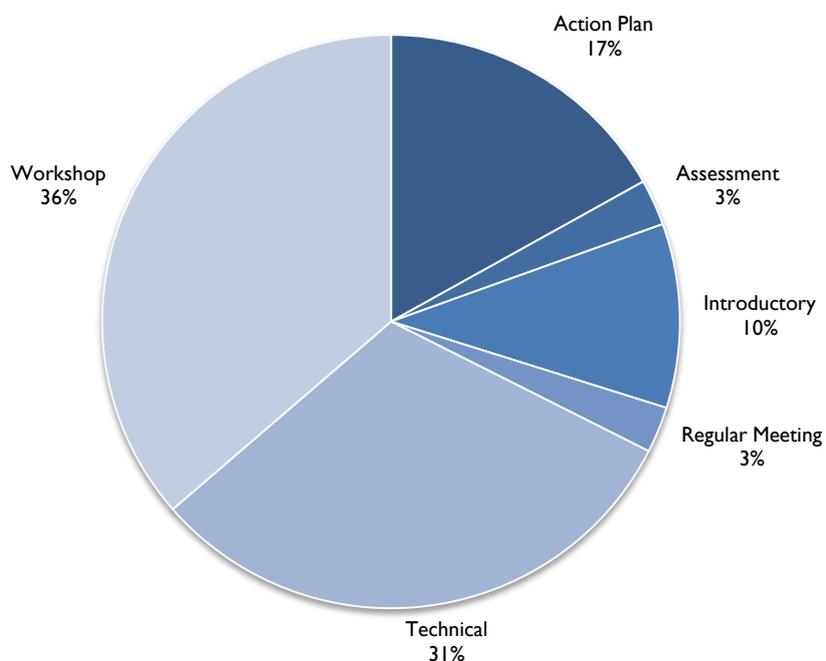


Figure 2: Workshop and Meeting Activities by *Tarabot* Hubs

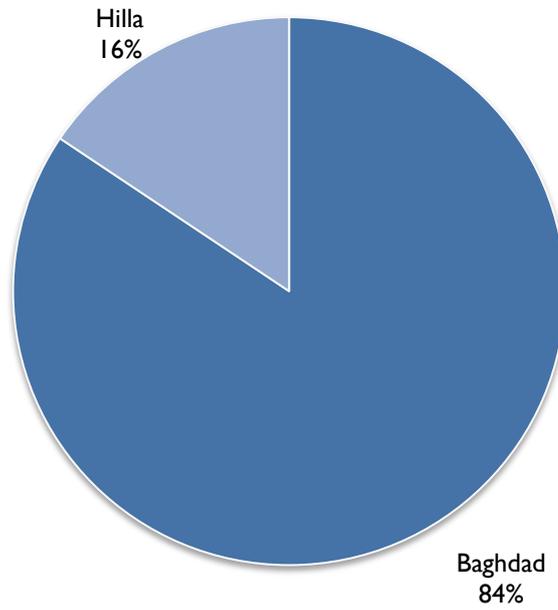
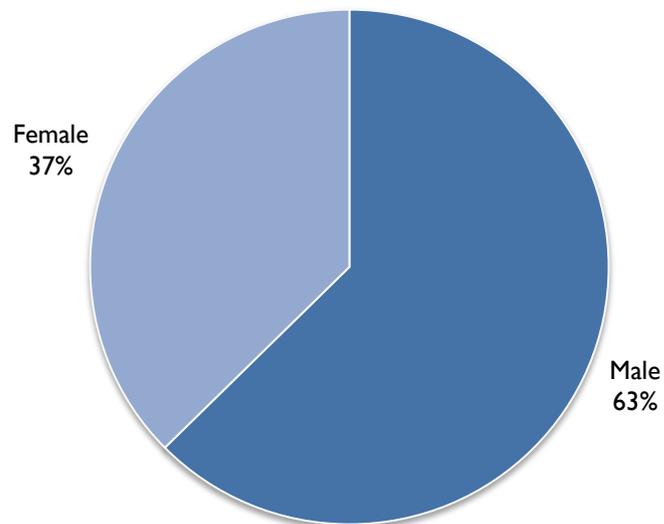


Figure 3: Workshop and Meeting Participants by Gender



COMPONENT 3: ADMINISTRATIVE DECENTRALIZATION

Section One: Highlights

After nearly two years of technical assistance from the Administrative Decentralization (AD) component, strong partnerships have been forged within the government. The shared vision has begun to translate into tangible progress and sustainable reforms.

National Development Plan Approved. On May 20, the Council of Ministers passed the National Development Plan for 2013-2017, which will drive the government's development strategy over the next five years. The plan calls for an investment of US\$357 billion dollars over the next five years; moving away from a reliance on oil by increasing investment in agriculture, tourism, and other industries. USAID-Tarabot assisted the Ministry of Planning and a range of other stakeholders, to draw up and complete the NDP.

One-Stop-Shop Concept Launched. In partnership with the Prime Minister's Advisory Council, the One-Stop-Shop (OSS) service center concept was launched at a conference in April. Four hundred delegates attended. Following the event, a number of senior officials called for ministries to include OSS service centers in their 2014 investment budgets, and to begin streamlining and automating service systems immediately. The Ministry of Migration and Public Works began the process immediately, by posting a tender on dgMarket for the design and development of unified software for its service centers. USAID-Tarabot is now providing hands-on technical assistance for the design and implementation of 11 OSS service centers for five ministries.



Deputy Minister of Labor and Social Affairs makes point at One-Stop-Shop conference

Decentralization Expands. A growing number of ministries are undertaking decentralization initiatives, with over 50 functions decentralized in 2013, nearly four times greater than last year. In May, the Ministries of Youth and Sports, and Environment decentralized over 30 functions to their directorates. The Minister of Youth and Sports granted provincial offices the authority to open and manage their own financial units, with corresponding bank accounts. They will be allowed to make their own decisions about equipment purchases, maintenance costs, and construction for youth clubs. This will greatly speed up decision making. The move follows other similar decentralization initiatives by the Ministries of Education, Labor and Social Affairs, and Municipalities and Public Works, and sets a precedent for financial decentralization that will be replicated in other ministries.

AD advisors led the Iraqi government's decentralization committee on a ten-day study tour to Morocco, to view its successful, 40-year old model of decentralization. The delegation studied planning, municipal, education and public health services in Rabat, Casablanca, and Marrakesh. Government officials are now looking at which of these public administration systems can be adapted for use in Iraq.

KRG Program Launched. USAID-Tarabot launched its new program in the Kurdish Regional Government (KRG). It will provide procurement and project management assistance to the Ministry of Planning, who will then pass it on to ministries. Technical assistance will also be provided the

Ministry of Labor and Social Affairs to activate the Social Safety Net system in Erbil, Dahuk, and Sulaymaniyah, and to establish a regional Center of Excellence in Government.

Project Management Tools Improve Large Infrastructure Projects. USAID-Tarabot advisors have been assisting government engineers to structure their project activities, use standard forms, and apply MS Project to improve time and cost estimation. They are now applying project management techniques across the country to help a variety projects to improve their performance such as the Al-Najebiah Power Plant, and the Al-Askarayeen Tunnel Renovation Project.



Babil Wastewater Treatment Plant

Pilot Projects for USAID-Tarabot Project Management Techniques	
Project(s)	Government Entity
Al-Najebiah Power Plant (USD \$270m)	Ministry of Electricity
Administrative Compound Building	Ministry of Transportation
Al-Najat Church & Materials Testing & Construction Labs	Ministry of Construction and Housing
Branch Building in Muthanna	Ministry of Migration and Displacement
Khalid Bridge Reconstruction	Ministry of Industry and Minerals
Tribal Council Directorate & Wastewater Treatment Plant	Kirkuk Governor's Office
Al-Nibras Road	Dhi Qar Governor's Office
Al-Askarayeen Tunnel Construction (USD \$11m)	Najaf Governorate's Office
Ballroom construction	Salah ad Din Governor's Office
International School Building	Diwaniyah Governorate's Office
Women's Associate Building	Muthanna Governorate's Office

Education Team Develops a Course to Sustain Training. The Education Capacity Building Initiative (ECBI) developed a trainer-of-trainer (ToT) strategy for the Ministry of Education, and outlined the Master Trainer curriculum, in cooperation with the ministry's Training Directorate. The ToT course is a new phase of training, designed to hand-off USAID-Tarabot courses to a new generation of new ministry trainers - the top performing graduates from the previous course. This will ensure that the ministry continues to utilize Tarabot training materials and methodology to improve their work long after the project ends.

The Ministry of Education also requested new IT courses on web design and advanced Microsoft Excel skills. This web design course will help the ministry to become self-sufficient in developing websites. The advanced Excel course will help finance and HR staff to create detailed databases and analyze data at a more complex level, to save time and money.

Section Two: Next Quarter

The AD component will continue to help the government decentralize key decision-making functions, support the launch and dissemination of the National Development Plan, and to improve its projected investment program through procurement, project management, planning training, and other technical assistance. It will continue to assist the development of One-Stop-Shops help establish a National Center of Excellence in Government, and its support to in the Kurdistan Regional Government.

Section Three: Work Plan Activities and Performance Indicators

3rd Quarter (April – June) FY2013 Work Plan Activities

Work Plan ID	Activity/ Task Name	Progress
I	AD Component-Wide	
I.1	Formalized Partnerships	
A	Revise MoU schedule in line with draw down plan	Agreement with USAID to offer MoU signings to MoE, MoCH and with KRG. Modifications to a small number of MoUs in accordance with draw down will be undertaken by USAID with no need for further action from <i>Tarabot</i>
I.2	Formalized Cost-Sharing	
A	Update all cost-share proposals in collaboration with ministries and governors' offices that received partnership funds	All 2012 cost-share plans are finalized and have been rolled over into 2013. New proposals for 2013 are under preparation in collaboration with USAID
I.3	Public Sector Management (PSM) and Subcommittee Coordination	
A	Conduct quarterly coordination and update meeting with PSM or relevant subcommittees	Last meeting was held on June 6, 2013, attended by AD component team leader
B	Receive feedback from PSM and incorporate into pending activities as requested	Extensive discussion with the chairman of the PSM was carried out regarding the One-Stop-Shop and the Center of Excellence. Feedback was incorporated in the AD 2013 work plan
2	Administrative Decentralization Support	
2.2	Support ministries to identify powers to be decentralized and make applications for same	
2.2.1	Technical assistance to ministries to identify powers and apply for decentralization	
A	Provide technical assistance and conduct training with 4 ministries to apply for delegation of powers	Technical assistance delivered to MoMPW Water Directorate, MoEd, MoYS, MoIM, and MoH
2.3	Assist the government entities to implement administrative decentralization	
2.3.1	Ministry Functions Decentralized	
A	Conduct follow-up assistance and site visits where powers have been decentralized in 7 ministries (MoMPW; MoEd; MoLSA; MoH; MoEn; MoIM; MoYS)	Follow-up technical assistance and site visits carried out to ministry provincial directorate in Diyala, Kirkuk, Ninawa and Wasit representing MoMPW, MoLSA, MoH, MoEn and MoYS
2.4	Provide support at the provincial level to enact deconcentrated/ decentralized powers	
2.4.1	Develop Governor's Office (GO) decentralization guidelines	
A	Conduct one workshop on amendments to Law 21 to 5 GOs	Law 21 was amended and voted on at the end of June, leaving insufficient time to analyze the latest updates and plan a multi-stakeholder workshop. This workshop is being planned for the coming quarter and will include ministries' provincial DGs and GOs
2.4.2	Support decentralization at the provincial level	
A	Provide technical assistance to 7 GOs	Technical assistance provided to GOs of Babil, Diyala and Kirkuk
3	Project Planning	
3.1	Capacity building within ministries in project planning	
3.1.1	Establish selection criteria for investment projects in ministries	

A	Provide and conclude technical assistance to three ministries to establish projects selection criteria	Technical assistance delivered to MoCH, and MoMPW; following submission of their project plans, developed through applying project selection criteria.
3.1.2	Support the submission of project plans in accordance with MoP requirements	
A	Provide technical assistance to two ministries to properly submit their project plans to the MoP	MoMPW and MoCH have submitted project plans to the MoP
3.2	Support National Development Planning	
3.2.1	NDP 2013-2017	
A	Support MoP to finalize amendments to the NDP	COMSEC approved the NDP for 2013-2017
B	Publish NDP	NDP is being translated, formatted, and published
3.2.2	Iraq National Monitoring System (INMS)	
A	Assist MoP to finalize system plan with programming company	MoP is waiting for the programming company to finalize a date for the meeting. The completion date for a complete system plan is estimated for early September 2013
3.3	Provincial planning capacity building	
3.3.1	Babil, Basrah, Diwaniyah, Muthanna, and Ninawa	
A	Provide and conclude technical assistance to five provinces to submit their 2014 project plans to MoP	Babil, Diwaniyah, and Muthanna provinces with the exception of Ninawa (due to security constraints) have completed their list of projects. Estimated date for Ninawa to complete the list of projects by the end of July 2013
5	Project Management	
5.2	Improve capital investment project management at the ministerial and provincial levels	
5.2.1	Enhance the project management capacity of ministry counterparts and strengthen project management systems within ministries	
A	Finalize technical assistance to implement PMI processes for time and cost management in five ministries (to be excluded from 31 July)	Technical assistance delivered to COMSEC, MoCH, MoTr, and MoA in Earned Value Management. In addition to MoEd and MoLSA in MS Project
B	Provide technical assistance to 3 additional ministries	Technical assistance delivered to MoIM, MoE, and MoTr/ General Company for Ports in Earned Value Management. MoO received technical assistance in MS Project
5.2.3	Enhance the project management capacity of provincial counterparts and strengthen project management systems within provinces/GOs	
A	Provide and finalize technical assistance to implement PMI processes for time and cost management in three provinces (GOs to be excluded from 31 July)	Technical assistance delivered to Basrah and Ninawa in Earned Value Management. In addition to Babil, Diwaniyah and Najaf in MS Project
B	Provide technical assistance to implement PMI processes for time and cost management in three provinces	Technical assistance delivered to Anbar, Diyala and Salah ad Din in Earned Value Management
6	Procurement	
6.1	Enhance Iraq's national public procurement system	
6.1.1	Improve national procurement system	

A	Prepare an action plan in consultation with stakeholders (MoP, MoF, CoM) on improvement and decentralization opportunities in the national procurement system	Completed
6.2	Improve procurement processes at the ministerial and provincial levels	
6.2.1	Graduate government entities that received technical assistance from <i>Tarabot</i>	
A	Finalize technical assistance in procurement to five entities (to be excluded from 31 July)	Graduation process meetings completed with the MoHE, MoEn, MoHR, MoTr and MoCu
6.2.2	Standard procurement process	
A	Provide technical assistance to a minimum five entities on standard procurement processes	Technical assistance provided to the MoCu, MoHE, MoEd, MoE, and MoTr; as well as the provinces of Babil, Basrah, Muthanna and Ninawa
6.2.3	Assist procurement planning	
A	Provide technical assistance to government entities to develop 2013 annual procurement plans for counterpart ministries and governors' offices	MoCu, MoMPW, and MoEn have completed their 2013 procurement plans. On-going technical assistance is being provided to ministries and GOs to finalize their 2013 Procurement Plans
6.2.4	Implement standard bidding documents (SBDs)	
A	Provide technical assistance in SBDs to a minimum of 5 GOI entities	Standard bidding documents are being applied by MoMPW, MoCH and in Babil, Basrah and Ninawa. On-going technical assistance is being provided to ministries and GOs to apply SBDs
6.2.5	Improve procurement records management system	
A	Provide technical assistance in procurement records management system in a minimum of 5 GOI entities	Technical assistance provided to the provinces of Basrah, Karbala, Muthanna, Ninawa, and Wasit
6.2.6	Develop procurement performance indicators and reporting system	
A	Provide technical assistance to a minimum two entities to collect data based on established indicators	Technical assistance provided to Babil and Wasit
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 necessary improvements to IDMS functionality and provide technical report to MoP	The IDMS team succeeded in responding to 28 comments provided by the MoP's IDMS committee upon testing the system. These comments included suggestions for further system tailoring to match its features with Iraq's capital investment cycle. The system is being tested again by the MoP committee and is expected to be approved in the coming quarter
7.2	Operationalize the IDMS System	
7.2.1	Operationalize the IDMS in government entities	
A	Conclude technical assistance and on-the-job training to complete and update information for excluded ministries and hand over responsibility for their ongoing development needs to MoP	The IDMS team continued providing technical assistance, coaching, and training to numerous government entities; including, MoTr, MoLSA, MoA, MoST, MoWR, MoHR, MoYS, MoEd, and MoC, on IDMS operation. Partner ministries were introduced to the IDMS Help Desk, which will be responsible for training and troubleshooting the system
9	Organizational Development	
9.2	Strengthen Organizational Development Capacity in Iraqi Public Organizations	

9.2.1	Promote institutionalization of organizational development (OD) functions	
A	Coordinate staffing and resourcing of one OD unit	OD Unit in MoMD is now staffed with support from <i>Tarabot</i>
9.2.2	Facilitate organizational development (OD) in government entities	
A	Complete OD training cycle with two partner organizations and continue training in three more	Concluded in University of Mosul and University of Basrah
10	Center of Excellence	
10.1	Develop proposal and implementation plan for the Iraq Center of Excellence in Government	
10.1.1	Develop understanding of the excellence model with government stakeholders	
A	Conduct high-level conference with government stakeholders with PMAC	Hosted conference in May 2013 to propose the Iraq Center of Excellence in Government. Held in cooperation with the Prime Minister's Advisory Commission, the conference presented the benefits of the center which will create incentives for improved performance and a culture of excellence in the public sector
10.1.2	Prepare proposal for a Center of Excellence	
A	Present proposal to PMAC	Proposal completed and presented to PMAC in February 2013. Further discussed at the Center of Excellence Conference
10.3	Support service improvement via evidence-based practice	
10.3.1	Identify service users' needs and expectations and support service improvement identification and action plan	
A	Prepare terms of reference for MoH service users' survey	Activity on hold due to lack of funding; discussions with MoH continue
11	Process Development (PD)	
11.1	Facilitate an enabling environment for process development improvement	
11.1.1	Disseminate of the concepts and best practices for process development	
A	Deliver two workshops for government ministries on the benefits of process development, and the PD team's goals and responsibilities	Workshops on process development skills and writing standard operating procedures for MoHR and University of Basrah
11.2	Knowledge transfer to government employees	
11.2.2	Introduce standard operating procedures (SOPs) to government entities	
A	Provide technical assistance in the preparation of SOPs in two excluded ministries where work is underway	Assistance delivered to MoA and MoTr/GCPI in writing SOPs
11.3	Business process documentation and standardization	
11.3.2	Strengthen business process systems in government entities	
A	Provide and conclude technical assistance in business process development in two excluded entities where this work is already underway	Technical assistance delivered to MoA and MoTr/ GCPI
12	Quality Management	
12.1	Build National Government-Level Quality Management Awareness	
12.1.1	Raise awareness of quality standards	
A	Conduct quarterly coordination and update meeting with National Quality Committee	Meeting conducted with the Director General of COSQC's Quality Standards Directorate (who is a member of the National Quality Committee). Discussed recommendations from the second National Quality Conference
12.2	Improve the Quality Management Systems of Government Entities	

12.2.2	Conduct ISO 9001 Gap Analysis	
A	Submit gap analysis report with work plan for one counterpart ministry and provide training in ISO 9001 Conclude technical assistance in ISO certification	Gap analysis report, including roadmap and steps to obtain the ISO certification developed for MoC and MoO/State Company for Oil Projects. ISO9001 training was provided to both entities
12.2.3	Develop capacity in quality management within target entities	
A	Provide technical assistance to review QM systems within excluded entities and draft quality policies within those entities	Technical assistance provided to COMSEC to develop a tailored Quality Management system, including drafting quality procedures in compliance with ISO9001:2008. Technical assistance also provided to MoCH, MoH/ Kadhimiya Hospital, MoTr/ General Company for Ports of Iraq, and MoO/ State Company for Oil Projects
13	"One-Stop Shop" Service Centers	
13.1	Improve the Facilities and Systems of Key Government Public Services	
13.1.1	Finalize design of "One-Stop Shop" Service Center model and implement "One-Stop Shop" Service Center infrastructure	
A	Convene conference for government stakeholders on the One-Stop-Shop infrastructure and its benefits under the auspices of PMAC	One Stop Shop Service Center Conference held in Baghdad on April 25. Attended by 400 government representatives including the Chairman of PMAC. The conference introduced one of the largest services improvement initiatives in Iraq, calling for the creation of 11 pilot one-stop-shop centers at five ministries
B	Technical assistance to one government entity to develop tenders for infrastructure design of service centers based on their requirements	Delivered infrastructure design of Kut Municipality service center (MoMD)
13.1.2	Develop and support "One-Stop-Shop" Media Campaign	
A	Develop marketing package for ministries distribution	Marketing package developed
13.1.3	Select and improve "One-Stop Shop" services	
A	Assessment of the services for one partner ministry	Assessment completed for MoO/Baghdad Distribution Commission
13.1.4	Automate "One-Stop Shop" services	
A	Develop request for proposal for automation project	Developed for MoJ
13.1.5	Customer Service	
A	Produce customer service training materials	Materials produced for training staff on customer service
14	Education Capacity-Building Initiative	
14.1	Ministry of Education staff develop skills in core areas of public administration	
14.1.1	Financial Management and Budgeting	
A	Conduct three training courses	3 competency training courses were delivered on April 08 – 10, 2013; April 22 - 25, 2013 and May 13 – 16, 2013 to 15, 19 and 16 participants respectively 2 advance training courses were delivered on May 19 – 22, 2013 and June 24 – 27, 2013 to 13 and 4 participants respectively
14.1.2	Leadership and Communication	
A	Conduct three training courses	3 advance training courses were delivered on May 12 - 16, 2013 and May 27 – 30, 2013; to 10 and 17 participants
14.1.3	Project Management	
A	Conduct one training course	3 advance training courses were delivered on March 31 - April 04, 2013; May 05 – 09, 2013 and May 19 – 23, 2013 to 10, 15 and 17 participants

14.1.4	IT Management	
A	Conduct three training courses	One competency training course delivered to 6 participants on May 27 – 29, 2013 2 advance training courses were delivered on May 12- 14, 2013 and June 24 - 26, 2013 to 8 and 7 participants
14.1.5	Procurement	
A	Conduct one training course	One competency training course was delivered on May 19 - 30, 2013 to 8 participants One advance training course was delivered to 11 participants on April 28 – May 02, 2013
14.1.6	Special Workshops / Focus Groups including initiation of Training of Trainers level	
A	Conduct one special workshop / focus group	Special workshop on MS EXCEL delivered to 9 participants on June 17 – 18, 2013
14.1.7	Training of Trainers (ToT)	
A	Prepare and initiate ToT course; deliver one training course	ToT training delivered to 11 participants on June 09 – 20, 2013
15	Special Program with Kurdistan Regional Government (KRG)	
15.1	Assistance to the KRG-Ministry of Labor and Social Affairs to complete their SSN and link to the national SSN	
15.1.1	SSN System implemented and deployed	
A	Review the KRG SSN systems in 3 provinces and identify functional requirements	Review process continues for the SSN system in Erbil, Dahuk, and Sulaymaniyah
15.1.2	SSN data entry and data migration	
A	Assess the level of data entry for 4 provinces and support implementation of capacity building plan (part of 15.1.3)	Assessment of data entry completed; capacity building plan to initiate in next phase
15.1.3	SSN capacity building	
A	Develop and present capacity building plan and provide support for implementation of plan in 4 provinces	Capacity Building Plan developed and submitted to ministry
15.1.4	SSN hardware support	
A	Conduct hardware gap analysis for HQ and Garmiyan and provide recommendations for hardware needs for all 5 sites (HQ and 4 provinces)	Hardware gap analysis completed at ministry HQ and in Garmiyan. Recommendations provided.
15.1.5	Establish new center in Garmayan	
A	Conduct assessment of site needs for Garmiyan and make recommendations for needs (as per 15.1.4)	Needs Assessment for Garmiyan site conducted and recommendations proposed
15.1.6	Establish one-stop-shop service center in Dahuk	
A	Provide model for service center	KRG MoLSA was presented with the Service Center concept and unit offerings
15.2	Procurement systems improvements to KRG-Ministry of Planning and three line ministries	
15.2.1	Support KRG-MoP to understand its regulatory and oversight role in ensuring standard public procurement practices	
A	Agree scope of work with MOP	Scope of work is under negotiations with KRG MoP
15.2.2	Introduce standard procurement processes to KRG	

A	Agree to scope of work with 4 entities and prepare training materials in Kurdish	Scope of work is under negotiations with KRG MoP
15.2.3	Introduce standard bidding documents to KRG	
A	Agree scope of work with 4 entities and prepare training materials in Kurdish	Scope of work is under negotiations with KRG MoP
15.3	Project management systems improvement for KRG-Ministry of Planning and 3 line ministries	
15.3.1	Introduce standard project management procedures in cost management	
A	Agree scope of work with 3 entities and prepare training materials in Kurdish	Scope of work is under negotiations with KRG MoP
15.3.2	Introduce standard project management procedures in time management	
A	Agree scope of work with 3 entities and prepare training materials in Kurdish	Scope of work is under negotiations with KRG MoP
15.3.3	Introduce standard project management procedures in earned value	
A	Agree scope of work with 3 entities and prepare training materials in Kurdish	Scope of work is under negotiations with KRG MoP
15.4	Establish a KRG Center of Excellence for Government Performance	
15.4.1	Support the establishment of a Center of Excellence for Government Performance in KRG	
A	Agree host entity for the KRG Center of Excellence	Preliminary meeting held in June 2013; waiting formal approval from KRG MoP on the work plan

3rd Quarter (April - June) 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	Qtr. 3 FY2013 (Apr-Jun) 2013	Status
3.1.1	Number of regulations and administrative orders supporting de-concentration of central ministries activities to directorates	1	6	44	Below is a summary of de-concentrated authorities for each ministry: <ul style="list-style-type: none"> MoYS: 24 authorities MoEn: 10 authorities MoMPW: 5 authorities MoLSA: 4 authorities MoEd: 1 authority
3.1.2	Number of regulations and administrative orders supporting de-concentration from central ministries to Governor Offices (GOs)	0	1	0	Amended Law 21 was passed in June 2013; delegating authorities from central ministries to Governor's Offices. An indicator value will be reported once the law is officially published. The Babil, Basrah, Diwaniyah, Diyala, Kirkuk and Ninawa GOs coordinated with COMSEC for the delegation of administrative and financial authorities

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	Qtr. 3 FY2013 (Apr-Jun) 2013	Status
3.2.1	Number of ministries initiating improved organizational structure change	1	2	1	MoTr established Quality Management Unit
3.2.2	Number of ministries with business process systems reengineered	1	0	0	On-going work with COMSEC and MoH for reengineering processes related to "Follow-up implementation of CoM decisions" and "Drug Control"
3.2.3	Number of government counterparts working towards establishing internal quality management units	1	3	1	MoTr established Quality Management Unit
3.2.4	Number of government entities utilizing the IDMS to manage and monitor their capital portfolio	4	1	4	MoEd, MoLSA, MoWR and MoTr
3.2.5	Number of government entities that are using the INMS for monitoring National Development Plan (NDP)	0	0	0	The MoP has not authorized other government entities to use the INMS
3.2.6	Number of one-stop-shop service centers implemented	0	0	0	Progress continues with targeted ministries; and as follows: <ul style="list-style-type: none"> MoMPW – Expression of Interest announced; and first phase for evaluating companies completed MoJ – Draft RFP delivered

					<ul style="list-style-type: none"> MoMD and MoHE- Service Guide manual, including SOPs, developed MoO – Assessment results completed and service list developed MoLSA - Architectural design delivered KRG sites – Assessment completed; capacity building plan and hardware gap analysis developed
3.2.9	Number of government entities that have improved procurement processes or systems	5	3	4	MoMPW, MoEn, Basrah GO, and Muthanna GO
3.2.10	Number of Provincial Education Directorate staff trained in 5 core areas of Public Administration	157	199	17	10 Male and 7 Female representing Babil, Najaf, and Wasit Provincial Education Directorates
3.2.11	Number of Ministry of Education graduates from Training of Trainer (ToT) level Course	N/A	N/A	11	3 Male and 8 Female from Baghdad
3.2.12	Number of Ministry of Education graduates from Master Trainer-level Course	N/A	N/A	N/A	Master Trainer level expected to start in FY 2014

USAID Standard Indicators (F-Indicators)					
Indicator #	Indicator Name	Qtr. 1 FY2013 (Oct-Dec) 2012	Qtr. 2 FY2013 (Jan-Mar) 2013	Qtr. 3 FY2013 (Apr-Jun) 2013	Status
F 3.1	# of training days provided to executive branch personnel with USG assistance	366	349	340	See note 3
F 3.2	# of sub-national entities receiving USG assistance that improve their performance	129	137	66	
F 3.3	# of administrators/ officials trained with USG support	270	346	171	

Notes:

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

3rd Quarter (April-June) FY 2013 Charts and Tables

Table I: Workshops Participants by Organization

Organization	Decentralization Procedure	Fiscal Management	IDMS	Organizational Development	Planning	Process Development	Procurement	Project Management	Quality Management System	Service Center Improvement
Presidency Diwan								1		
President Office								1		
Council of Ministries Secretariat (COMSEC)					13			22	30	
Deputy Prime Minister Office/Energy								1		
Ministry of Displacement and Migration							2			
Ministry of Agriculture			4		8	13	6	18		
Ministry of Communications			9			1		4		
Ministry of Construction and Housing				7	10		15	41		
Ministry of Culture							29			
Ministry of Education		31	10					5		
Ministry of Electricity					39		14	15		
Ministry of Health	113	4					24	5	60	
Ministry of Higher Education & Scientific Research				24	11	17	15	10		
Ministry of Human Rights				7		10				
Ministry of Industry and Minerals	13			17			17	23		
Ministry of Justice										14
Ministry of Labor and Social Affairs			5		4		2	16		
Ministry of Municipalities and Public Works		18		7	10		46	43	2	
Ministry of Oil		1					21	21		18
Ministry of Planning							2	17		
Ministry of Science & Technology			5							
Ministry of Trade								7		
Ministry of Transportations				39		23	62	37	29	
Ministry of Water Resources								5		
Ministry of Youth and Sports	15		11				3			
Anbar Governorate Office							9	8		
Babil Governorate Office							21	27		
Basrah Governorate Office							15	19		

Organization	Decentralizati on Procedure	Fiscal Management	IDMS	Organizational Development	Planning	Process Development	Procurement	Project Management	Quality Management System	Service Center Improvement
Diwaniya Governorate Office							24	19	29	
Diyala Governorate Office							15			
Karbala Governorate Office							10			
Kirkuk Governorate Office							5	1		
Muthanna Governorate Office							11			
Najaf Governorate Office							24			
Ninawa Governorate Office							6	28		
Salah Ad Din Governorate Office							11	8		
Wasit Governorate Office							13	27		
Grand Total	141	54	44	101	95	64	422	429	150	32

Figure I: Activities Distribution by Type

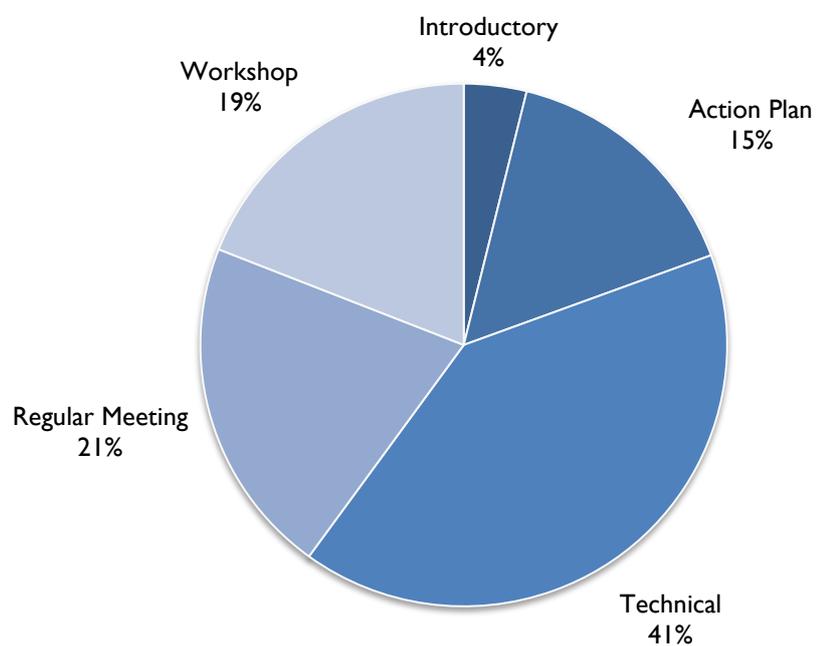


Figure 2: Workshop and Meeting Activities by Tarabot Hubs

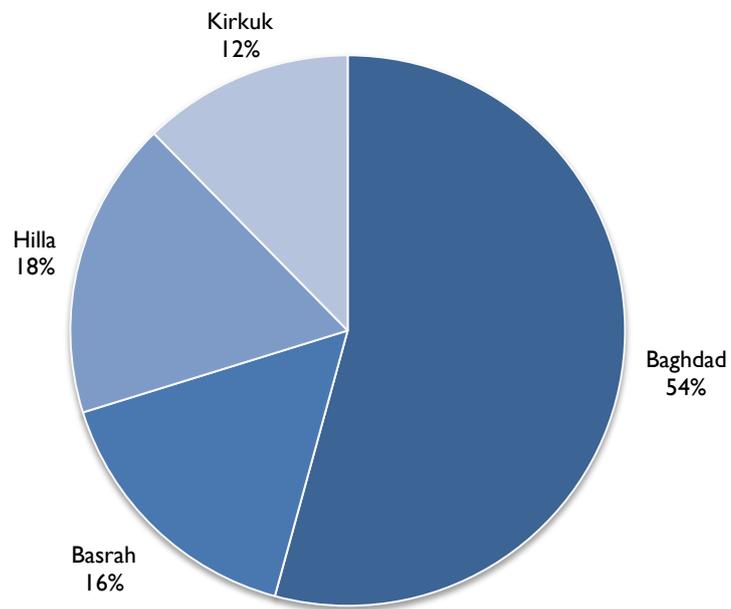
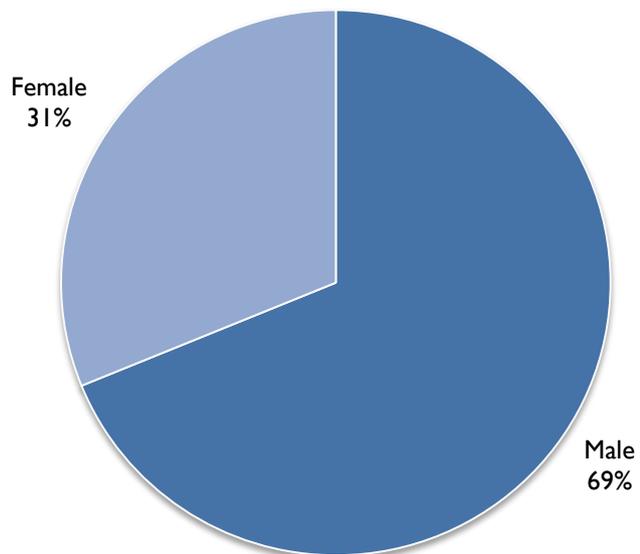


Figure 3: Workshop and Meeting Participants by Gender



PROJECT ADMINISTRATION

Staffing and Deployment

The project has a staff of 20 LTTA and 6 STTA expatriates and 245 local personnel (159 at Mansour, 23 embedded in Baghdad ministries, 63 based in provinces), as of June 30, 2013.

Drawdown: In May, USAID announced its plans for *Tarabot* “drawdown”. Changes initiated by USAID include the cancellation of the Civil Service Reform Component as well as a reduction in the scope of work for National Policy Management and Administrative Decentralization components. Significant programmatic changes include the closure or curtailing of several AD subcomponents such as public finance management, organizational development and quality assurance; in addition to a shift in focus towards the Centers of Excellence. For NPM, development of policy units within the provinces ends and the targeted ministries for policy reform shifts from economic ministries to social ministries. Additionally, the ISRAR regulatory reform work expanded. *Tarabot* will expand in the Kurdish Regional Government (KRG).

Travel and Security

There were no significant disruptions to international travel. However, security contractors are currently restricted to three authorized movements to the Baghdad International Airport per day, requiring additional coordination across projects on the Mansour compound.

Compound Offices & Housing

In April, one of the compound’s residential buildings was converted into office space for ISRAR staff.

The Bank of Baghdad completed construction of a branch on the Mansour compound. The branch is awaiting final approval from the head office to open. The project will pay local staff salaries electronically through the bank, vastly decreasing the number of cash transactions.

Additionally, office and residential space was secured in Erbil to accommodate new project activities.