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# IRAQ ADMINISTRATIVE REFORM PROJECT

## QUARTERLY REPORT JANUARY 1 – MARCH 31, 2014

### **SECOND QUARTER – FY 2014**

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

JANUARY 1 – MARCH 31, 2014

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



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# TABLE OF CONTENTS

EXECUTIVE SUMMARY .....	6
Structure of the Quarterly Report.....	8
COMPONENT 1: NATIONAL POLICY MANAGEMENT .....	9
Section One: Highlights .....	9
Section Two: Next Quarter .....	11
Notes .....	15
COMPONENT 2: ADMINISTRATIVE DECENTRALIZATION.....	19
Section One: Highlights .....	19
Section Two: Next Quarter .....	21
Notes .....	31
PROJECT ADMINISTRATION .....	37
Travel and Security .....	37
Compound Offices and Housing.....	37
Staffing and Deployment .....	37

## ACRONYMS

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

**Advancing Decentralization.** With the amendment of Article 45 of Law 21, Iraq is steadily progressing forward in its path towards administrative decentralization. To support the devolution of authorities from central ministries to provincial entities, USAID-Tarabot is working with a range of partners, at the central and provincial levels, to facilitate the implementation of amended Article 45 of Law 21. As part of this effort, Tarabot held the second of three planned regional conferences in Babil this quarter with the aim of coordinating the implementation efforts of five provinces—Babil, Wasit, Najaf, Diwaniyah, and Karbala. Over 180 people were in attendance including high-level officials from governorate offices, provincial councils, and ministerial directorates. The event was broadly covered by media outlets. The conference supports the implementation of Article 45 through a coordinated approach between ministries and their directorates, governorate offices, and provincial councils. The legal and constitutional framework for decentralization was examined along with obstacles and the respective roles of the entities; recommendations and a roadmap were drafted on the basis of these discussions. This conference follows one held for the southern provinces of Basrah, Maysan, Muthanna, and Dhi Qar in late December, and the next conference will be held for the northern provinces of Salah ad Din, Ninawa, and Kirkuk. With the assistance of Tarabot’s decentralization initiative, Iraq is moving away from centralized decision making, and empowering provincial officials to exercise authorities and make decisions at the local level where services are actually being delivered.

**Championing Systems and Services in Wasit.** Upon receiving a presentation of the One-Stop-Shop service center in a meeting with Tarabot, and the challenges this initiative has encountered in the province, the governor pledged to expedite its implementation in Wasit and offered to fund its development out of the governorate’s own budget. The Governorate of Wasit has long been a champion of Tarabot’s project management efforts in the province, having been the first governorate to commit to the application of PMI processes for the entirety of its project cycles. Between the One-Stop-Shop and project management initiatives, the governor expressed his willingness to allocate 2 billion Iraqi dollars to support Tarabot’s work in Wasit. The governor called for the formation of a committee to discuss the implementation of the One-Stop-Shop in all 17 of Wasit’s directorates of municipalities, for which Tarabot advisors have provided estimated costs and a three-year plan for the deployment of the system.

**Enabling Economic Analysis.** Tarabot commemorated the completion of an input-output analysis framework for the Iraqi economy with a launch conference on March 3<sup>rd</sup>, marking another milestone achievement with the Central Statistical Organization under the Ministry of Planning. The event was attended by the Deputy Ministers of Planning, Dr. Mahdi Al Allak and Dr. Samil Metti, and more than 100 key government officials. This new tool, completed after nearly 30 months of effort by USAID-Tarabot, establishes the relationship between input resources in the Iraqi economy such as raw materials and manpower to economic outputs such as GDP. Enabling decision makers to identify the added value of input resources, the new framework will support the implementation of the National Development Plan 2013–2017 by allowing the Iraqi government to gage the effectiveness of its capital investment projects.

**Strengthening Project Management.** In partnership with COMSEC, Tarabot held a conference in March on project management and its impact on Iraq’s development. The event was attended by prominent officials such as Rahman Issa, the Deputy Secretary General of COMSEC,

and Sarah Ann Lynch, USAID Mission Director. Tarabot works in partnership with the Government of Iraq to achieve tangible effects in the planning and implementation of vital infrastructure projects as part of its larger administrative reform initiative. The jointly-hosted conference illustrated the immense impact of project management processes on infrastructure improvement in Iraq, and called for its wider adoption to fully implement the National Development Plan (2013-2017) and its budget of \$357 billion. Tarabot contributes to the advancement of Government of Iraq personnel and systems through the institutionalization of Project Management Institute (PMI) processes. Currently, over 80 capital investment projects have been selected by Tarabot's partner ministries and governorate offices for the application of improved project management techniques.

**Packaging Regulatory Reviews.** USAID-Tarabot's Iraq Solutions for Regulatory and Administrative Reform (ISRAR) delivered its first regulatory reform package for review, an important step in the reform process that will help to eliminate 100 unnecessary and overly complex laws and regulations that hinder the growth and conduct of business in Iraq. ISRAR met with the Prime Minister's Advisory Council to discuss the new reform package, and will continue to provide technical assistance to ministerial units in the review of Iraqi legislations and to produce additional regulatory reform packages. Tarabot has met with first cycle ministries to finalize its first package of recommendations, which will be presented to the Prime Minister's Advisory Council and ISRAR's newly formed steering committee in early May.

**Streamlining Trade.** In the final week of March, USAID-Tarabot garnered a major achievement when the Minister of Trade signed a letter eliminating import-export licenses according to the recommendations and comprehensive legal text drafted by Tarabot. The minister's order will be fast-tracked through the political process to ensure its prompt implementation.

**Engaging the Private Sector in Regulatory Reform.** USAID-Tarabot's Iraq Solutions for Regulatory and Administrative Reform (ISRAR) Central Unit hosted its first private stakeholder meeting with representatives from Iraq's private sector to discuss the business climate in the country, and to gather feedback for ISRAR's upcoming regulatory reform packages. The Central Unit reviewed the necessity of legal and economic regulatory reforms, and explained why particular laws and regulations should be amended or eliminated. The meeting marked the first of many private sector engagements for ISRAR in the coming months. Participants representing a range of organizations such as the Trade Bank of Iraq, Organization for Economic Development, Renault, Zain Telecom, International Union for Businessmen, Organization for Agriculture Development, and the World Bank engaged in free market debates and brainstormed ideas for Iraq's future economic course.

## **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: National Policy Management

## Section One: Highlights

*Anchoring Policymaking in Iraqi Institutions.* In this second quarter of FY 2014, *Tarabot* worked extensively with the Carnegie Endowment for International Peace in Lebanon to organize a three-day conference on public policymaking. For the first time in the history of the Government of Iraq, more than 50 *Tarabot*-trained government officials participated in the event in Beirut. The international exposure of Iraqi officials to public policymaking helped to strengthen the *Tarabot*-led initiative among attendees from the Presidency, Prime Minister's Office, the Universities of Baghdad and Al Nahrain, and the Ministries of Human Rights, Environment, and Migration and Displaced.



*Carnegie experts delivering workshops to Government of Iraq public policy advisors*

*Mentoring with the Office of Policy Development.* *Tarabot* worked with six policy researchers from the Office of Policy Development on issues concerning the economy, education, agriculture, media, and cybercrimes. *Tarabot* also conducted working sessions with Office of Policy Development advisors regarding the management of the unit to ensure its sustainability as it becomes an important and integral function of the Prime Minister's Office, and provided training support on how to manage their new website. With the encouragement of *Tarabot*, the Chairman of the Prime Minister's Advisory Council agreed to initiate an internship program whereby interns and fellows from Al Nahrain University will assist Office of Policy Development advisors in their research and the drafting of policy papers.

*Developing Policy Recommendations.* In this reporting period, *Tarabot* completed a study about the reorganization of the administrative and political structure of the Presidency Diwan. The study recommended that the Bureau of Public Policy be elevated to a Directorate of Politics and Public Policy and headed by a Director General. *Tarabot* also mentored Office of Policy Development advisors on the drafting of the "Homeless Orphans in Iraq" policy, and the first draft was completed and submitted for review.

*From Development to Implementation.* *Tarabot's* ministerial partners have begun implementing their policies on the institutionalization of an industrial monitoring and evaluation system (Ministry of

Industry and Minerals), introducing energy efficiency measures in Iraq’s electricity sector (Ministry of Electricity), and streamlining trade agreements (Ministry of Trade). The policy units of these economic ministries have conducted stakeholder consultations, and reviewed and amended their strategic and operational plans.

Other steps taken by ministry working groups toward policy implementation include the drafting of a strategic plan for a legislative review, the development of a trade agreement process model, and drafted procedures for the initiation and negotiation stages of the trade agreement process by the Ministry of Trade. These achievements support the development of the first systemic approach to trade agreements in Iraq.

The Ministry of Electricity commenced with the implementation of its policy on energy efficiency in the electricity sector by conducting a study and producing a briefing note on how to establish an electricity regulatory authority. Additionally, three seminars were delivered to 21 Director Generals from the Ministry of Electricity on policymaking in the electricity sector. Meanwhile, 14 members from the Ministry of Industry and Minerals working group have been trained on monitoring and evaluation methods, and have reviewed the logical framework of the industrial policy program and produced a full set of indicators for the monitoring and evaluation system.

*Establishing an Office and Adopting Policies.* The Ministry of Environment officially announced the establishment of a Public Policy Unit this quarter, and finalized and submitted its “Depletion of the Ozone Layer” and “Sewage Pollutants in the Tigris River of Baghdad Province” policy papers to ministry leaders for approval. Other policy papers that were submitted for approval include “Homeless Orphans in Iraq” by the Presidency Diwan and “Violence against Women” by the Ministry of Human Rights. Meanwhile, the Ministry of Migration and Displaced reviewed and adopted the “Slums in Iraq” policy.



*Engaging the Private Sector in Regulatory Reform.* The USAID-Tarabot’s Iraq Solutions for Regulatory and Administrative Reform (ISRAR) Central Unit hosted its first private stakeholder meeting with representatives from Iraq’s private sector this quarter to discuss the business climate in the country, and to gather feedback for ISRAR’s regulatory reform packages. The ISRAR Central Unit reviewed the necessity of legal and economic regulatory reforms, and explained why particular laws and regulations should be amended or eliminated. The gathering marked the first of many private sector engagements for ISRAR in the upcoming months.

*Bettering the Business Environment.* In February, the first regulatory reform package was submitted by ISRAR for review, an important step in the reform process that will help to eliminate 100 unnecessary and harmful laws and regulations that hinder the growth and conduct of businesses in Iraq. Another major accomplishment of this quarter include the elimination of import and export licenses by the Minister of Trade according to the recommendations and comprehensive legal text drafted by USAID-Tarabot. The minister’s order will be fast-tracked through the political process to ensure its prompt implementation.

## Section Two: Next Quarter

With the support of Tarabot, Office of Policy Development advisors will submit three new policies to the Prime Minister's Office in the next quarter. Additionally, Tarabot will conduct impact assessments of policies that were submitted and reviewed by the Prime Minister's Office last year regarding postal services, faculty rankings and university admission, and brain gain. *Tarabot* will continue its support to strengthen the management of policy offices in the Prime Minister's Office, Presidency Diwan, and the social and economic ministries.

The Public Policy Units of the Ministries of Electricity, Industry and Minerals, and Trade will continue to led stakeholder consultations, build partnerships, and manage the activities of working groups tasked with the implementation of respective policies in the ministries. *Tarabot* will deliver eight workshops aimed at building the capacity of think tanks to actively participate in the policy formulation process, and bring together official and nonofficial actors including universities and think tanks.

ISRAR will continue to work towards the creation of a dedicated steering committee in the Prime Minister's Advisory Council, and to work with the Council and the Ministry of Housing to implement its construction permit *nidham*. As well, ISRAR will forge ahead with the Ministry of Trade to eliminate import-export licenses and to finalize the operating instructions of the One-Stop-Shop. Finally, ISRAR will continue to provide technical assistance in the review of Iraqi legislations and to produce additional regulatory reform packages. The first package, which was submitted early in the quarter for review, will be presented to the Prime Minister's Advisory Council and ISRAR's newly formed steering committee in early May.

## Section Three: Work Plan Activities and Performance Indicators

### 2<sup>nd</sup> Quarter (January – March) FY 2014 Work Plan Activities

Work Plan ID	Activity/ Task Name	Progress
Regulatory Reform		
I	Regulatory review	
A	Deliver second reform package to government for adoption	The <i>Tarabot</i> NPM team continued working with the following Ministry ISRAR Units in assembling the second Reform Package: Iraqi Federation of Industries, MoTr, MoMPW, MoLSA, MoA, General Federal Chambers of Commerce, Amanat Baghdad, MoP, MoE, and MoT
B	Provide technical assistance for implementing Phase I reforms	Technical assistance delivered to: <ul style="list-style-type: none"> <li>One-Stop Shop/ Company Registration Office on Company Registration process</li> <li>MoMPW and Amanat Baghdad on revising <i>nidham</i> for Construction Permit</li> <li>MoT on Import/Export License</li> </ul>
Office of Policy Development in Prime Minister's Office (PMO) and Ministries		
2	Office of Policy Development (OPD) of the Prime Minister's Office	

A	Continue mentoring of three new policy papers	<p><i>Tarabot</i> NPM team continued mentoring OPD at the PMO on the following policies:</p> <ul style="list-style-type: none"> <li>• Cybercrimes</li> <li>• Invasive species</li> <li>• Revitalization of Scientific Research in Iraq</li> <li>• Water Pricing for Farmers</li> <li>• The Role of Media in Disclosing and Combating Corruption in Iraq</li> </ul>
B	Study tour to a regional policy institute	<p><i>Tarabot</i> NPM team coordinated with PMO regarding the participation of OPD policy advisors in a Public Policy Conference sponsored by Carnegie Center and held in Beirut from April 07-09, 2014</p>
3	Assistance to Ministries of Electricity, Trade, Industry /Minerals in the implementation of public policies (Economic Ministries)	
A	Mentoring in setting the management and monitoring and evaluation arrangements for policy implementation	<p>Mentorship provided to:</p> <ul style="list-style-type: none"> <li>• MoE on implementation of policy for Energy Efficiency. A study was conducted and a briefing note was produced for regulatory function.</li> <li>• MoIM on policy for Establishing Industrial M&amp;E System. Working group sessions were held on indicators related to the policy program established.</li> <li>• MoT on policy for Streamlining Trade Agreements. Consultations with DGs and two working groups were held. A concept note on an information system was produced, and a new procedure for trade agreements drafted</li> </ul>
B	TA provided in the management and administration of policy units	<p>Technical Assistance delivered to:</p> <ul style="list-style-type: none"> <li>• MoE: Three seminars on the policy process for DGs were conducted. A survey for institution building was prepared and a strategic plan was reviewed and amended for the policy unit.</li> <li>• MoIM: Strategic Plan for the policy unit reviewed and amended. Consultation with DGs was prepared, and future activities were planned.</li> <li>• MoT: Strategic Plan for the policy unit reviewed and amended.</li> </ul>
4	Strengthening of Policy Units in Ministries of Environment, Human Rights, Migration/Displacement, and Labor/Social Affairs (Social Ministries)	
A	Submission of four social policy papers to respective ministries for implementation by Gol	<p>Mentoring sessions were held with advisors of Public Policy Units in MoLSA, MoMD, MoEn and MoHR on finalizing drafts for the following policy papers:</p> <ul style="list-style-type: none"> <li>• Homeless Orphans in Iraq</li> <li>• Slums Treatment in Iraq</li> <li>• Violence Against Women</li> <li>• Depletion of Gases in the Ozone Layer, and</li> <li>• Sewage Pollutants in the Tigris River of Baghdad Province</li> </ul> <p>These draft policy papers were delivered to leaders in each ministry for approval and implementation.</p>

B	Conduct three training workshops on quantitative policy analysis	Three workshops were conducted in Jan 2014 for advisors of Public Policy Units in MoLSA, MoMD, MoEn and MoHR on Quantitative Policy Analysis, whereby statistics and scientific research are used to develop evidence-based policy recommendations using Microsoft Excel program in analyzing policy data.
C	Organize one study tour for ministry advisors at a regional or an international think tank	Tarabot NPM team coordinated with high level leaders in MoMD, MoEn, MoHR and MoLSA on the participation of their policy advisors in seminars organized by the Carnegie Center in Lebanon. MoMD, MoEn, and MoHR approved the participation of their policy advisors.
Office of Policy Development in President of the Republic's Diwan		
5	President's Bureau of Public Policy	
A	Continue mentoring in the drafting of one new policy paper	Tarabot NPM team continued mentoring policy advisors at the PD on the "Homeless Orphans" policy paper. Presidency policy advisors have begun assessing the anticipated impacts of three policy options. The impact assessment will be conducted with health, security, education, economics, social, politics, environment, legal, and cultural considerations.
Stakeholders' Policy Coordination		
6	Stakeholders' Policy Coordination	
A	Assist in organizing four workshops on Advocacy for CSOs	Five workshops were conducted to build stakeholders capacity in advocacy. Representatives from civil society organizations from Babil, Baghdad, Diwaniyah, Karbala, and Najaf participated. The training program was delivered in response to stakeholders' requests to build their capacity, so it enables them to be more active and effective in the policy process.
B	Round table between Official and CSOs on consultations	Tarabot NPM hosted its eighth roundtable to discuss strengthening lines of communication between official policy drafters and non-official policy stakeholders. The attendees were from Prime Minister Office, Parliament, MoMD, MoHR, MoLSA, Baghdad Provincial Council, stakeholder organizations, and media outlets. Thirty-six individuals (15 male, 21, female) participated in this roundtable discussion.
C	Assist universities to network with regional policy institutions	Tarabot NPM team communicated with Carnegie Center in Lebanon to organize a public policy training program for university professors. A letter was sent to MoHE to nominate 3-4 university professors to participate in this training program. The event was planned for April 07-09, 2014.
Public Sector Modernization Committee		
7	Public Sector Modernization Committee (PSM) Coordination	
A	Conduct quarterly coordination meeting with PSM Committee	Coordination continues with the Chairman and the Executive Secretary of PSM on a regular basis, pertaining to work plan tasks as they are also officials in PMO/OPD.

2<sup>nd</sup> Quarter (January – March) FY 2014 Performance Indicator Table

Sub-IR 2.1: Economic Enabling Environment Improved				
Indicator #	Indicator Name	Qtr. 1 FY 2014 (Oct-Dec) 2013	Qtr. 2 FY 2014 (Jan-Mar) 2014	Status
2.1.1	Number of growth-impairing regulations reformed	0	0	No new regulations have been reformed by the Gol during this quarter. However, MoT has communicated with COM/ Economic Affairs Committee to propose the elimination of the Import/ Export License. ISRAR Units continued reviewing legal instruments with their recommendations, and uploading them to the ISRAR Database.
2.1.2	Number of institutional staff: public, private, and Gol (PMO) stakeholders instructed on the Iraq Solutions for Regulatory and Administrative Reform (ISRAR)	7	10	Four males and six females (new individuals) representing Gol ministries and the private sector were instructed on ISRAR.

Sub-IR 2.2: Mechanisms for National Policy Development Established				
Indicator #	Indicator Name	Qtr. 1 FY 2014 (Oct-Dec) 2013	Qtr. 2 FY 2014 (Jan-Mar) 2014	Status
2.2.1	Number of policies developed by Public Policy Offices and adopted by Gol	1	1	MoMD has agreed to adopt a public policy on Slums Treatment in Iraq. Work continues with targeted Gol entities in finalizing and adopting other public policy papers.
2.2.2	Number of public policy offices established and functional	0	0	See Note 2
2.2.3	Number of Gol staff trained in public policy	21	44	31 male officials and 13 female officials (new individuals) were trained in Public Policy Process from the MoIM, MoE, MoHE and MoT
2.2.4	Number of Provincial Councils and non-official stakeholders informed about their role in the public policy process (universities, NGOs, businesses, media, and private sector)	28	34	34 new NGOs and media outlets

USAID Standard Indicators (F-Indicators)				
Indicator #	Indicator Name	Qtr. 1 FY 2014 (Oct-Dec) 2013	Qtr. 2 FY 2014 (Jan-Mar) 2014	Status
F 2.1	# of USG-supported public sessions held regarding proposed changes to the country's legal framework	94	93	

## Notes

1. All indicators not represented in the above tables are year-end performance indicators. Status will be given in the annual report.
2. *Tarabot* no longer will report on this indicator in FY 2014; as no new additional ministries will be targeted. *Tarabot* will continue working with the functioning policy units in targeted ministries in applying policy process

2<sup>nd</sup> Quarter (January-March) FY 2014 Charts and Tables

Table I: Workshops Participants by Organization

Organization	Public Policy Communication and Outreach	Public Policy Development	Regulatory Reform
Presidency Diwan		13	
President of the Republic office		6	
Prime Minister's Advisory Council(PMAC)		6	
Prime Minister's Office		29	
Ministry of Displacement and Migration		64	
Ministry of Education	9		
Ministry of Electricity	4	22	3
Ministry of Environment		63	
Ministry of Health	3		
Ministry of Higher Education & Scientific Research		14	1
Ministry of Human Rights	5	54	
Ministry of Industry and Minerals		102	3
Ministry of Justice	3		
Ministry of Labor and Social Affairs	3	84	2
Ministry of Planning			2
Ministry of Trade		58	
Ministry of Transportations	2		4
Trade Bank of Iraq			1
Private Sector Development Centre (PSDC)			1
Industries Union Committee in Iraq	1		2
NGO	154		3
Private Sector			3
Media	6		
<b>Total</b>	<b>190</b>	<b>515</b>	<b>25</b>

Figure 1: Activities Distribution by Type

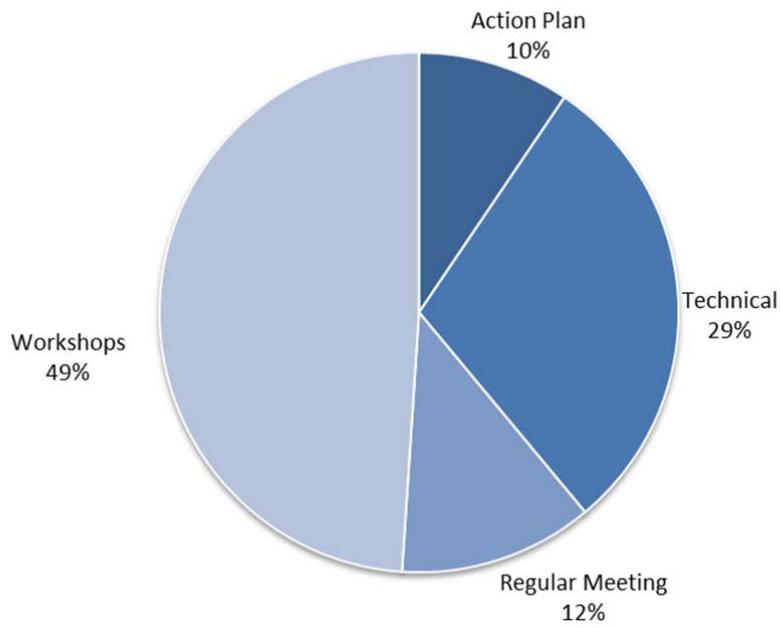


Figure 2: Workshop and Meeting Activities by Tarabot Hubs

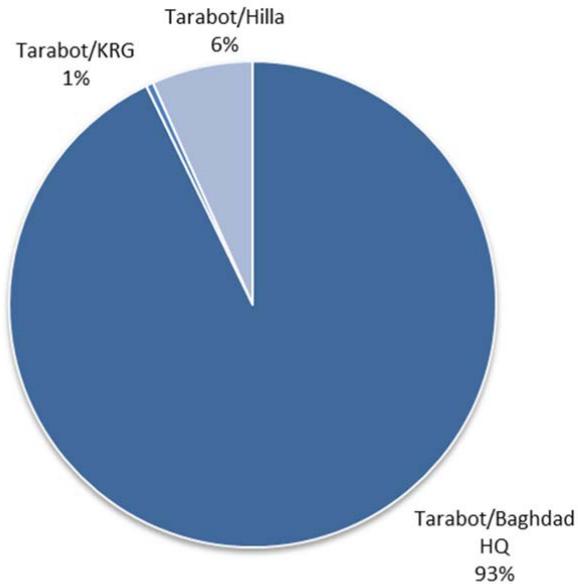
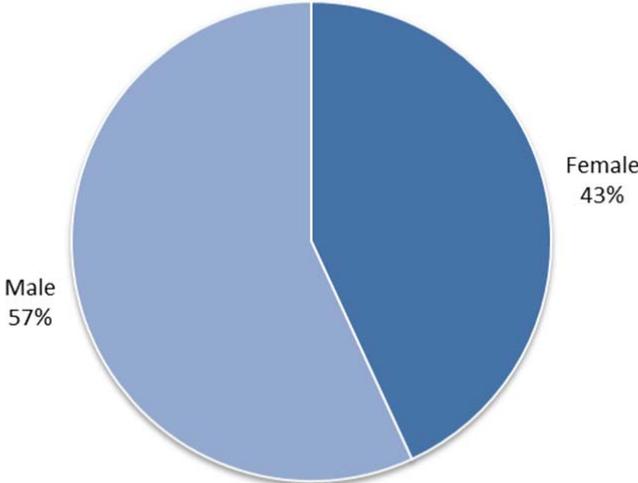


Figure 3: Workshop and Meeting Participants by Gender



## Component 2: Administrative Decentralization

### Section One: Highlights

*Strengthening Project Management.* In partnership with COMSEC, Tarabot held a conference in March on project management and its impact on Iraq's development. The event was attended by prominent officials such as Rahman Issa, and the Deputy Secretary General of COMSEC, and Sarah Ann Lynch, USAID Mission Director. Tarabot works in partnership with the Government of Iraq to achieve tangible effects in the planning



and implementation of vital infrastructure projects as part of its larger administrative reform initiative. The jointly-hosted conference illustrated the immense impact of project management processes on infrastructure improvement in Iraq, and called for its wider adoption to fully implement the National Development Plan (2013-2017) and its budget of \$357 billion. Tarabot contributes to the advancement of Government of Iraq personnel and systems through the institutionalization of Project Management Institute (PMI) processes. Currently, over 80 capital investment projects have been selected by Tarabot's partner ministries and governorate offices for the application of improved project management techniques.

*Iraq Development Management System Ready for Use.* USAID-Tarabot assists Government of Iraq partners to implement and operate the Iraq Development Management System (IDMS), an advanced online software package used to manage the government's capital investment cycle. Tarabot has trained targeted government staff members to update and enter project information into the system, query it for information, and generate statistical reports on capital investment projects and the progress of implementation. As a result of Tarabot's continual engagement with the Ministry of Planning and Synergy, a software development company, to tackle system challenges such as hardware upgrades, a new version of the system has been completed and is ready for deployment pending final approval from the Ministry of Planning.

*Public-Private Partnerships Furthered.* Public-Private partnerships were the focus of a jointly held conference by Tarabot and the Wasit Governorate on the governorate's new standard bidding documents for contractors. Attended by the Governor of Wasit and the heads of directorates and private companies, the event introduced standard bidding documents and highlighted its purpose and uses for government officials and the private sector. Standard bidding documents are integral to the public procurement process and works to ensure a fair and open system for local and international businesses alike when competing for government contracts.

*Standard Bidding Documents Adopted.* Tarabot participated in a three-day conference held by the Ministry of Planning to commemorate the adoption of standard bidding documents, which Tarabot has been assisting the Government of Iraq to adopt along with other procurement processes. Standard bidding documents are integral to ensuring the transparent, fair, and equitable

procurement of public goods and services. Their adoption by the Ministry of Planning signals a nationwide initiative to further Iraq's use of public procurement processes that meet international standards and will enable Iraq to become a more competitive marketplace for local and international businesses.

*Input-Output Analysis Framework Completed.* Tarabot commemorated the completion of an input-output analysis framework for the Iraqi economy with a launch conference on March 3<sup>rd</sup>, marking another milestone achievement with the Central Statistical Organization under the Ministry of Planning. The event was attended by the Deputy Ministers of Planning, Dr. Mahdi Al Allak and Dr. Samil Metti, and more than 100 key government officials. This new tool, completed after nearly 30 months of effort by USAID-Tarabot, establishes the relationship between input resources in the Iraqi economy such as raw materials and manpower to economic outputs such as GDP. Enabling decision makers to identify the added value of input resources, the new framework will support the implementation of the National Development Plan 2013–2017 by allowing the Iraqi government to gauge the effectiveness of its capital investment projects.

*Second Regional Decentralization Conference Launched.* USAID-Tarabot is working with Government of Iraq partners, at the central and provincial levels to facilitate the implementation of amended Article 45 of Law 21. As part of this work, Tarabot held the second of three planned regional conferences in Babil this quarter—the first having been held in late December—with the aim of coordinating the efforts of five provinces—Babil, Wasit, Najaf, Diwaniyah, and Karbala—in achieving implementation. Attendance was high and included high-level officials from governorate offices, provincial councils, and ministerial directorates, and was broadly covered by media outlets. The aim of the conference is to support the implementation of Article 45 through a coordinated approach between ministries and their directorates, governorate offices, and provincial councils. The legal and constitutional framework for decentralization, obstacles to implementation, and the respective roles of the parties involved were discussed. Recommendations and an implementation plan were drafted on the basis of these discussions. This conference follows one held for the southern provinces of Basrah, Maysan, Muthanna, and Dhi Qar in late December, and the next conference will be held for the northern provinces of Salah ad Din, Ninawa, and Kirkuk.

*Kurdistan Activities Progress.* The Kurdistan Ministry of Planning selected to partner with Tarabot on three initiatives: project management, Social Safety Net, and the One-Stop-Shop. Tarabot is introducing Project Management Institute (PMI) techniques to the Kurdistan Ministries of Construction and Housing, Electricity, and Municipality and Tourism, which will improve the quality and quicken the pace of more than 1,200 investment projects valued at \$4.5 billion being implemented annually by the Kurdistan Regional Government (KRG). With an execution rate of 45 percent for investment projects in 2013, the need for more robust and effective project management techniques is clearly merited. In this quarter, Tarabot delivered all PMI courses (PM processes, Estimation Techniques, and Earned Value Management), and proposals on the establishment of Project Management Offices in Erbil, Sulymaniyah, and Duhak.

In this quarter, Tarabot coordinated closely with the Kurdistan Ministry of Labor and Social Affairs to provide consultations and to support technical activities including the installation of software, inspection of hardware, and establishment of internet connections. Additionally, Tarabot provided courses and on-the-job training for programmers, IT specialists, and data entry employees in the Erbil, Sulymaniyah, Dahuk, and Garmian sites on the use of the Social Safety Net system, and data inspection and cleansing. On the progress of the One-Stop-Shop, Tarabot coordinated closely with

the Kurdistan Ministry of Labor and Social Affairs to provide technical assistance and consultations in the renovation and furnishing of the service center in Dahuk.

## Section Two: Next Quarter

USAID-Tarabot will build upon these and other successes in the quarter to come. This will include improving the capacity of the Government of Iraq to undertake capital investment project through the broad institutionalization of project management techniques, continual reform of procurement procedures, and final implementation of the Iraq Development Management System. These initiatives, along with assistance to Government of Iraq partners in producing quality midterm investment plans, will help facilitate the implementation of the National Development Plan developed by the Ministry of Planning with substantial assistance from USAID-Tarabot. Tarabot will also work to improve the quality of services provided by its governmental partners through the ongoing institutionalization of the Iraq Center for Excellence in Government and the development of One-Stop-Shop service centers. In the field of decentralization, Tarabot will continue its work to develop roadmaps to assist ministerial partners with its implementation. Tarabot is also working with partners at the local level in coordination with line ministries to develop knowledge transfer and capacity-building plans that will dovetail with the aforementioned roadmaps and pave the path for decentralization.

Additionally, the completion of all subject-matter and training-of-trainer courses by the Education Capacity Building Initiative in the second quarter provided Tarabot with a healthy pool of training-of-trainer graduates who will be eligible for masters training courses. Tarabot will work closely with the Ministry of Education to select master candidates, and to deliver their training through May.

In Kurdistan, Tarabot will deliver all remaining PMI training courses and establish Project Management Offices in the Kurdistan Ministries of Construction and Housing, Electricity, and Municipality and Tourism in coordination with the Kurdistan Ministry of Planning. Tarabot will also provide Project Management Professional (PMP) stimulation exams to prepare candidates for certification. Additionally, Tarabot will hold a conference in June for the Kurdistan Regional Government (KRG) on the Project Management Institute (PMI) to review achievements.

Tarabot will continue to work with the Kurdistan Ministry of Labor and Social Affairs to finalize the establishment of Social Safety Net stations in Erbil, Sulymaniyah, Dahuk, and Garmian and provide the necessary technical assistance and training to ensure their full operation. Additionally, Tarabot will support the renovation and furnishing of the One-Stop-Shop center in Dahuk, and develop the customer service capacity of the Dahuk site and others. Tarabot will coordinate with the Kurdistan Ministry of Planning to hold a seminar on One-Stop-Shop concepts for KRG service ministries at the end of May, and a joint conference for the Social Safety Net and One-Stop-Shop in June.

## Section Three: Work Plan Activities and Performance Indicators

### 2<sup>nd</sup> Quarter (January – March) FY 2014 Work Plan Activities

Work Plan ID	Activity/ Task Name	Progress
I	AD Component-Wide	

1.1.1	Coordinate with Gol Public Sector Reform Committees	
A	Conduct regular meetings with PMAC	There was no reason to meet with PMAC this quarter, although many discussions were held with key players there including Ms. Huda Abdel Malik, the Director General.
B	Attend regularly meetings of the Higher Committee for Public Administration Reform	No meetings were conducted this quarter.
1.1.2	Enhance access to and utilization of cost-share funds by Gol entities	
A	75% of allocated cost-share funds are spent	From the total of \$5,883,750, which was the 2012 cost share fund for the AD component, \$177,000 was added in the last quarter to the total amount spent in cost share funds; this makes the total amount spent now equal to 64% of the total amount released, Now we are awaiting approval of the 2014 budget to rollover the money so the ministries can use it.
B	50% of 2013 cost-share funds are spent	From the total \$6,099,525, which is the cost share fund for the AD component, \$331,060 was spent from the 2013 cost share funds, representing 5% of the total amount approval for the 2013 funds and projects was in the end of the fiscal year and we have to wait until the 2014 budget is approved to rollover the money so the ministries can use it.
2	Administrative Decentralization Support	
2.1	Support to National Level Decentralization Initiatives	
2.1.1	Analyze Legislation	
A	Draft a summary briefing containing all pending or passed legislation from this quarter pertaining to article 45 of Law 21	Provincial Ministry Directorates (MoA, MoH, MoEd, and MoYS) in Babil, Basrah, Dhi Qar and Wasit began drafting studies pertaining to Article 45 of Law 21
2.1.2	Coordinate with National Entities	
A	Carry out quarterly update meeting with relevant national stakeholders	Continued working with targeted ministries (MoH, MoEn, and MoYS) on promoting and implementing administrative decentralization
B	Draft DCU closeout conference agenda	Pending Gol decision to nominate a national entity to sponsor the conference
2.2	Support to Decentralize Central Ministry Functions	
2.2.1	Follow-up on National Decentralization Efforts	
A	Carry out three workshops for ministry partners on new legislative and regulatory developments related to Article 45 of Law 21 (Law 21, Budget Law, etc)	Several workshops were conducted in Babil, Basrah, Dhi Qar, Kirkuk, Maysan, Ninawa and Wasit with representatives from the PC, GO, and provincial ministry directorates
2.2.2	Develop individual Implementation Plans for Article 45 of Law 21 for partner ministries	
A	Continue to develop draft plans for the implementation of the amended Article 45 of Law 21 in cooperation with partner ministries	Local entities in Babil, Basrah, Dhi Qar, and Wasit established committees to gather information from the local level and compile it into a study on decentralization that can inform ministerial roadmaps
B	Deploy technical decentralization STTA	STTA deployed and the SOW was implemented. Presentation delivered to USAID at the end of February 2014
2.3	Support to Provincial Governments to Participate in the Decentralization Process	
2.3.1	Facilitate decentralization process in provinces	

A	In coordination with GSP, carry out three workshops with decentralization committees on new legislative and regulatory developments related to Article 45 of Law 21 (Law 21, Budget Law, etc). Work with committees to identify and evaluate functions for decentralization, plan for their implementation, and submit claims for their transfer	One workshop conducted in Basrah on March 3, 2014. Two other workshops were not implemented due to GSP.
B	Conduct three regional workshops to establish three regional networks of decentralization committees to foster a unified vision for decentralization	One regional conference was conducted in Babil on January 30, 2014. The first regional conference was conducted in Maysan on December 31, 2013. The third conference was planned in Ramadi and the provinces of Anbar, Ninawa, and Salah ad Din were invited. However, the current escalation in security has stalled the implementation of this conference
2.3.2	Assist provinces to engage in the decentralization process	
A	Assist two provinces in coordination with line ministries to develop knowledge transfer and capacity-building plans to accommodate implementation of Article 45 of Law 21	MoH established a committee to promote and implement administrative decentralization, including the building of the capacity of its staff. MoEn has also established a similar committee, and selected the Basrah Environment Directorate as a pilot on which to implement administrative decentralization
3	Projects Planning	
3.1	Capacity building within ministries in project planning	
3.1.1	Enhance capital investment planning for key Gol ministries	
A	Complete the three phases* of investment planning for three additional ministries	On-job training on investment planning delivered to MoYS, MoT, and MoH
	* The phases of investment planning include: identifying areas of disconnection between ministries' capital investment projects and NDP goals; multi-year capital investment planning aligned with NDP; and on-the-job training to align planning with the NDP	
B	Draft midterm investment plans for three ministries completed	Meeting on Strategic Planning conducted for representatives from the MoE, MoA and MoLSA on Feb.9, 2014
3.2	Support National Development Planning	
3.2.1	Support the NDP 2013-2017	
A	Monitoring indicators are tracked using the INMS database and base year data has been entered	Matrix of indicators developed in coordination with MoP
4	Project Management	
4.1	Improve capital investment projects management at the ministerial level	
4.1.1	Assist to enhance impact of modern estimation techniques at the ministerial level	
A	Provide technical assistance to three ministries to initiate project schedules and cost estimates on live projects	Technical Assistance delivered to MoYS, MoLSA, MoMD, and MoO
4.1.2	Assist to transfer modern estimation techniques at the ministerial level	
A	Propose formal adoption of modern project scheduling and cost estimation systems in three ministries	Due to <i>Tarabot</i> PM team proposal, MoT selected three projects to apply PM techniques. The MoO and MoM are expected to adopt modern PM scheduling in the next quarter.
4.1.3	Assist to anchor modern project management structures at the ministerial level	
A	Propose establishment of PMO in one additional ministries	MoYS developed proposed PMO structure and submitted to <i>Tarabot</i> for review

B	Develop closeout program of technical assistance to complete transfer of PM functions to established Gol PMOs	Close-out Plan will be developed in Qtr. 3 FY 2014
C	Provide follow-up technical assistance to two established PMOs to anchor PM functions	Technical Assistance delivered to MoMD and MoYS to enhance PMO functions and structure
4.1.4	Publicize PM improvements	
A	Conduct National Project Management Conference	The Council of Ministers Secretariat (COMSEC) together with USAID-Tarabot held a conference on project management and its impact on Iraq's development at the Al-Rashid Hotel in Baghdad on March 19–20, 2014. The conference was attended by a number of prominent Iraqi government figures. Following the national PM conference held with <i>Tarabot</i> and COMSEC, COMSEC is now in the final stages of preparing a list of recommendations to all ministries and GOs which will include the formal adoption of PMI systems and the establishment of new PMOs.
4.2	Improve capital investment projects management at the provincial level	
4.2.1	Assist to enhance impact of modern estimation techniques at the provincial level	
A	Provide technical assistance to three GOs to initiate project schedules and cost estimates on live projects	Technical Assistance delivered to Babil, Diwaniyah, Najaf, Ninawa, and Wasit GO
4.2.2	Assist to transfer modern estimation techniques at the provincial level	
A	Propose formal adoption of modern project scheduling and cost estimation systems in three GOs	Babil GO agreed to apply MS Project to their 2014 projects. Proposals for the adoption of project management scheduling techniques were sent to two GOs (Wasit and Ninawa) and we are looking to have the adoption approved in Qtr 3 of FY 2014
4.2.3	Assist to anchor modern project management structures at the provincial level	
A	Propose establishment of PMO in one additional GO	New PMO structure developed and submitted to Dhi Qar GO to study for adoption
B	Develop closeout program of technical assistance to complete transfer of PM functions to established GO PMOs	Close-out Plan will be developed in Qtr. 3 of FY 2014
C	Provide follow-up technical assistance to four established GO PMOs to anchor PM functions	<i>Tarabot</i> has been providing technical assistant to the Governorates of Muthanna and Dhi Qar to establish new PMOs, Both of the governorates were approved to restructure and establish PMOs. The <i>Tarabot</i> PM team continued to follow up with and provide assistance to the Babil and Najaf governorates to anchor PM functions.
4.2.4	Publicize PM improvements	
A	One regional PM workshop conducted	Three regional focus groups were conducted to assess the level of project management services provided by <i>Tarabot</i> to GOs. Representatives from Babil, Basrah, Dhi Qar, Diwaniyah, Maysan, Muthanna, Najaf, Ninawa, Salah ad Din, and Wasit attended these focus group discussions
5	Procurement	
5.1	Improve procurement processes at the ministerial and provincial levels	
5.1.1	Graduate Gol entities that received Technical Assistance from <i>Tarabot</i>	

A	Technical assistance in procurement finalized for three additional entities and an action plan provided for the sustainable implementation of procurement practices	A draft Sustainability Plan was developed, and is currently under review and finalization
5.1.2	Establish procurement planning at Gol entities	
A	Procurement plan developed by additional three ministries	Procurement Plan for 2014 developed for MoMPW and Maysan GO
5.1.3	Implement standard bidding documents at Gol	
A	Three Gol entities apply their standard bidding documents with PAU assistance	Technical Assistance delivered to Babil GO and MoTr/ State Company for Maritime Transportation in applying SBDs
5.1.4	Establish procurement records management system for Gol	
A	Procurement records management system put in place for three Gol entities with TA from PAU	Tarabot Technical Assistance to Diyala and Najaf GOs and MoCH has resulted in improvements in their procurement records management systems
5.1.5	Develop procurement performance indicators and reporting system	
A	Procurement performance indicators and reporting system developed by three additional Gol entities with TA from PAU	Technical Assistance from Tarabot to MoEn and Maysan GO has resulted in: <ul style="list-style-type: none"> <li>MoEn using procurement performance indicators</li> <li>Maysan GO developing FY 2013 Annual Procurement Report</li> </ul>
6	Iraq Development Management System (IDMS)	
6.1	Automate Government Capital Investment Management and Monitoring in Iraq	
6.1.1	Operationalize the IDMS at the MoP and Gol entities	
A	2012 projects are entered into the system	Targeted ministries continued to update the IDMS with data related to 20102 projects. However, there are delays due to constant improvements and updates to the system
B	Five GOI entities are using IDMS to update the status of their projects' implementation	Once the IDMS system is finally modified according to MoP requirements, a letter from the MoP will be circulated to all Gol entities to update and upload their projects to the IDMS latest online version
7	Center of Excellence	
7.1	Establish CoE Framework	
7.1.1	Develop the Iraq Center for Excellence in Government Charter	
A	Center's goals, objectives, and charter finalized	CoE goals, objectives, and charter under review and finalization
7.1.2	Develop the CoE functional structure, organizational structure, and operating model	
A	Functional structure, organizational structure, and operating model finalized for CoE	CoE Functional structure, organizational structure, and operating model under review and finalization
7.1.3	Develop the Center's services along with services descriptions, policies, and procedures	
A	Center's services developed along with services descriptions, policies, and procedures finalized	CoE services and services description, policies, and procedures developed and is under review before finalizing
7.1.4	Develop the Center's assessment guidelines, policies, and procedures	
A	Center's assessment guidelines, policies, and procedures finalized	CoE Assessment guidelines, policies and procedures developed, and is under review before finalizing

7.2	Establish CoE System	
7.2.1	Develop the Center's criterion toolkits as per the EFQM model	
A	Center's criteria toolkits finalized as per the EFQM model	CoE Criteria Toolkit developed, and is under review before finalizing
7.2.2	Develop the Center's award assessment toolkit	
A	Center's award assessment toolkit developed	CoE Award Assessment Toolkit developed, and is under review before finalizing
7.2.3	Develop implementation work plan	
A	Implementation work plan developed	Implementation work plan of the excellence model toolkits were completed and is scheduled to be implemented in Qtr3 FY 2014
7.3	Operationalize the CoE	
7.3.1	Institutionalize the ICEG model	
A	Revise ICEG model as per comments of stakeholders	A meeting was conducted with the ICEG host (COMSEC) to prepare a detailed plan on how to achieve the institutionalization objectives
7.3.2	Implementing the ICEG components for the target ministries	
A	Implementing the ICEG components for the target ministries	Assessment completed by the Certified Excellence Program Assessor under the Excellence criteria for all targeted Gol entities (MoTr/ GCPI, MoHEd/ University of Basra, MoMD, MoHR, MoLSA, MoHEd/ University of Mosul, COMSEC, MoP, MoTr/ HQ, MoH- Al-Kadhimiya Hospital & MoCH). Findings of the assessments are being reviewed by <i>Tarabot</i> ; and is in the process of developing plans for each targeted Gol entities
8	"One-Stop Shop" Service Centers	
8.1.1	Implement "One-Stop Shop" Service Center Infrastructure	
A	Architectural design delivered to MoO/OPDC and TA provided to facilitate implementation	2D and 3D Architectural design maps for MoO/ Baghdad Oil Products Distribution Company delivered. Technical Assistance provided to facilitate implementation on allocated land
8.1.2	Initiate "One-Stop Shop" Outreach Campaign	
A	Additional footage showing progress of implementing the One-Stop-Shop SC at the Gol ministries captured	Progress for two MoMPW/ Directorate of Municipalities were captured for sites in Diwaniyah and Kut
B	500 copies of the customer service brochure distributed to Gol entities	Delays in receiving copies of the customer service brochure due to the election campaigns
8.1.3	Select and improve "One-Stop Shop" services	
A	Service guidelines or service SOPs developed for MoO/OPDC	Draft Service Guideline Manual (SOP) delivered and discussed during a workshop conducted on January 27, 2014
8.1.4	Establish PMO for implementation of software and provide ToR for automation of selected re-engineered service processes	
A	TOR provided to MoO/OPDC for the automation of the selected re-engineered service processes in applicable circumstances	TOR delivered during a workshop conducted on March 04, 2014 to 15 participants
8.1.5	Develop customer service capacity for SC staff	

A	TA provided on customer service skills for two additional Gol entities	Technical Assistance on Customer Service delivered to officials from Moj, MoMPW, and MoO/ Baghdad Oil Products Distribution Company
9	Special Program with Kurdistan Regional Government	
9.1	Assistance to the Kurdistan Ministry of Labor and Social Affairs to complete their SSN and link it to the national SSN	
9.1.1	SSN System implemented and deployed	
A	Initial version of the modified system deployed at pilot site	The development process for the new requirements is still in progress by PRIMUS (software company), modifying the technical documentation for KRG SSN version. The prototype (first version of the modified system) is scheduled to be released in the first week of April 2014
9.1.2	SSN data entry and data migration	
A	Start data migration process from ACCESS to SSN SQL database for four sites	Technical Assistance continues in data entry for the four targeted sites (Erbil, Dahuk, Garmian, and Sulaymaniyah)
B	Technical assistance provided as needed in the data migration process	The development of data migration script to move data from Access Database to SQL Database is still in progress
9.1.3	SSN capacity building	
A	Technical assistance and on-the-job operational training provided for system users and technical staff at five sites	A series of workshops were conducted to staff at the five sites (Garmian, Sulaymaniyah, Erbil, Dahuk, and Koya) pertaining to data entry, data cleansing, SQL Server, and SSN system installation and configuration
9.1.4	SSN hardware support	
A	Technical assistance provided on hardware installation for five sites	Servers and hardware installation for the main site (KMoLSA HQ) and Erbil Social Welfare Sites are ready. The two sites are connected via internet. However, there are delays in connecting with the three remaining sites in Dahuk, Garmian, and Sulaymaniyah due to missing hardware equipment necessary to complete the connection
10	"One-Stop Shop" Service Center - KRG	
10.1	Improve the Facilities and Systems of Key KRG Public Services	
10.1.1	Implement "One-Stop Shop" Service Center Infrastructure	
A	Provide TA in the stage of rehabilitating the OSS SC	Technical Assistance delivered to KMoLSA on rehabilitating the Dahuk One-Stop-Shop Service Center Building
B	Procure the Queuing system for Dahuk Directorate of SSN	Three proposals for the Queuing System pertaining to the Dahuk One-Stop-Shop Service Center were submitted to the Technical Evaluation Committee. The proposals were reviewed and the results sent to MSI HO for procuring
11	Project Management KRG	
11.1.1	Improve the KRG's regional project management system	
A	Provide one training course on Time, Cost, and Integrated Change Control practices for MoP-KRG staff	Pending KMoP increasing the number of staff to attend the training courses
B	Joint-sponsorship of Project Management in Kurdistan Conference discussed with MoP-KRG and KRG executive bodies	A meeting was conducted on Jan. 26, 2014 with KRG MoP and executive bodies
11.1.2	Improve project management systems in KRG ministries	

A	TA provided on Time, Cost, and Integrated Change Control practices for three KRG ministries	A series of meetings and workshops were conducted to targeted ministries (KMoE, KMoCH and KMoMT) in Dahuk, Erbil, and Sulaymaniyah
11.1.3	Establish project management structures in KRG ministries	
A	PMO proposal submitted to three KRG ministries	Meetings with targeted ministries (KMoE, KMoCH, and KMoMT) were conducted to discuss and submit PMO proposal
B	TA provided to evaluate and implement PMO restructuring as required	Technical Assistance delivered to engineers in targeted ministries (KMoE, KMoCH, and KMoMT) on evaluating and implementation PMOs
11.1.4	Build capacity of KRG civil servants in the field of project management	
A	One comprehensive training course carried out on the PMI system and PMP certification process for KRG civil servants from partner ministries and executive bodies	Two training courses on PM Processes were conducted in: <ul style="list-style-type: none"> <li>Dahuk on Jan. 05-16, 2014 for 20 participants representing KMoE, KMoCH, and KMoMT</li> <li>Erbil on Feb. 10-20, 2014 for 20 participants representing KMoE, KMoCH, and KMoMT</li> </ul>
B	KRG ministries supported to select a certifying testing center in the region and register for PMP exams	Proposal was sent by <i>Tarabot</i> to KMoP and they had several decision meetings to get the final approval on these certified centers. <i>Tarabot</i> is expecting to get the approval in Qtr3 FY2014
12	Ministry of Education Capacity-Building Initiative	
12.1	Ministry of Education staff develop skills in core areas of public administration	
15.2.5	Procurement	
A	Conduct two Training Courses	Two Advance Training Courses were conducted in Erbil and Basrah. A total of 71 Participants (57 male, 14 female) from 12 provinces (Anbar, Baghdad, Basrah, Dhi Qar, Diwaniyah, Diyala, Kirkuk, Maysan, Muthanna, Najaf, Ninawa and Salah ad Din) participated in these courses
15.2.6	ToT Training	
A	Conduct two Training Courses	Two ToT Courses were conducted in Basrah and Baghdad. A total of 31 participants (19 Male, 12 Female) from three provinces (Baghdad, Basrah and Diyala) participated in these courses
2.1.7	Master Training	
A	Conduct modules 1 and 2 of masters training course in eight 5-day workshops	Eight Master Trainer Courses conducted in Baghdad. Four courses in February and another four courses in March 2014. 68 Trainers (43 Male, 25 Female) from Baghdad, Basrah, Diyala, Kirkuk, and Najaf participated in these courses

## 2<sup>nd</sup> Quarter (January - March) FY 2014 Performance Indicator Table

Sub-IR 3.1: Administrative Regulations for Decentralization Implemented				
Indicator #	Indicator Name	Qtr. 1 FY 2014 (Oct-Dec) 2013	Qtr. 2 FY 2014 (Jan-Mar) 2014	Status
3.1.1	Number of regulations and administrative orders issued supporting de-concentration of central ministries activities to Directorates	1	0	No regulations were issued during this quarter; due to the delay in passage of 2014 Budget Law. However, the following progress was made; (1) Basrah and Wasit GO communicated with COR/ Regional & Provincial Committee, and COMSEC regarding activating some articles in the constitution; promoting administrative decentralization (2) Some provinces (Babil, Basrah, Dhi Qar and Wasit) focused on establishing committees and preparing a roadmap to implement Article 45 in Law 21; including new targeted provincial ministry directorates (MoA) (3) Recommendations and draft road map from the Regional Decentralization Conference conducted in Babil on January 30, 2014 was submitted to COR, COMSEC, and participated provinces (Babil, Diwaniyah, Karbala, Najaf and Wasit)
3.1.2	Number of regulations and administrative orders issued supporting de-concentration from central ministries to Governor Offices (GOs)	1	0	No regulations were issued during this quarter due to the delay in passage of 2014 Budget Law. However, Wasit GO communicated with MoF to begin implementing Article 45 by transferring ministry departments to the provinces and promoting fiscal decentralization

Sub-IR 3.2: Provincial Resource Management for Service Delivery Strengthened				
Indicator #	Indicator Name	Qtr. 1 FY 2014 (Oct-Dec) 2013	Qtr. 2 FY 2014 (Jan-Mar) 2014	Status
3.2.1	Number of ministries initiating improved organizational structure change	N/A	N/A	Status for this indicator ended with Qtr4 FY 2013 See Note 3
3.2.2	Number of line ministries with Business Process Systems reengineered	N/A	N/A	Status for this indicator ended with Qtr4 FY 2013 See Note 3
3.2.3	Number of Gol counterparts working towards establishing internal quality management unit(s)	N/A	N/A	Status for this indicator ended with Qtr4 FY 2013 See Note 3

3.2.4	Number of Gol entities utilizing the IDMS to manage and monitor their capital portfolio	0	0	Targeted Gol entities have stopped using the IDMS according to instructions from MoP. MoP is coordinating with Synergy to complete the necessary requirements that will lead to a more efficient system and reduce errors
3.2.5	Number of Gol entities applying excellence program for improving government performance	0	3	MoCH, MoH, and University of Mosul approved to implement the Institutional development and excellence criteria
3.2.6	Number of one-stop-shop service centers implemented	0	0	Progress varies for each site; and as follows: <ul style="list-style-type: none"> <li>• MoMPW: Re-announced the tender and directly inviting qualified companies</li> <li>• MoJ: Architectural design in 3D view was developed for the Al-Baya'a Notary Public Building</li> <li>• MoO: Re-engineering Business Process approved for Distribution Oil Company. 2D and 3D architectural design, draft SOP and TOR delivered to the ministry for review and approval</li> <li>• MoLSA: No new progress was made. The Architectural Designs were delivered to the ministry. The Ministry will complete the renovations of the building for the site in Najaf</li> </ul>
3.2.8	Number of Gol entities that have applied Project Management practices to their Capital Investment Projects	1	3	MoT, MoLSA, and MoYS are the only new ministries that have selected projects to apply PM techniques during this quarter
3.2.9	Number of Gol entities that have improved procurement processes or systems	1	0	No new ministries or provinces have demonstrated improved procurement processes this quarter. The same previously reported ministries and provinces have continued to improve their procurement processes.
3.2.10	Number of Provincial Education Directorate staff trained in 5 core areas of Public Administration	78	41	36 Male and 5 Female (new individuals)
3.2.11	Number of Ministry of Education graduates from Training of Trainer (ToT) level Course	60	28	Representing 17 Male, 11 Female
3.2.12	Number of Ministry of Education graduates from Master Trainer-level Course	N/A	0	To graduate as a Master Trainer, the individual must complete 4 phases. Currently, phases one and two were completed. Phases three and four are planned for Qtr3 FY 2014

USAID Standard Indicators (F-Indicators)				
Indicator #	Indicator Name	Qtr. 1 FY 2014 (Oct-Dec) 2013	Qtr. 2 FY 2014 (Jan-Mar) 2014	Status
F 3.2	# of sub-national entities receiving USG assistance that improve their performance	10	33	Representing new Provincial Ministry Directorates
F 3.3	# of administrators/ officials trained with USG support	69	24	Representing 14 Male, 10 Female (new individuals) See note 2

## Notes

1. All indicators not represented in the above tables are year-end performance indicators. Status will be given in the annual report.
2. The number reported is for individuals and not participants.
3. Per USAID instructions, beginning FY 2014, indicators 3.2.1, 3.2.2, and 3.2.3 are reported under Indicator 3.2.5

2<sup>nd</sup> Quarter (January-March) FY 2014 Charts and Tables

Table I: Workshops Participants by Organization

Organization	Automat ion	Center of Excell ence	Communi cation	Decentrali zation Procedure	IDMS	Planning	Procure ment	Project Managem ent/AD	Service Centers Improvem ent
General Secretariat of the Council of Ministers			2						
Ministry of Displacement and Migration		20						4	
Ministry of Agriculture				10		5	3	7	
Ministry of Communications								3	
Ministry of Construction and Housing				7			19	3	
Ministry of Construction and Housing/ KRG								52	
Ministry of Education				49				1	
Ministry of Electricity						3	2	29	
Ministry of Electricity/ KRG								57	
Ministry of Environment				12			12		
Ministry of Finance				5					
Ministry of Health		24	2	45		75	39	5	
Ministry of Higher Education & Scientific Research		78						2	
Ministry of Human Rights		6							
Ministry of Industry and Minerals			2				16	17	
Ministry of Interior							1		
Ministry of Justice			2						19
Ministry of Labor and Social Affairs				27		4	12	16	

Organization	Automation	Center of Excellence	Communication	Decentralization Procedure	IDMS	Planning	Procurement	Project Management/AD	Service Centers Improvement
Ministry of Labor and Social Affairs/KRG	43								3
Ministry of Municipalities and Public Works			2	91			25	20	26
Ministry of Municipality and Tourism/KRG								52	
Ministry of Oil			2	1			9	5	36
Ministry of Planning		10	2	1	14		12	1	
Ministry of Tourism and Antiquities							1		
Ministry of Trade								25	
Ministry of Transportations		101	2				22	4	
Ministry of Water Resources								2	
Ministry of Youth and Sports				6		19	14	13	
Babil Governorate Office				3			27	25	
Basrah Governorate Office				8			49	5	
Dhi-Qar Governorate Office				13			8		
Diwaniyah Governorate Office				19			20		
Diyala Governorate Office								1	
Karbala Governorate Office							23		
Kirkuk Governorate Office				2			4		
Maysan Governorate Office				17			35		
Najaf Governorate Office							8	10	
Ninawa Governorate Office								12	
Wasit Governorate Office				10			85	35	
Babil Provincial Council				6					
Basrah Provincial Council				31					

Organization	Automat ion	Center of Excell ence	Communi cation	Decentrali zation Procedure	IDMS	Planning	Procure ment	Project Managem ent/AD	Service Centers Improvem ent
Dhi-Qar Provincial Council				6					
Maysan Provincial Council				6					
Wasit Provincial Council				2					
NGO				2					
Private Sector								2	
<b>Total</b>	<b>43</b>	<b>239</b>	<b>16</b>	<b>379</b>	<b>14</b>	<b>106</b>	<b>446</b>	<b>408</b>	<b>84</b>

Figure 1: Activities Distribution by Type

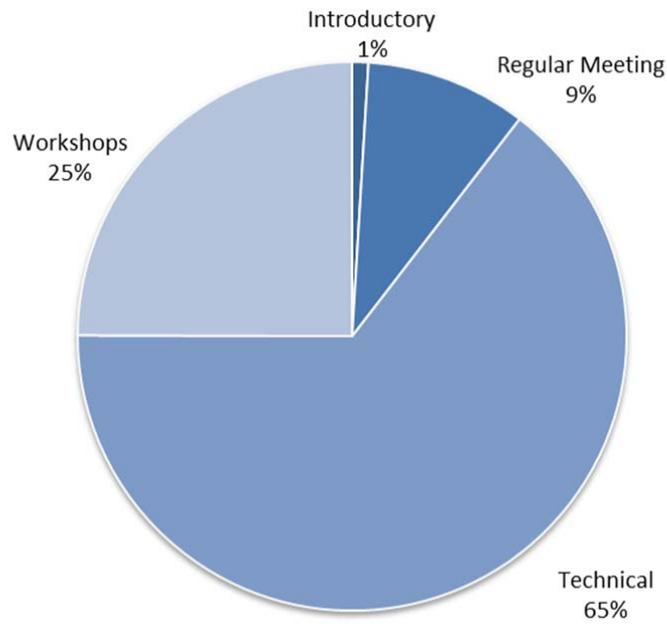


Figure 2: Workshop and Meeting Activities by Tarabot Hubs

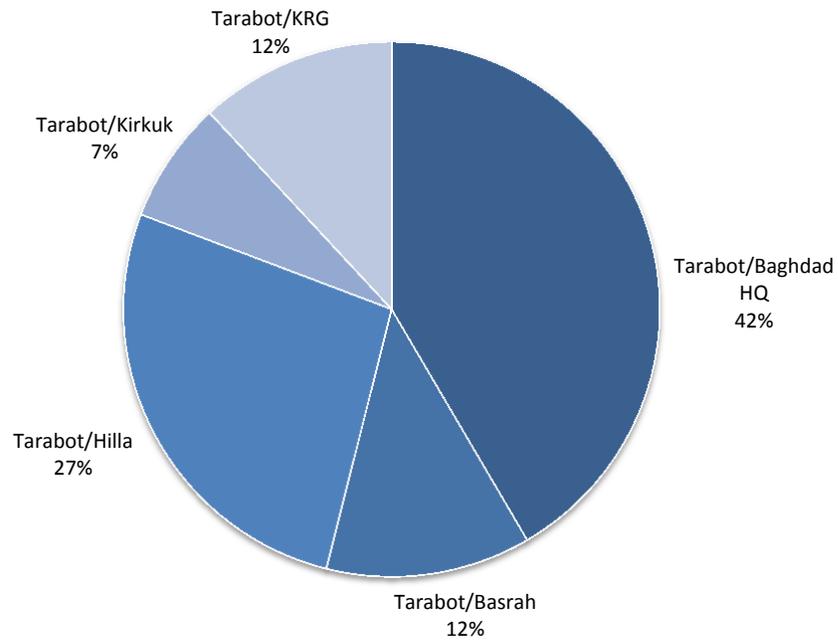
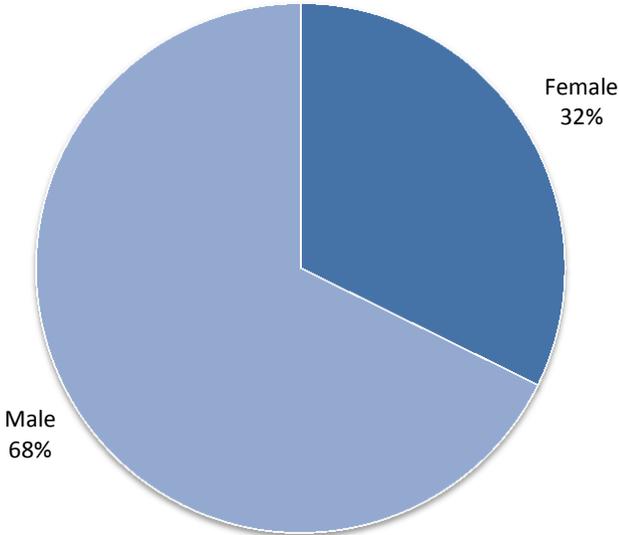


Figure 3: Workshop and Meeting Participants by Gender



## **Project Administration**

### **Travel and Security**

Security incidences increased steadily throughout the quarter, beginning with the ongoing battle in Anbar province. Tarabot offices in Anbar were temporarily closed, but the effects of the security situation in Anbar have permeated Baghdad with several serious attacks in the district. Increased checkpoints have caused major traffic congestion on many Baghdad streets, which complicate and slowed mobility for Tarabot staff and security teams throughout Baghdad.

### **Compound Offices and Housing**

Tarabot has been working steadily throughout the quarter to close out buildings used for offices and residences as leases expire on properties in the Mansour compound. The Ur residence was closed in February, and the Babylon house was closed in March. Accordingly, furniture and equipment in these buildings are undergoing disposition as required by USAID regulations and MSI policies and procedures. On March 13, 2014, USAID approved the disposition and sale of generators in Tarabot's inventory. The following day, USAID approved Tarabot's property disposition request to dispose of items through public advertisement and sealed bids, as well as the disposal of damaged equipment and furniture.

On March 31, 2014, Tarabot closed five provincial offices in Diwaniyah, Anbar, Dhi Qar, Najaf, and Salah ad Din.

### **Staffing and Deployment**

As of March 31, 2014, the Tarabot staff consists of 30 expatriates and 230 Iraqi national personnel. With approval from the USAID Contracting Officer, ISRAR staff contracts were extended until May 31, 2014.

Tarabot has received visas for all expatriate long and short term technical assistance staff traveling to support the project in the immediate future.