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# USAID IRAQ ADMINISTRATIVE REFORM PROJECT

MONTHLY PROGRESS REPORT, APRIL 2014

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Management Systems International  
200 12<sup>th</sup> Street South  
Arlington, VA 22202  
Tel: + 1 703 979 7100

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USAID Iraq Administrative Reform Project

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## ACRONYMS

COMSEC	Council of Ministers Secretariat
IDMS	Iraq Development Management System
ISRAR	Iraq Solutions for Regulatory and Administrative Reform
PMAC	Prime Minister's Advisory Council
PMI	Project Management Institute
PMP	Project Management Professional
USAID	United States Agency for International Development

## SUMMARY

**Determining the Costs of Regulatory Reform.** USAID-Tarabot's Iraq Solutions for Regulatory and Administrative Reform (ISRAR) initiative conducted a cost impact estimation training this month to better illustrate how to quantify the impact and savings produced through regulatory reforms. Cost impact estimation is a technical review of individual laws and regulations, and attempts to determine their burden on the economy. In other words, cost impact estimation provides quantifiable results of regulatory reform, and answers the question, "How will this affect the citizens of Iraq?"

To determine individual costs, which are later summed to determine the overall cost impact for any given law, the ISRAR team uses market averages to estimate how much time and money certain activities should ideally take in Iraq. This type of analysis gives both politicians and citizens a benchmark to better understand the actual economic gains that arise from sound regulatory reform. The availability of reliable economic data coupled with further training will allow ISRAR to introduce cost impact estimates into future regulatory reform packages, provide supporting evidence for reforms, and speed the process of adoption.

**Strengthening Responsive Government in Iraq.** Considering citizens to be clients was the message of the keynote speaker, Dr. Ali Allak, Secretary General of the Council of Ministers, at an important conference held at the Al Rashid Hotel on April 14th to launch the new, fully-automated, and online national Citizens Complaint System. The USAID Deputy Mission Director, Alonzo Wind, spoke about the expanding partnership between USAID and the Government of Iraq, especially with the Council of Ministers Secretariat (COMSEC). Citing the Citizens Complaint System as an example, he stressed how the system, supported directly by USAID-Tarabot, also builds upon and cooperates with the work of two other USAID projects—Access to Justice and the Governance Support Project.

The Director of Public Relations and Citizen Affairs, along with his technical IT team, presented the mechanics of the system with a live internet demonstration and outlined how COMSEC and other parts of the government will work together to address issues brought forth by citizens. During open discussions and questions, the COMSEC team effectively reassured the audience that the system provided relevant safeguards for privacy, and a realistic program of response.

The Citizens Complaint System is a new electronic system designed to handle citizens' complaints by connecting 55 Citizen Affairs Offices in ministries, governorate offices, and other entities with the Directorate of Public Relations and Citizen Affairs at COMSEC. The project aims to reduce the routines and bureaucratic procedures for how government departments and ministries receive and respond to citizens' complaints. The new system, through better information sharing and transparency, will enable new levels of accountability from government directorates and offices to the citizens of Iraq and the central government, and take citizens' issues seriously by considering them to be clients, for whom they are working for. Mohammad Al Tamimi, Director General of Public Relations and Citizen Affairs, praised Tarabot's work in supporting this initiative: "We highly appreciate the efforts of the Iraqi Administrative Reform Project—Tarabot—and its ongoing quest with us to establish professional rules for the

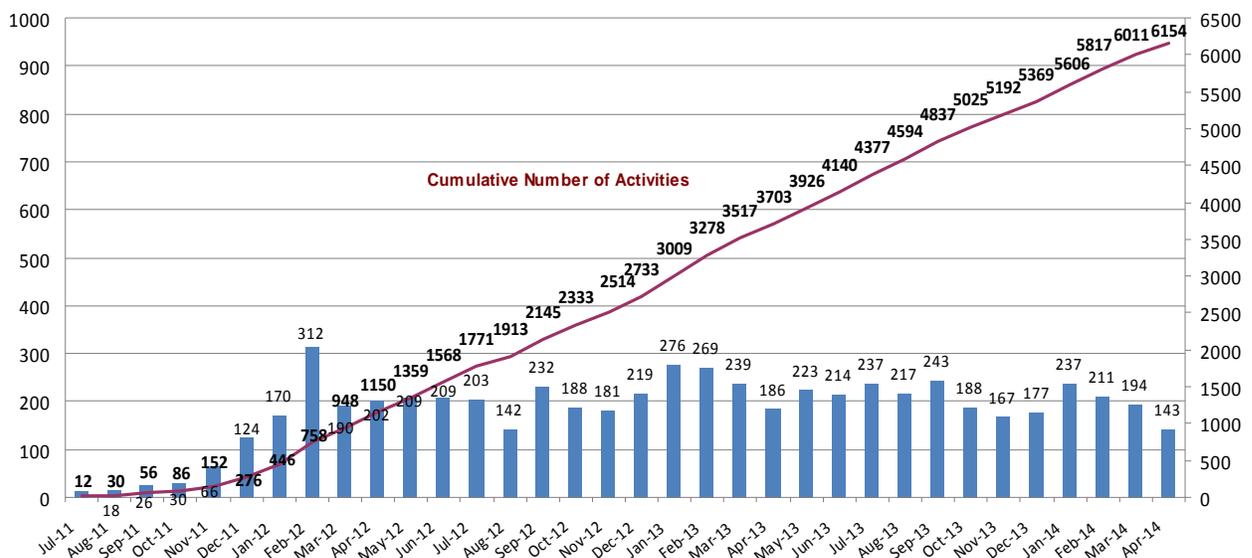
development of this program and investing time to secure outcomes and utilize them in complement with our other partnerships with the U.S. Agency for International Development.”

**Institutionalizing Project Management.** USAID-*Tarabot* met the Director General of COMSEC’s Governmental Coordinating Directorate to discuss next steps in the implementation of Project Management Institute (PMI) processes within Iraqi government entities. This meeting was held following the success of the Project Management Conference hosted by COMSEC and *Tarabot* in March. COMSEC has agreed—upon *Tarabot*’s recommendation—to consider Project Management Professional (PMP) certified engineers as equivalent to master degree holders. To that end, *Tarabot* is working with both ministries and governorates, in accordance with a new work plan, to assist their engineers in preparing for their PMP certification exams. Additionally, COMSEC will encourage the adoption of PMI processes in Iraq’s engineering curricula.

**Expanding Knowledge in Public Policymaking.** USAID-*Tarabot* is continuing its assistance to the Ministries of Human Rights, Labor and Social Affairs, and Migration and Displaced in their implementation of public policies and in the institutionalization of modern policy making. This month, a three-day conference, organized by *Tarabot* in coordination with the Carnegie Endowment for International Peace, was held in Beirut for more than 50 Iraqi policy advisors. Participants attended sessions on cost-benefit and quantitative analysis, and education, agriculture, water, economic, refugee, and environmental policies. Advisors participated from the Prime Minister’s Office, Presidency Diwan, universities, the Ministries of Environment, Migration and Displaced, and Human Rights. The presenters were Carnegie experts and professors from the American University of Beirut. The study tour introduced Iraqi policy offices, established through the support of *Tarabot* over the last three years, to the Carnegie Endowment and expanded the knowledge of Iraqi officials about the role of public policy in government affairs. The event also provided an opportunity for officials to network with a world-renown think tank in research and policymaking. By doing so, *Tarabot* is working to anchor and secure policy offices within the Government of Iraq, and guaranteeing the legacy of its work in championing and supporting public policymaking in Iraq.

**Events:** USAID-Tarabot engaged in a variety of activities during April; however, the number of activities was reduced this month due to government preparations for elections taking place on April 30, 2014. This month's figures will not include the last week of April as many activities have been postponed because of security precautions, government holidays, and parliamentary election activities throughout the provinces. Tarabot will include all activities that will take place in the last week of April in the next monthly report. The following accounts for the number and types of events delivered in April.

- **Total Events:** USAID-Tarabot teams held **143** events (workshops and formal meetings) during April 2014.
- **Locations:** **63** of these events were held in locations in Baghdad, while **79** events were delivered on location in **15** provinces and **1** event was held in Beirut.
- **Type of Event:** **141** events in April were formal assessment meetings, action planning, or implementation workshops, while **2** events were introductory meetings.
- **Institutions:** **80** of these events were held with **21** ministries; **49** events supported governorate offices; **5** events were held directly with the executive offices; **2** events were held with NGOs and the private sector; **2** events were held with the Provincial Councils; and **5** events were mixed.
- **Tarabot components:** **26** events were carried out by the National Policy Management component; **106** by the Administrative Decentralization component; **7** events by the Kurdistan Regional Government office; and **4** by the Education Capacity Team.



# NATIONAL POLICY MANAGEMENT

## 2.1 Regulatory Reform

The Council of Ministers' Secretariat (COMSEC), through official decree to the Prime Minister's Advisory Council (PMAC), approved the creation of a steering committee this month to review the regulatory reform packages of the Iraq Solutions for Regulatory and Administrative Reform (ISRAR). The formation of this committee will improve the speed with which ISRAR's reform packages move through the Iraqi political system.



ISRAR also hosted members of the private sector this month to garner feedback for its third package of reforms, which deals with domestic investments in Iraq. Additionally, ISRAR invited a cost-impact expert to train the Central Unit on how to estimate monetary savings realized through regulatory reform.

Legislative reviews and technical assistance continued throughout this month to the ministries as the Central Unit prepared its package of reforms. The current number of reviews completed by the Central Unit is 792. Concurrently, participating ministries have completed 851 reviews. To date, the total number of reviews uploaded to the e-Guillotine system is 1,643. Both units are closing in on the first cycle goal of 937 pieces of legislation.

Representatives from ISRAR's Central Unit and the Minister of Transportation met this month to review the legislation contained within ISRAR's second package of reforms. Additionally, ISRAR met with the Minister of Trade, who agreed that import-export licenses should be eliminated in Iraq with the exception of a short list of sensitive items; both parties agreed to support the reform moving forward. Finally, ISRAR met with the Research Center of PMAC to discuss methods of researching regulatory impact, and to introduce regulatory reform cost impact methods. Both groups discussed future cooperation regarding regulatory impact research.

## 2.2 Office of Policy Development in the Prime Minister's Office

Tarabot attended a two-day workshop to discuss cyber security policy and strategy at the Al Nahrain Center for Strategic Studies, along with over 60 senior government officials, the head of the Security and Defense Committee in Parliament, the U.S. embassy and USAID officials, academia, and the private sector. The former Minister of Communications and current advisor in the Office of Policy Development presented a paper on the creation of a cyber security center. After long discussions among participants, it was recommended that the cyber security center be established within the

National Security Council and transitioned into an independent commission within the Prime Minister's Office.

## 2.2.1 Policy Development in the Ministries

### Economic Ministries

USAID-Tarabot continued assisting the Ministries of Electricity, Industry and Minerals, and Trade in their implementation of public policies and in the institutionalization of modern policy making.

The Ministry of Industry and Minerals' working group for the establishment of an industrial monitoring and evaluation system has finalized the logical framework and produced monitoring arrangements for the Iraqi industrial policy program. The final version of the industrial policy program's monitoring framework has been submitted to the leaders of the ministry for review and approval.



Tarabot has been working with the Ministry of Electricity to strengthen the management of the ministry's Public Policy Unit. To this end, the policy unit's Terms of Reference was reviewed, and a number of changes and amendments were made to emphasize its advisory and coordination functions and to avoid overlaps with other ministerial units. As the unit proceeds with the implementation of its strategic plan, it will conduct research and produce policy briefs on priority issues to establish itself as a strong policy advisory body capable of informing decision-making within the ministry. The unit will focus on topics such as a business model for the electricity sector, resource allocation schemes, and the separation of regulatory and policy functions. The proposal has been presented to the Deputy Minister for consideration.

The Ministry of Trade's working group for the streamlining of trade agreements in Iraq has produced a new model for the trade agreement process and finalized the first draft of rules and procedures for trade agreements in Iraq. The procedural policy document describes all the stages of the trade agreement process, sets governance and coordination arrangements, establishes the office and responsibilities of the chief negotiator, and the formation of negotiation teams.

Meanwhile, the Ministry of Trade's working group for the establishment of the Iraqi Integrated Trade Management Information System continued to work on its strategic plan. Final versions of the plan relating to the collection and presentation of information and IT issues have been agreed upon, and discussions have been ongoing regarding the legal and financial aspects of the system; as a result, conclusions and recommendations have been put together.

## Social Ministries

USAID-Tarabot is continuing its assistance to the Ministries of Human Rights, Labor and Social Affairs, and Migration and Displaced in their implementation of public policies and in the institutionalization of modern policy making.

Organized by Tarabot, in coordination with the Carnegie Endowment for International Peace in Lebanon, a three-day conference was held in Beirut for more than 50 Iraqi policy advisors.

Participants attended sessions on cost-benefit and quantitative analysis, and education, agriculture, water, economic, refugee, and environmental policies. Advisors hailed from the Prime Minister's Office, Presidency Diwan, universities, and the Ministries of Environment, Migration and Displaced, and Human Rights. The presenters were Carnegie experts and professors from the American University of Beirut. The study tour introduced Iraqi policy offices, established through the support of Tarabot over the last three years, to the Carnegie Endowment and expanded the knowledge of Iraqi officials about the role of public policy in government affairs. The event also provided an opportunity for officials to network with a world-renown think tank in research and policymaking. By doing so, Tarabot is working to anchor and secure the policy offices within the Government of Iraq, guaranteeing the legacy of its work championing and supporting public policymaking in Iraq.



This month, Tarabot met with the Minister of Labor and Social Affairs to review public policy work with



the ministry, and to encourage its establishment of a Public Policy Unit. Additionally, Tarabot conducted mentoring sessions for its public policy advisors, focusing on identifying the main items of the annual work plan in the upcoming quarters. The ministry's advisors agreed to complete several activities such as developing and establishing a public policy division within the ministry, receiving approval for the adoption of the "Homeless Orphans in Iraq" policy, and

conducting an impact assessment of this policy.

As part of its efforts to strengthen the management of policy units in the social ministries, Tarabot conducted a working session with policy advisors of the Ministry of Migration and Displaced to discuss the development of an annual work plan, the organization of a public policy debate with stakeholders to implement the recommendations of the "Slums in Iraq" policy, and conduct of an impact assessment of this policy. The Deputy Minister requested that policy committee advisors meet once a week to prepare for a second policy paper.

This month Tarabot conducted two working sessions with 10 advisors from the Public Policy Department of the Ministry of Environment to prepare its annual work plan. A final draft was submitted to Tarabot advisors determined the activities to be implemented in the next quarter, such as the official opening of the Public Policy Department, the finalization of an impact assessment report for its policy papers on the “Depletion of Gases in the Ozone Layer” and “Sewage Pollutants in the Tigris River of Baghdad Province.”

With support from Tarabot, Ministry of Human Rights policy advisors have finished their plan for activities and tasks to be completed in the next quarter. These activities include the holding of a seminar regarding the functions of the Office of Public Policy for ministry officials, conducting a public debate on the “Violence against Women” policy, and learning how to conduct an impact assessment of this policy.

### **2.3 Office of Policy Development in President of the Republic’s Diwan**

Tarabot conducted a working session with Presidency advisors to discuss the recommendations of its homeless orphans policy, and the practicalities of assessing the impact of these recommendations. The policy options on the table are: 1) children’s villages, 2) a foster care system, and 3) engaging civil society and faith-based organizations in the delivery of services to homeless orphans. The impact assessment of these options will be conducted giving consideration to security, education, economics, health, social, environmental, political, legal, and cultural considerations.

### **2.4 Stakeholders Policy Consultation**

Tarabot delivered two workshops this month to build the policy capacity of think tanks, enabling them to be more active and effective in the policy process. These workshops were held at the request for technical assistance from Tarabot from think tanks in Babil, Karbala, and Diwaniyah. Seventeen researchers participated, representing 10 research centers in addition to professors from the University of Babylon. The workshops covered the public policy cycle and the role of think tanks in the policymaking process.

In addition to institutionalizing public policymaking within the Government of Iraq, Tarabot has been working to encourage the introduction of public policy in academia. Inspired by Tarabot’s Summer Faculty Development Program in Policymaking, which was held in August 2013, the Ministry of Higher Education issued a directive to all universities requesting that they introduce courses in public policy in their curricula. Additionally, the University of Karbala announced the introduction of a public policy course to its graduate students in the College of Administration and Finance, and requested Tarabot’s assistance in training their professors in public policy.

## ADMINISTRATIVE DECENTRALIZATION

### 3.1 Citizens Complaint System

Considering citizens to be clients was the message of the keynote speaker, Dr. Ali Allak, Secretary General of the Council of Ministers Secretariat (COMSEC), at an important conference held at the Al Rashid Hotel on April 14th to launch the new, fully-automated, and online national Citizens



Complaint System. The USAID Deputy Mission Director, Alonzo Wind, spoke about the expanding partnership between USAID and the Government of Iraq, especially with COMSEC. Citing the Citizens Complaint System as an example, he stressed how the system, supported directly by USAID-Tarabot, also builds upon and cooperates with the work of two other USAID projects, Access to Justice and the Governance Support Project.

Previously, if a citizen were dissatisfied with government services or their access thereto, the process by which they would register a complaint was complicated and generally went to the entity charged with providing the given service, thus creating a potential conflict of interest. The ability to respond to complaints was often undermined by a number of factors, including a lack of incentive on the part of the given entity to respond and an organized system by which to do so. Through the creation of a centralized oversight mechanism, USAID-Tarabot has contributed to enormous strides in fostering government accountability and improved service delivery.

The new system will feature 55 citizen complaint office locations, covering each ministry and local government entity. Once complaints are issued to COMSEC, they will be forwarded to the appropriate citizen complaint office charged with responding. Citizens will be able to file complaints remotely through the internet or by phone. The system aims to reduce the routines and bureaucratic procedures for how government departments and ministries receive and respond to citizens' complaints. Through better information sharing and transparency, the system will enable new levels of accountability from government directorates and offices to the citizens of Iraq and the central government, and take citizens' issues seriously by considering them to be clients being served by government programs.

At the event, the Director of Public Relations and Citizen Affairs, along with his technical IT team, presented the mechanics of the system with a live internet demonstration and outlined how COMSEC and other parts of the government will work together to address issues brought forth by citizens.

During open discussions and questions, the COMSEC team effectively reassured the audience that the system provides relevant safeguards for privacy, and a realistic program of response.

Mohammad Al Tamimi, Director General of Public Relations and Citizen Affairs, praised *Tarabot's* work in supporting this initiative: "We highly appreciate the efforts of the Iraqi Administrative Reform Project–*Tarabot*–and its ongoing quest with us to establish professional rules for the development of this program and investing time to secure outcomes and utilize them in complement with our other partnerships with the U.S. Agency for International Development."

COMSEC procured the system while USAID-*Tarabot* helped to develop the terms of reference and identified and addressed system requirements. This initiative was supported by cost-share funds, whereby *Tarabot* worked with the Partnership Committee to allocate \$250,000 for the software, allowing COMSEC to purchase an advanced and internationally recognized system.

### 3.2 Planning Reform Initiative

USAID-*Tarabot* is continuing to assist Iraqi government partners in capital investment planning. This month *Tarabot* worked with the Ministry of Agriculture to develop a draft midterm plan. This is a critical follow on in securing the implementation of the National Development Plan, which was developed by the Ministry of Planning with the assistance of USAID-*Tarabot*. Additionally, *Tarabot* held an on-the-job training session with the Ministry of Trade to provide practical training on how to use project selection criteria to ensure investment projects are compliant with specific economic, social, environmental, and financial criteria.

### 3.3 Public Procurement Reform Initiative

USAID-*Tarabot* is continuing its work to support the establishment of fair and transparent procurement systems that will lead to a more conducive environment for international businesses and better services for the Iraqi people. In pursuit of this effort, *Tarabot* works to promote the adoption of international standards in public bidding, the opening and evaluation of bids with a range of Government of Iraq partners, and the use of standard bidding documents in the procurement process. To date *Tarabot* has made great progress toward implementing a unified procurement system aligned with international standards through a range of capacity building activities, systems reforms, and incremental cultural changes regarding procurement practices.

As part of an ongoing effort to secure the sustainability of the initiative, *Tarabot* provided technical assistance this month to governorate offices in Najaf, Muthanna, and Basrah to assist in the development of their sustainability plans.

USAID-*Tarabot*, in cooperation with the Governorate of Wasit, hosted a conference on standard bidding documents for government contractors on March 27, 2014. The conference was attended by the Governor of Wasit, the



heads of directorates and private companies, and members of the media. Standard bidding documents are integral to the public procurement process to ensure a fair, open, and transparent process for local and international businesses alike when competing for government contracts. Tarabot has been working steadily to improve the Government of Iraq's public procurement processes as part of its larger administrative reform agenda.

In response to a request from the Ministry of Provincial Affairs, three food ration procurement workshops were conducted with a total of 46 participants from 10 provinces. The workshops emphasized the use of standard bidding documents for the procurement of goods and bid evaluation reports issued by the Ministry of Planning.

Lastly, technical assistance was provided to the Governorate Offices of Karbala, Diwaniyah, and Babil, and the Ministry of Health to support their use of standard bidding documents. Tarabot conducted a seven-day workshop with participants from the Ministry of Health to introduce the principles of procurement, standard procurement processes, procurement plans, avoiding fraud and corruption, procurement methods, prequalification, international commercial terms, works and goods documents, bid analysis, bid implementation, and performance indicators. Additionally, Tarabot conducted a procurement workshop for the Governorate of Basrah—the first in a series to be held with the governorate—on the selection, scope of work, and employment of international consultants.

### 3.4 Project Management Reform Initiative

Following a jointly held National Project Management Conference by USAID-Tarabot and COMSEC in March, Tarabot met with the Director General of COMSEC's Governmental Coordinating Directorate to discuss the next steps in the Government of Iraq's implementation of Project Management Institute (PMI) processes.



COMSEC has agreed to consider Project Management Professional (PMP) certified engineers as equivalent to master degree holders, as recommended by Tarabot. To this end, Tarabot initiated work with both ministries and governorates, in accordance with a new work plan, to assist their engineers in preparation for PMP certification exams. The first phase of the plan includes two three-day training courses for the Ministry of Construction and Housing. COMSEC is also encouraging the adoption of PMI processes into Iraq's engineering curricula.

Additionally, Tarabot provided technical support in the application of PMI techniques on capital investment projects to the governorates of Basrah, Diyala, and Babil. These pilot projects are being implemented by well trained and professional government engineers and Project Management Office teams, established through ongoing assistance from USAID-Tarabot. Government engineers are taking steps to ensure that these projects are properly scoped and scheduled, and their costs realistically estimated through the use of internationally-recognized tools and techniques. The ultimate goal is to institutionalize PMI processes within Tarabot's partner entities. To facilitate this goal, Tarabot held a

one-day workshop for all ministry counterparts to discuss PMI methodologies and techniques, and problems encountered in project management throughout Iraq.

Tarabot continued to work with both ministries and governorates to assist their engineers in preparing for PMP certification exams. This month Tarabot held two three-day courses for the Ministry of Construction and Housing to help engineers prepare for the exam. Additionally, Tarabot is working with the Governorate of Babil to pursue PMP certification for its engineers through a 35-hour preparatory training for the exam. Similarly, a three-day simulation workshop was held for the Governorate of Basrah and the General Company for Ports of Iraq to support the success of their engineers in the PMP exam. Tarabot has begun running exam simulations for 312 engineers identified as potential project management professionals. They were selected from a group of 1,200 engineers trained by Tarabot in PMI processes.

### **3.5 One-Stop-Shop Initiative**

To address the long lines and unclear, overly complicated procedures that have long been pervasive obstacles to public service delivery in Iraq, USAID-Tarabot introduced the One-Stop-Shop service center model to make a rapid and tangible impact on Iraq's ability to deliver public services. These service centers are founded on three pillars: 1) appropriate physical infrastructure, 2) effective and efficient automated systems, and 3) public accountability and citizen-oriented services. The strong support and advocacy of the One-Stop-Shop model from COMSEC has resulted in broad interest from a widening number of Government of Iraq entities, and Tarabot has been providing assistance in facilitating their implementation of the model.

This month Tarabot met with the Director General of General Municipalities to review the updates required for the re-release of the request for proposals for the software development of the One-Stop-Shop. The procurement was recently updated but was then recalled due to a technicality. The re-release puts the Ministry of Municipalities and Public Works back on track with the piloting of its two One-Stop-Shop service centers, which is expected to lead to replication throughout municipalities in Iraq over the coming years.

The Ministry of Oil's Baghdad Oil Products Distribution Company has secured the budget to build a One-Stop-Shop using its own resources, and is able to begin implementation immediately without the pending approval of the federal budget law. The company has begun the process of producing necessary project documents including a bill of quantities and an estimation of costs. A bid announcement is expected within the next two months, and Tarabot hopes to be able to help in the preparation of standard bidding documents for this project.

Tarabot also provided technical assistance to the Ministry of Oil's Baghdad Oil Products Distribution Company to negotiate the status of its standard operating procedures, terms of reference, and the implementation of the 3D architectural design for the One-Stop-Shop. The Baghdad Oil Products Distribution Company approved the standard operating procedures, terms of reference, and the architectural design. Tarabot provided the company with a copy of the standard operating procedures in English, and discussed holding a customer service workshop with them next month.

Tarabot held a customer service workshop for the staff of the Ministry of Municipalities and Public Works from the municipalities of Baghdad, Kut, Mahmoudia, Mosul, Kirkuk, Maysan, Ramadi, Basrah, Tikrit, Diyala, Najaf, and Dhi Qar to demonstrate the basic methodology and tools of customer service, which will be provided to clients of the One-Stop-Shop. The workshop provided ministry staff with the necessary knowledge and skills to provide effective customer service, an important step in enhancing service delivery to Iraq's citizens. Additionally, Tarabot met with the Deputy Governor of Wasit to discuss the concept, objective, and impact of the One-Stop-Shop model. In response, the deputy governor issued an official letter requesting the Ministry of Municipalities and Public Works to accelerate its construction of a One-Stop-Shop in Kut.

### **3.6 Center of Excellence Initiative**

USAID-Tarabot is progressing with the establishment of the Iraqi Center of Excellence in Government through its work with pilot ministries, several of which have finalized their transformation to the Excellence program. Many are now applying the Excellence model to their institutional development initiatives.

Tarabot worked with the General Company of Ports for Iraq and the Ministry of Transportation, both of which are now in the adaptation phase, on the preparation of internal audit plans for quality management inside the ministry. Additionally, Tarabot worked with the Ministry of Labor and Social Affairs to finalize its standard operating procedures manual, which has been submitted to the minister for approval.

This month Tarabot met with COMSEC to review the Excellence program during a two-day workshop to introduce participants to the concept of institutional development and the culture of excellence, along with the Iraq Center for Excellence in Government. On a separate occasion, Tarabot met with COMSEC to discuss the establishment of a Center of Excellence within the entity, and the holding of a Center of Excellence workshop for all involved institutions. The invitations will be sent by COMSEC pending approval from the Assistant Secretary General for Financial and Administrative Affairs.

### **3.7 Decentralization Initiative**

A central pillar of Tarabot's decentralization efforts is the development of roadmaps for the specific ministries mentioned in Article 45 of the amended Law 21. Tarabot has been working with many of these ministries to develop lists of authorities to be decentralized, taking into account the particular needs and concerns of each entity. These efforts will serve as the foundation for the development of the roadmaps.

This month, Tarabot conducted a workshop with Ministry of Health entities to review all the powers that have been granted to the province. As a result of this workshop, the province of Maysan was selected as the site for the piloting of decentralization for this ministry.

In Dhi Qar workshops were conducted with the local government and the Ministry of Agriculture, Ministry of Municipalities and Public Works, and Ministry of Labor and Social Affairs Directorates on Article 45 of Law 21. Similar workshops were conducted for the Directorate General of Education and other entities in Maysan. Meanwhile, in Kirkuk Tarabot worked with the Ministries of Municipalities and Public Works, Labor and Social Affairs, and Agriculture; the Kirkuk Municipality; and the Directorate of Water and Sewage to facilitate the implementation of decentralization.

With the assistance of Tarabot's decentralization initiative, Iraq is taking steps to move away from centralized decision making toward empowering provincial officials to exercise authorities and make decisions at the local level where services are actually delivered.

### **3.8 Iraq Development Management System Initiative**

Tarabot conducted a workshop for employees of COMSEC and the Inspector General's Office of the Ministry of Planning to give participants basic training on the Iraq Development Management System (IDMS), showcase the system's abilities and readiness to be adopted, and demonstrate the new improvements and updates that have been made to the system at the request of the Ministry of Planning. Improvements include the adoption of additional English/Arabic translations, readying the system for delivery to the Ministry of Planning, and setting the date of delivery.

As a result of several meetings with the Ministry of Planning and Synergy to resolve issues hindering the implementation of the IDMS, the system was deployed this month with new project coding logic. An official letter was sent from Synergy to the Ministry of Planning to inform them of the deployment, and the IDMS is now ready for real-life operation, pending the approval of the Ministry of Planning.

### **3.9 Education Capacity Building Initiative**

This month the Education Capacity Building initiative completed the first two modules of the Master Trainer four-module training course, covering the topics of needs analysis and curriculum design. The third module has commenced in how to conduct training evaluations. This module is a hands-on performance oriented training that culminates in a final written exam on the principles and techniques of training evaluation. By the end of the course, participants will be able to conduct various levels of training evaluations on sample training courses, and be able to write a detailed analysis that identifies the problems found and a plan of action to correct deficiencies and improve the training program overall.

## **KURDISTAN ACTIVITIES**

Earlier in the month Tarabot provided concise reports on the progress of its initiatives in project management, Social Safety Net, and the One-Stop-Shop to the Director General of the Kurdistan Ministry of Planning. Details on the establishment of Project Management Offices in the Ministries of Construction and Housing, Municipality and Tourism, and Electricity, along with a list of critical activity dates for the Social Safety Net and One-Stop-Shop, were also provided. Upon request for further information, Tarabot detailed the objectives, results, milestones, statistics, and achievements of each initiative they began in Kurdistan. The ongoing challenge facing all initiatives in Kurdistan remains the unreleased cost share funds from the Kurdistan Ministry of Finance despite approvals from the Kurdistan Ministry of Labor and Social Affairs.

### **4.1 Project Management**

Tarabot met with the Director General of Project Management at the Kurdistan Ministry of Municipality and Tourism to introduce Tarabot's Project Management Office proposal, and to urge the ministry to respond to it. The Director General expressed concerns about the insufficient number of engineers in his department and their limited knowledge of Project Management Institute (PMI) processes. In response, Tarabot will conduct a workshop to assess the department's staff and offer solutions. Tarabot also met with an engineer from the Kurdistan Ministry of Construction and Housing to follow-up on the establishment of a Project Management Office.

Tarabot held a one-day workshop in Erbil on the Project Management Professional (PMP) exam stimulation to introduce and prepare Tarabot-trained engineers for actual PMP certification. Twenty-nine engineers attended the workshop from the Kurdistan Ministries of Construction and Housing, Municipality and Tourism, and Electricity. Tarabot is also delivering its final courses on project management processes in Sulaymaniyah; this 10-day course was attended by 15 engineers from the three ministries.

### **4.2 Social Safety Net**

Tarabot held several meetings this month with the Director General of the Kurdistan Ministry of Labor and Social Affairs to provide consultations on technical issues and training courses suggested by Tarabot (to be held outside of the Kurdistan Regional Government). The ministry has been busy working to select training institutions and reviewing proposals. According to the Kurdistan Ministry of Planning, the Kurdistan Ministry of Labor and Social Affairs must receive approval for the training proposals from the Kurdistan Ministry of Planning; the expenses for these courses will be paid from cost share funds.

Again the issue at hand is the release of cost share funds from the Kurdistan Ministry of Finance. Tarabot met with the Director General of the Kurdistan Ministry of Labor and Social Affairs to discuss this pressing issue as the timeline for Tarabot activities moves into critical phases.

Meanwhile, Tarabot has been busy with activities to prepare the Social Safety Net system for deployment in Kurdistan. Work has been continuous to amend documents to be compatible with the

Social Safety Net IT configuration guide in the Erbil and Kurdistan Ministry of Labor and Social Affairs sites. As well, arrangements for the next installation of the Social Safety Net in Kurdistan sites have been underway with the preparation of documents, a new data entry guide in Kurdish, and an updated data entry guide for the new system in addition to the delivery of training courses.

Training courses in the use of the Social Safety Net system and data capturing and cleansing were delivered in the Koya directorate, a sub-district of Erbil, for seven data entry participants. Similar courses were delivered in Soran directorate, another sub-district of Erbil, for 12 data entry participants as well. Training courses on SQL server and Social Safety Net installation and configuration are being held in Erbil from April 6–28, 2014 with the participation of six IT specialists from the Kurdistan Ministry of Labor and Social Affairs and the Erbil site. Meetings were held this month to review progress in the Koya database and to prepare it for data migration. Tarabot is also progressing in its work with Primus, a software development company, to complete the Social Safety Net system for deployment in Kurdistan.

### **4.3 One-Stop-Shop**

Tarabot visited the Dahuk site to check on the status of renovations at the One-Stop-Shop building and to meet with Social Safety Net employees. Issues covered on this visit included the results of the inspection and the progress of renovations according to the recommendations of Tarabot. Special emphasis was placed on the urgency of completing renovations as Tarabot comes to a close. A visit was also made to the Director General of the Kurdistan Ministry of Labor and Social Affairs to present a report on the Dahuk visit, and provide updates on the cost share and ongoing training on the Social Safety Net and One-Stop-Shop.

After the success of the first One-Stop-Shop awareness conference in March with the Kurdistan Ministry of Municipality and Tourism, Tarabot met with the Director General of the Kurdistan Ministry of Planning early this month to discuss the holding of a similar conference for service ministries in May. The Director General requested that Tarabot hold a one-day workshop at the Kurdistan Ministry of Planning in May to present its work with the Kurdistan Ministry of Labor and Social Affairs to other service ministries prior to the conference.

# PROJECT ADMINISTRATION

## Staffing and Deployment

As of April 30, 2014, USAID-Tarabot staff consists of 24 expatriates and 209 Iraqi nationals.

Tarabot staff members have been providing assistance to the USAID Capacity Building Office Summative Evaluation being conducted by QED. This involved setting appointments with Tarabot staff experts, nominating Iraqi government contacts to be interviewed, and providing requested documents to the evaluation team.

## Security

After consultation with USAID and MSI in Washington, D.C., Tarabot decided to temporarily relocate 7 expatriate staff members to Erbil during the Iraq Parliamentary election period from April 27–March 4. While in Erbil, staff will carry out their normal responsibilities and duties. Six expats will remain in Mansour, and local staff will be allowed to work from home on April 28th and 29th due to advisory notice of street closures and tight security in the Mansour area and throughout Baghdad.

## Closeout

The provincial management team sent a civil engineer to the Babil hub to review modifications prior to closing the office and returning the property to the landlord. They also renovated two bathrooms for ISRAR staff and trainees, and have begun to repair the walkway to the toilets for the Dijla and Furat meeting halls.

Upon USAID approval, Tarabot staff auctioned and sold furniture from the Jadid and Ur houses and signed DDI 149 forms regarding the closure of provincial offices in Karbala, Dhi Qar, Muthanna, Salah ah Din, and Diwanyiah. We are awaiting a DDI 194 form from the Anbar Agriculture Directorate, which has been delayed due to the security situation in Anbar province.

# ANNEX:TRACKERS

Tarabot - Administrative Decentralization Component Provincial Engagement Tracker																									
Project Planning				Project Management								Procurement							Decentralization				IDMS		
3 Phases of Workshops completed	Multi Year Capital Investment Plan (WIS)	On Job Training	List of projects prepared w/ criteria	PMI Processes	Estimation Technique & MS Project	Project's Feasibility Study	Earned Value Management	Structural Changes (PMO)	Pilot Project	MS Project adopted	Compliance with Govt Regulation	Procurement Standard Process Adopted	Procurement Plan Drafted	SBDs Adopted	Procurement Performance Indicators	Procurement Records Management	Reporting on Procurement Activities	Procurement Department Webpage	Subscription to dg Market	Workshop held	List of powers created & submitted	List of obstacles created	Committee created	IDMS Training	Providing User and Password
<b>Provinces</b>																									
Anbar	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
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