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# USAID IRAQ ADMINISTRATIVE REFORM PROJECT

MONTHLY PROGRESSIVE REPORT, MARCH 2014

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USAID Iraq Administrative Reform Project

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## ACRONYMS

AD	Administrative Decentralization Component
COMSEC	Council of Ministers Secretariat
COS	Chief of Staff
DG	Director General
ECBI	Education Capacity Building Initiative
EVM	Earned Value Management
GoI	Government of Iraq
ICEG	Iraq Center for Excellence in Government
IDMS	Iraq Development Management System
ISRAR	Iraq Solutions for Regulatory and Administrative Reform
KMoCH	Kurdish Ministry of Construction and Housing
KMoEI	Kurdish Ministry of Electricity
KMoF	Kurdish Ministry of Finance
KMoLSA	Kurdish Ministry of Labor and Social Affairs
KMoMT	Kurdish Ministry of Minerals and Tourism
KMoP	Kurdish Ministry of Planning
KRG	Kurdistan Regional Government
M&E	Monitoring and Evaluation
MoCH	Ministry of Construction and Housing
MoEI	Ministry of Electricity
MoEd	Ministry of Education
MoEn	Ministry of Environment
MoH	Ministry of Health
MoHE	Ministry of Higher Education and Scientific Research
MoHR	Ministry of Human Rights
MoIM	Ministry of Industry and Minerals
MoJ	Ministry of Justice
MoLSA	Ministry of Labor and Social Affairs
MoMD	Ministry of Migration and Displacement
MoMPW	Ministry of Municipalities and Public Works
MoO	Ministry of Oil
MoO-BOPDC	Ministry of Oil Baghdad Oil Products Distribution Company
MoP	Ministry of Planning
MoT	Ministry of Trade
MoTr	Ministry of Transport
MoYS	Ministry of Youth & Sport
NPM	National Policy Management Component
OPD	Office of Policy Development
OSS	One-Stop-Shop
PD	Presidency Diwan
PM	Project Management
PMAC	Prime Minister's Advisory Commission
PMI	Project Management Institute
PMO	Project Management Office
PMP	Project Management Professional
SCMT	State Company for Maritime Transport

SSN  
USAID

Social Safety Net  
United States Agency for International Development

## SUMMARY

**Trade Streamlined.** USAID-Tarabot, in the final week of March, saw a major accomplishment when the Minister of Trade signed a letter eliminating import/export licenses 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 prompt implementation. Additionally, USAID-Tarabot met with first cycle ministries to finalize its first package of recommendations. These follow-up meetings were meant to ensure a smooth transition through the political process and quick implementation.



**Making Economic Analysis Possible.** USAID-Tarabot marked the completion of the input/output analysis framework for the Iraqi economy on March 3; another milestone achievement with the Central Statistical Organization (CSO) under the MoP. The launch conference was attended by Deputy Ministers of Planning, in addition to more than 100 participants including government officials and practitioners in national accounts. This system, which took USAID-Tarabot approximately 30 months to complete, establishes the relationship between input resources into Iraq's economy such as raw materials, manpower and financial resources to the economic outputs. It will assist decision makers in identifying the added value in the local economy. The new system is based on the UN's international standard and uses 2010 as the baseline; predicting updates depending on the availability of economic surveying at the CSO. The system is based off a tool that was created in Iraq in 1962, before any other country in the Middle East, but was lost during decades of wars and destruction. This new framework aids the implementation of the National Development Plan (2017-2013); aligning its forecast with this framework and detecting deviation. USAID-Tarabot DCOP Nael Shabaro spoke at the event, and then a presentation of the new framework was conducted by the CSO with the assistance of USAID-Tarabot's advisors.



**Standard Bidding Documents Issued.** USAID-Tarabot participated in a three day conference held by the MoP to launch the 18 standard bidding documents (SBDs), which it has been assisting the Government of Iraq to adopt along with other procurement processes. The SBDs are integral to the public procurement process to ensure they are open, transparent, fair and equitable; their adoption by the MoP signals a nation-wide initiative to further Iraq's use of public procurement processes that meet international standards, and will pave the way for Iraq to become a more competitive marketplace for local and international businesses. USAID-Tarabot gave a speech on the importance and practical aspects of standard bidding documents, and presented its recommendations on improving the quality of the SBDs to the MoP.

**Project Management Pushed Forward.** The Council of Ministers Secretariat (COMSEC) together with USAID-Tarabot held a conference on project management and its impact on Iraq's development, at

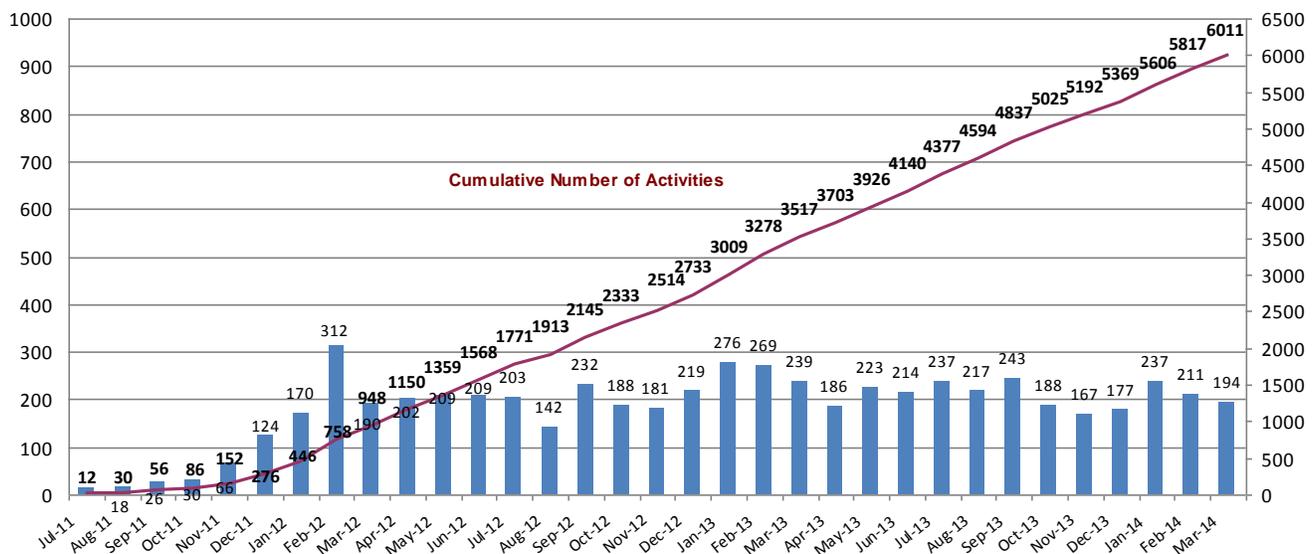
the Al-Rashid Hotel in Baghdad on March 19. The conference was attended by a number of prominent Iraqi government figures, such as Rahman Issa the deputy secretary general of COMSEC, and USAID Mission Director Sarah Ann Lynch. USAID-Tarabot works in partnership with the Government of Iraq to achieve tangible effects in the planning and establishing of vital infrastructure as part of a larger administrative reform initiative, and jointly-hosted the conference to illustrate the immense impact project management processes and training have made on Iraqi infrastructure improvement, and the need for wider adoption if the nation is going to fully implement the National Development Plan (2017-2013) and its budget of \$ 357 billion. The renewed activity of Iraq's construction sector illustrates the need for an increase in quality projects, which are an economic necessity, but also requires an innovation in the culture of government officials such projects.



**Excellence Takes Root.** USAID-*Tarabot* reviewed the Excellence program with COMSEC during a two-day workshop in the last week of March. USAID-*Tarabot* introduced participants to the concept of institutional development and culture of excellence, including the phases and benefits, along with the ICEG. COMSEC began preparing the assessment process with *Tarabot*'s STTA, which requires the gathering and analyzing of all the necessary documents to be able to conduct the assessment according to the Excellence criteria. The assessor and other USAID-*Tarabot* advisors prepared the assessment report and provided it to COMSEC; it contains the strengths of COMSEC and the points that need to be improved. USAID-*Tarabot* is in the process of preparing an action plan for the next three months for COMSEC's implementation of the Excellence program.

**Events:** The USAID-Tarabot project engaged in a variety of activities during March. The following description accounts for the numbers and types of events delivered:

- **Total Events:** USAID-Tarabot teams held **194** - events (workshops and formal meetings) during March.
- **Locations:** - **102** of these events were held at locations in Baghdad, while **92** events were delivered on location in **14** provinces.
- **Type of Event:** **190** events in March were formal assessment meetings, action planning, or implementation workshops. **4** Events were introductory meetings.
- **Institutions:** **120** of these events were with **26** ministries; **41** events supported the governors' offices; **23** events were directly with the executive offices, and **9** events were directly with NGOs and Private sectors and **1** events were with Provincial Council.
- **Components:** **66** events were carried out by the national policy development component, **99** by the administrative decentralization component, **25** events by KRG office and **4** by the Education Capacity team.



# NATIONAL POLICY MANAGEMENT

## 2.1 Regulatory Reform

USAID-Tarabot's support to the *Iraq Solutions for Regulatory and Administrative Reform (ISRAR)* program began the month with a series of meetings at the Council of Representatives (COR). At the COR, USAID-Tarabot met with the legal committee of parliament to discuss its draft for omnibus legislation. Members from the economic committee pledged their support for the draft during the previous week, and the legal committee displayed equal enthusiasm. In the latter half of the first week, USAID-Tarabot hosted the second-cycle ministries for a round-table discussion of its second reform package. During the course of discussion, the USAID-Tarabot and their ministerial counterparts analyzed complex legislation and worked together towards reform solutions.

USAID-Tarabot, in the second week of March, met with members of Prime Minister's Advisory Council (PMAC) to finalize its construction permit *nidham* (regulation). After meeting with advisors from PMAC, USAID-Tarabot submitted the final draft of its construction permit *nidham* to the organization's chairman, Dr. Thamer Al-Gadhban. Additionally, USAID-Tarabot also drafted a piece of legislation that, if approved, will provide ISRAR with the legal foundation needed to become an official government entity. The achievement of such a status would cement the program within the Iraqi government, and allow its work to continue far into the future, assuring USAID-Tarabot's legacy.

USAID-Tarabot and the Baghdad *Amanat*, during the third week of March, discussed ISRAR's second reform package. USAID-Tarabot met with Baghdad *Amanat* for an in-depth discussion of the laws and regulations that will be included in the second package. The meeting concluded with both sides finalizing the scope of the second package and agreeing to move forward with the submission process as quickly as possible.

USAID-Tarabot, in the final week of March, saw a major accomplishment when the Minister of Trade signed a letter eliminating import/export licenses according to the recommendations and comprehensive legal text drafted by USAID-Tarabot. The Minister's order will be submitted through the political process moving it the next step toward implementation. Additionally, USAID-Tarabot met with first cycle ministries to finalize its first package of recommendations. These follow-up meetings were meant to ensure a smooth transition through the political process and quick implementation.



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

USAID-Tarabot's National Policy Management (NPM) unit continued mentoring the new Managing Director of the Office of Policy Development (OPD) on conducting weekly staff meetings; preparing weekly agendas; and planning, coordinating and executing policy related activities. USAID-Tarabot aims to strengthen the administration of the OPD and develop good working habits among the OPD's advisors, so it operates and functions as the unit in charge of Iraq's national policy of Iraq that will ensure the sustainability of the OPD and the use of public policy. A management document outlining the duties, functions, job descriptions and organizational chart of OPD was also prepared with the assistance of USAID-Tarabot.

USAID-Tarabot mentored the research for several public policy papers. Dr. Jowan Masum, former Minister of Communications and currently an advisor for the OPD introduced her paper on “Cybercrimes” at the International Conference on Anti-Terrorism. She recommended the creation of a commission that is administratively and financially independent in the Prime Minister Office (PMO), similar to the US’ National Security Council. Should the policy be enacted and become a law, then one of the conditions of the Arab League for a seat on the Committee of Cybercrimes will be met.

Dr. Ali Shammari, Economic Advisor of the Prime Minister shared his paper with USAID-Tarabot on the “Economics of the Poultry Industry in Iraq”. It illustrates why Iraq’s poultry industry is under-developed, and recommends a revamping of existing laws and regulations as a way to promote the poultry industries.

USAID-Tarabot assisted Dr. Khalil Altwani, the head of media policy in OPD, with his paper on “The Role of the Media in Combating Corruption”. The paper recommended a robust and widespread media campaign to educate the public on the negative impacts of corruption.

Dr. Sadeq Jawad has continued his policy research and consultations on “Water Pricing in Farming”, as did Dr. Muthafar Hamoudi with his paper on “Remedies for Curtailing Invasive Species”, both of whom have received assistance from USAID-Tarabot.

USAID-Tarabot conducted four training sessions on how to manage the OPD website for two newly hired IT personnel, at the request of Thamer Ghadban and Dr. Jowan.

Thamer Ghadban agreed to invite students from Al-Nahrain University to assist the advisors in their research, consultations and drafting of policy papers as interns and fellows. The students will earn two units of credit per semester for a maximum of six units. This is the first such intern/fellowship program within the Government of Iraq (GoI). He also, agreed to send OPD advisors to Beirut to attend a three day public policy study tour, organized by USAID-Tarabot and the Carnegie Endowment for International Peace. This event will have the resulting effects of internationalizing the exposure of OPD and creating a new network of international experts that OPD could call upon in the future.

## 2.2.1 Policy Development in the Ministries

**Economic Ministries:** USAID-Tarabot continued assisting the Ministries of Electricity (MoEl), Industry and Minerals (MoIM), and Trade (MoT) in their implementation of public policies and in the institutionalization of modern policy making.



The MoIM working group for establishing the industrial monitoring and evaluation system and USAID-Tarabot held three sessions, where 14 participants from various directorates and the policy unit worked to finalize the logical framework for Iraq’s industrial policy program. This month, they set indicators for objectives, outcomes and output levels of the program’s third component, which aims to establish a business enabling environment through a concerted industrial policy. In the meantime, the Industrial Policy and Reform Unit (IPRU) launched consultations with the ministry’s IT directorate, to develop the conceptual framework, functions, structure, and design features of an electronic monitoring & evaluation tool. The IRPU reviewed their strategic plan and activities for 2014, which consists of four pillars, including: implementation of the Iraqi Revival Program for Industrialization; establishment of a monitoring and evaluation system; implementation of a communication strategy; and institution building.

The MoEI, with assistance from USAID-Tarabot, held their third and final seminar on the public policy process with senior officials, members of public policy team and six director generals from the ministry's headquarters and provincial facilities attending. They discussed Iraq's electricity sector governance functions, policy regime, and challenges to reforming the sector's business model. They recognized the need to achieve sustainable results by strengthening the policy making structures, processes and the capacity of staff. The MoEI's policy unit designed a questionnaire to be administered among senior staff, to obtain their opinion on the subject matter. The findings and recommendations will be presented to the Deputy Minister for consideration. The policy unit also reviewed and amended its strategic plan, with assistance from USAID-Tarabot. The plan covers electricity sector reform; implementation of policy on energy efficiency; and institutional development.

The two working groups established by the MoT, with the support of USAID-Tarabot, for the implementation of public policy on streamlining the trade agreements of Iraq continued their activities. The working group for producing a new model for the trade agreement process held two sessions, and drafted rules of procedure for the initiation and negotiation stages with a clearly described sequence of procedural steps, organizational issues, and the type of consultations required. The working group for establishing an integrated trade management information system held three sessions, where participants discussed the content of and distributed of tasks for producing a strategic plan. The plan will cover the following issues: methods for collating and presenting the information to internal and external users; content and design features; operational models; measures for ensuring on-going sustainability; legal aspects; financing models; and assessment of risks and their mitigation. The group also held consultations with a company delivering IT solutions, to discuss the applicability of certain tools to the trade management system and information portal. This month, along with participating in the sessions of working groups, the members of the MoT's public policy unit reviewed their strategic and operational plans with USAID-Tarabot. They detailed the activities including: integration policies; policies affecting import and export; and trade-investment policies.

**Social Ministries:** USAID-Tarabot met the managers of the policy units at the Ministries of Environment (MoEn); Migration and Displacement (MoMD); and Human Rights (MoHR) this month to discuss and plan their participation in an upcoming series of workshops organized by the Carnegie Endowment for International Peace in Beirut. The workshops are on public policy and will run for three days from April 7 to 9, 2014. USAID-Tarabot received official letters from the MoMD and MoHR confirming their participation in the workshops, with 21 advisors, 12 from the MoMD) and nine from the MoHR, attending. The workshops will concentrate on policy making and the importance of research and quantitative policy analysis, in addition to the use of simulations in policy (with software), and applied policy.

The MoMD approved and adopted their policy on "Slums in Iraq," following USAID-Tarabot's support in its drafting and the final recommendations formulated by the ministry's public policy unit.

USAID-Tarabot assisted the MoHR in updating their website and training their staff to provide regular articles about the work of the ministry's public policy unit and forth-coming policies. The new page, which is part of the ministry's larger website, can be found at:

<http://www.humanrights.gov.iq/PageViewer.aspx?id=174>

The MoEn improved its management of its public policy unit with the assistance of USAID-Tarabot by develop a work plan for the department this month. USAID-Tarabot also conducted a management workshop for 18 advisors of the public policy unit on sound administrative processes. The unit's advisors promised to develop their agenda using USAID's annual work plan template.

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

USAID-*Tarabot* continued to provide technical assistance to the Presidency Diwan's Bureau of Public Policy on drafting the policy for "Homeless Orphans in Iraq." A comparative analysis was conducted between Iraq's proposed solutions with Saudi Arabia's newly adopted policy of "Foster Care Families." It was agreed the program of foster families did not contradict Islam and/or sharia, although the concept is borrowed from the West. USAID-*Tarabot* and the Presidency Diwan's advisors discussed the pros and cons of this option and another "SOS Children's Villages."

The Presidency Diwan's advisors referenced the National Development Plan 2013-2017 (NDP) and its mention of "foster families" as a non-institutional care system, but failed justify the policy as a solution to street children. They also criticized the NDP for its shortcomings and failure to introduce and advocate for the policy of "SOS Children Villages," and yet those two options were advanced by the Presidency Diwan.

USAID-*Tarabot* continued its assistance in building the managerial capacity of the unit. The advisors were trained on the trackers, and learned about the relationship between work plans and trackers.

The Presidency Diwan's advisors received approval to participate in public policy workshops organized by USAID-*Tarabot* and the Carnegie Endowment for International Peace in Beirut, following continual communications between USAID-*Tarabot* and the Chairman of the Presidency Diwan.

## 2.4 Stakeholders Policy Consultation

USAID-*Tarabot* delivered three workshops in Baghdad and Diwaniyah to develop stakeholders' capacities in advocating for public policy. The two workshops in Baghdad focused on fundraising as a tool to sustain and support organizations. The NGOs in attendance represented vulnerable groups, women and children, widows, humanitarian charities, and orphans. The Diwaniyah workshop focused on the stakeholders' role in public policy making. NGOs, media outlets, the Federation of Trade Unions and Businessman from the Chamber of Commerce were in attendance. USAID-*Tarabot* presented the role of stakeholders in policy-making, and provided practical training in advocacy and networking, as well as the media's role.

**Following Up with the Ministry of Higher Education:** USAID-*Tarabot* held a working meeting with the advisor for financial and legal issues from the Ministry of Higher Education and Scientific Research (MoHE) to discuss public policy in Iraqi Universities. The holding of two public policy development programs for faculty during July and August; the drafting of three policy papers by the OPD on educational issues; a ministerial order urging all universities to hold courses in public policy; and the participation of professors in a three-day seminar at the Carnegie Endowment for International Peace in Beirut were discussed. The MoHE agreed to sponsor the summer faculty development program and to set up a coordination committee with the OPD to follow-up on the implementation of the education policy papers. The ministry will also consider sending three professors to the seminar in Beirut.

**Al-Nahrain Policy Center:** USAID-*Tarabot* and the College of Political Science at Al-Nahrain University discussed establishing the Al-Nahrain Policy Center for Research and Studies. The participants agreed to establish the



center and to send an official letter to MoHE for its establishment.

**Public Policy in Universities:** USAID-*Tarabot* inspired Babylon University and Kufa University to introduce new public policy courses in their political science curriculums, which will be developed by USAID-*Tarabot*. USAID-*Tarabot*'s summer faculty development program in policy making will be held in July and August to assist Babylon and Kufa Universities in training their professors in public policy.

**Celebration of International Women's Day:** USAID-*Tarabot* participated in panel discussions on women's issues, which was organized by the former Minister of Planning Dr. Mahdi Al-Hafez's policy institute "Dialogue." The event was attended by representatives from civil society organizations, academia, the private sector and media outlets. USAID-*Tarabot*'s head of women's policies chaired the discussion on the status of women in Iraq from the former regime to the present. After a long discussion between participants, they recommended the government plan and implement an advocacy campaign to activate and amend laws adversely affecting women.

**Civil Society Organizations Seek Assistance to Advocate:** USAID-*Tarabot* met with six stakeholder organizations from Baghdad and Babil to discuss possible technical assistance for policy advocacy and future cooperation. The organizations include Between Two Rivers; Bent Al-Furat for Women Development; Al-Zaitoon for Agriculture; the Iraqi Prime Civil Action Network; Al-Sufraa Institution; and the Al-Khansa Supporter Association, who welcomed the capacity building assistance of USAID-*Tarabot* and recognize their need public policy advocacy and engagement.

# ADMINISTRATIVE DECENTRALIZATION

## 3.1 Planning Reform Initiative

USAID-*Tarabot* strives to improve the capacity of Government of Iraq Planning Units to screen and select projects based on cost-benefit analyses with economic, social, financial, spatial, and environmental considerations to improve project planning and to maximize the positive economic and social impact of its capital investment budget. March began for USAID-*Tarabot* with a technical meeting held with the Ministry of Agriculture to follow up on the work done by USAID-*Tarabot* on the ministry's midterm plan, and a draft analysis prepared by the ministry's planning team was discussed. The team chose to apply the midterm plan approach to the ministry's goal of increasing wheat production, which will begin with an examination of current wheat production, areas of cultivation, legal frameworks, technical support (e.g., equipment, machinery, seeds, fertilizers, and agricultural extension) provided by the ministry, and necessary water share. Discussions focused on strengths, weaknesses, opportunities, and threats as a first step in preparing a midterm plan.

USAID-*Tarabot* marked the completion of the input/output analysis framework for the Iraqi economy on March 3; another milestone achievement with the Central Statistical Organization (CSO) under the MoP. The launch conference was attended by Deputy Ministers of Planning, in addition to more than 100 participants including government officials and practitioners in national accounts. This system, which took USAID-*Tarabot* approximately 30 months to complete, establishes the relationship between input



resources into Iraq's economy such as raw materials, manpower and financial resources to the economic outputs. It will assist decision makers in identifying the added value in the local economy. The new system is based on the UN's international standard and uses 2010 as the baseline; predicting updates depending on the availability of economic surveying at the CSO. The system is based off a tool that was created in Iraq in 1962, before any other country in the Middle East, but was lost during decades of wars and destruction. This new framework aids the implementation of the National Development Plan (2017-2013); aligning its forecast with this framework and detecting deviation. USAID-*Tarabot* DCOP Nael Shabaro spoke at the event, and then a presentation of the new framework was conducted by the CSO with the assistance of USAID-*Tarabot*'s advisors.

In the third week of March, USAID-*Tarabot* conducted on-the-job training with the Ministry of Youth and Sports (MoYS) to improve their ability to apply project selection criteria, developed by the MoP with the assistance of USAID-*Tarabot*.

USAID-*Tarabot* held an on-the-job-training planning session at the MoMPW headquarters during the last week of the month. The training will be a follow up on the selection of 2015 investment projects process. USAID-*Tarabot* and nine ministry officials reviewed the topics covered in past activities with the ministry; and planned to discuss the possible new 2015 capital projects even though the participants were not able to submit them as they are still under consideration. The session became a general Q&A on investment project planning and the role of the Planning and Follow-Up Directorate.

USAID-*Tarabot* held a midterm planning session at the MoLSA's Projects and Reconstruction Directorate to follow up on their activities. In discussion with MoLSA the following was revealed: the

social security benefits, easy loans, and other disbursements are delayed because the government budget is delayed, negatively reflecting on the ministry's execution of its plan; provincial councils and municipalities are suffering from the delayed acquisition of land for investment projects; the red tape and bureaucracy in processing citizens' requests have negatively impacted on the ministry's ability to execute its plan; and the labor and social security law is still awaiting the minister's signature. The MoLSA did say once the new investment law comes into effect it will help the ministry utilize available land to execute its service projects. USAID-Tarabot was told more NGOs could take part in executing joint venture projects with MoLSA, and giant Iraqi companies could offer jobs to the unemployed who are registered with the MoLSA and are benefiting from nationwide vocational training centers run by the ministry.

USAID-Tarabot held a follow up meeting with the MoEI to review the work of the ministry's planning unit. The Directorate of Electrical Transmission has been focusing on the ministry's goal of determining Iraq's real demand, so the ministry can plan its future activities accordingly. A senior ministry official joined the meeting at this point and changed the meeting to an evaluation of USAID-Tarabot's assistance, with a view to gain as much practical benefit during USAID-Tarabot's remaining tenure. USAID-Tarabot and the MoEI decided to continue the meeting at a later date, where the ministry will present its work.

USAID-Tarabot attended a meeting at the MoH's Planning and Resource Development Office, on March 25, to follow up on the ministry's selection of investment projects for 2015. USAID-Tarabot provided a brief review of its workshops and on-the-job training sessions, carried out for MoH staff, before the location of the project selection function in the MoH's organizational structure was discussed. It was revealed that the function is the purview of the Projects and Engineering Services Office, thus a second meeting was scheduled to address the correct people who work on investment project selection.

USAID-Tarabot, on March 30, held an on-the-job training session with the MoT to provide practical training on how to use of the project selection criteria to ensure investment projects are compliant with economic, social, environmental and financial criteria. The meeting was attended by 20 planning staff from the ministry and its affiliates.

## **3.2 Public Procurement Reform Initiative**

USAID-Tarabot continued 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, USAID-Tarabot conducted meetings with the MoMPW, MoCH, and MoEI and the Governorates of Karbala, Diwaniyah, and Najaf to work on putting in place a sustainability plan to secure the legacy of USAID-Tarabot's achievements with them in the field of procurement. Additionally, USAID-Tarabot met with the MoLSA and MoMD this week to assist them in the adoption of electronic archiving systems.

USAID-Tarabot conducted meetings, during the second week of March, with the MoMPW, and MoTr, as well as the governorates of Ninawa and Wasit to put in place a sustainability plan to secure the legacy of USAID-Tarabot. USAID-Tarabot also continued its work assisting Gol partners with their preparation of annual procurement plans.

USAID-Tarabot, also during the second week of March, worked with the governorates of Basrah, Salah ad Din, as well as the MoMPW and MoTr to prepare their procurement plans for 2014. USAID-Tarabot received a letter of appreciation from the State Company for Maritime Transport thanking them for assistance in prequalifying international shipyards. Iraq is seeking to spend upwards of US\$375 million on vessels and tug boats. Concurrently, USAID-Tarabot also helped the company subscribe to dgMarket, the

online contract tendering marketplace, and provided technical assistance in drafting and posting the invitations for prequalification on dgMarket. For such large contract, the timeframe to conclude the contract, from the date of advertising to contract award, was relatively short. Advertisement appeared on dgMarket in July and the contract was awarded in December. USAID-Tarabot submitted a proposal to a Deputy Minister of Planning for a two day public procurement expo, giving ministries and governorates the opportunity to display the work accomplished with USAID-Tarabot. Participating ministries and governorates will be encouraged to invite their partners, international companies, and others to participate in the conference and to display their work with ministries and governorates resulting from their work with USAID-Tarabot.

USAID-Tarabot worked with the MoEI during the third week of March to prepare the terms of reference and to select contractors.

USAID-Tarabot participated in a three day conference held by the MoP to launch the 18 standard bidding documents (SBDs), which it has been assisting the Government of Iraq to adopt along with other procurement processes. The SBDs are integral to the public procurement process to ensure they are open, transparent, fair and equitable; their adoption by the MoP signals a nation-wide initiative to further Iraq's use of public procurement processes that meet international standards, and will pave the way for Iraq to become a more competitive marketplace for local and international businesses. USAID-Tarabot gave a speech on the importance and practical aspects of standard bidding documents, and presented its recommendations on improving the quality of the SBDs to the MoP.



USAID-Tarabot, in cooperation with Wasit governorate, held on March 27 an awareness conference for contractors on the new standard bidding documents. The conference was attended by the Governor of Wasit, his deputies, assistants, advisors, heads of directorates, heads of private companies, and members of the media. An invitation was also extended to the staff of contracting directorates from the other governorates. USAID-Tarabot gave an overview of the contents of the bidding documents, highlighting the purpose of each section with emphasis on section III, evaluation qualification criteria;

and section IV, bidding forms. At the end of the conference there was question & answer session for participants.

USAID-Tarabot conducted a seven days competency workshop, from March 23 to 31, with 23 participants from the MoH. They learned about the principals of procurement, standard procurement processes, procurement plans, fraud and corruption, procurement methods, prequalification, international commercial terms, works and goods documents, bids analysis, bid implementation, and performance indicators.

USAID-Tarabot conducted an advanced procurement workshop for Basrah governorate; the first in a series with the governorate. It was on the selection and employment of consultants, with particular focus on selection and employment of international consultants.

### **3.3 Project Management Reform Initiative**

Many Iraqi government entities have embraced the project management system promoted by USAID-Tarabot through the establishment of Project Management Offices (PMOs). Once established, these

offices require restructuring to meet the unique needs and realities of their respective entities. This month, USAID-Tarabot assisted the MoH in restructuring their PMO.

Government of Iraq engineers are being trained and prepared for certification as Project Management Professionals (PMPs) by USAID-Tarabot. The foundational concepts and skills required to attain PMP certification are incorporated into all of USAID-Tarabot's project management training courses, and PMP-compliant systems have been transferred to each of its counterpart entities. During the first week of March, members of the project management team from the MoEn took a 35-hour training course, a final step in preparing for the PMP exam.

Technical support in the application of Project Management Institute (PMI) techniques on capital investment projects was provided to the MoYS and MoMD and the Governorates of Wasit, Babil, Basrah, and Diyala also during the first week of the month. These pilot projects are being implemented by well-trained and professional government engineers and PMO 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 with the ultimate goal of institutionalizing PMI processes within USAID-Tarabot's partner entities. The sustainability of USAID-Tarabot's legacy in project management reform is being cemented as Iraqi government entities apply the PMI system on an ever-widening portion of their capital investment projects. This week, the Ministry of Trade selected two new projects for the piloting of PMI processes and the Ministry of Environment began its selection process.



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. The conference was attended by a number of prominent Iraqi government figures, such as Rahman Issa the deputy secretary general of COMSEC, and USAID Mission Director Sarah Ann Lynch. USAID-Tarabot works in partnership with the Government of Iraq to achieve tangible effects in the planning and establishing of vital

infrastructure as part of if larger administrative reform initiative, and jointly-hosted the conference to illustrate the immense impact project management processes and training have made on Iraqi infrastructure improvement, and the need for wider adoption if the nation is going to fully implement the National Development Plan (2017-2013) and its budget of \$ 357 billion. The renewed activity of Iraq's construction sector illustrates the need for an increase in quality projects, which are an economic necessity, but also requires an innovation in the culture of government officials such projects.

USAID-Tarabot began running exam simulations, during the last week of March, for the 312 engineers identified as potential project management professionals. They were selected from a group of 1200 who were trained by USAID-Tarabot in PMI processes. USAID-Tarabot began exam preparations to aid in securing its legacy of project management reform and assuring the government of Iraq that its people meet international standards.

USAID-Tarabot held a one day workshop, on March 27, conducted on the Mansour compound for all the ministry counterparts to discuss the PMI methodologies and techniques, and problems faced in project management throughout Iraq. As part of the participatory assessment process of PM, the Impact Assessment Consultant facilitated a discussion on the application of the knowledge and skills gained from

PM development, and its effects/impacts on the work place. The impact of establishing PMOs was also discussed in addition to the sustainability of PM activities.

### 3.4 One-Stop-Shop Initiative

USAID-*Tarabot* introduced the One-Stop-Shop (OSS) service center model to make a rapid and tangible impact on Iraq's ability to deliver public services, to address the long lines and unclear, overly complicated procedures that have long been pervasive obstacles in Iraq. 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. To accomplish this, USAID-*Tarabot* has been working with government counterparts to thoroughly analyze and reengineer their business processes to ensure efficiency, effectiveness, and compliance with OSS principles. Building customer service skills and awareness is a major component of the initiative; during the first week of March, USAID-*Tarabot* held a workshop on customer service for Ministry of Justice (MoJ) staff.

USAID-*Tarabot* held a workshop, during the second week of March, on establishing a specialized PMO to manage and implement an OSS at the MoMPW. Additionally, the MoMPW re-announced a request for proposals for the aforementioned software design and implementation. A workshop was held with the Ministry of Oil Baghdad Oil Products Distribution Company (MoO-BOPDC) to develop the Terms of Reference for the development of software for its OSS project. USAID-*Tarabot* followed up with Mr. Mohamed Abdulazeez, the planning manager of MoO-BOPDC in order to receive an official letter adding the OSS to the ministry's 2014 plan, following ministerial approval.

USAID-*Tarabot* held a workshop, during the last week of March, at the MoO-BOPDC to deliver 3D architectural design for their OSS and to provide technical assistance to facilitate implementation of the OSS. USAID-*Tarabot* also held a Customer Service Workshop for the staff of the MoMPW from the Municipalities of Baghdad, Kut, Mahmouidia, Mosul, Kirkuk, Maysan, Ramadi, Basrah, Tikrit, Diyala, Najaf, and Dhi Qar, in Erbil to demonstrate the basic methodology and tools of Customer Service provided to the clients of the OSS. The objective of the workshop is to provide the opportunity for the staff in the MMPW to identify the skills and methods of customer service for the service centers. It's an important step to be prepared to start work in service centers and provide better service to citizens.

### 3.5 Center of Excellence Initiative

USAID-*Tarabot* progressed with the establishment of the Iraqi Center of Excellence in Government (ICEG) through its work with pilot ministries. During the first week of March, the MoCH finalized the transformation to the excellence program, and will now proceed to the assessment process, for which documentation is being prepared by USAID-*Tarabot*, and then they will continue on to actual implementation. USAID-*Tarabot* progressed with the establishment of the ICEG through its work with pilot ministries. The MoCH finalized the transformation to the excellence program, and will now proceed to the assessment process, for which documentation is being prepared by USAID-*Tarabot*, and then they will continue on to actual implementation.

USAID-*Tarabot* worked with the MoCH and MoH, during the second week of March, to gather and analyze all documents necessary for the Excellence



Criteria Assessment. The assessor and USAID-*Tarabot* advisors prepared an assessment report for both entities that highlighted points of strength and weakness, and an action plan for the next three months. Both entities will soon move on to actual implementation.

The MoH, during the third week of March, hired one of the top international firms for quality management, Lloyd's Register for Quality Assurance, to carry out an ISO 9001 initial audit of the ministry. This step marks the conclusion of USAID-*Tarabot*'s activities to strengthen the ministry's quality management systems, and towards actual ISO certification inside the ministry. This is important for the ministry as USAID-*Tarabot* continues to draw down and encourage its ministry partners to turn to the private sector for continued assistance. ISO 9001 is a series of standards developed by the International Organization for Standardization to help establish and maintain an effective quality assurance system for organizational performance and service delivery. ISO 9001 is one of the most prominent management tools with over a million organizations holding certification worldwide. USAID-*Tarabot* assisted Gol partners to obtain ISO certification as part of its Quality Management Initiative since 2011. USAID-*Tarabot*'s integrated and comprehensive approach has enhanced quality management techniques within government entities, helping to develop a culture of continuous improvement in service delivery. The MoH's Institutional Development and Excellence Department, which leads all institutional and capacity development initiatives within the ministry, is using US \$20,000 from cost share funds to pursue the audit. The use of cost share funds by Gol partners has been forthcoming across USAID-*Tarabot*'s initiatives, an indicator of ownership that improves the prospects for sustainability.

USAID-*Tarabot* reviewed the Excellence program with COMSEC during a two-day workshop in the last week of March. USAID-*Tarabot* introduced participants to the concept of institutional development and culture of excellence, including the phases and benefits, along with the ICEG. COMSEC began preparing the assessment process with *Tarabot*'s STTA, which requires the gathering and analyzing of all the necessary documents to be able to conduct the assessment according to the Excellence criteria. The assessor and other USAID-*Tarabot* advisors prepared the assessment report and provided it to COMSEC; it contains the strengths of COMSEC and the points that need to be improved. USAID-*Tarabot* is in the process of preparing an action plan for the next three months for COMSEC's implementation of the Excellence program.

USAID-*Tarabot*, during the final week of March, held a workshop for the MoTr to follow up on their adaptation to the Excellence Program. A review of Al-Kademiya Hospital's adaptation to the Excellence program was completed, which resulted in the hospital's continuing adoption of international standard operating procedures. A similar workshop was held with the MoCH.

USAID-*Tarabot* met Dr. Nabeel Al-A'arajy, the Ministry of Higher Education and Scientific Research Ministerial Consultant for the Quality and Accreditation Affairs, and Mr. Amir Ghazi, Expert Consultant, to discuss the 2013 cost share budget, which allocated for the universities' COE program, on March 31.

### **3.6 Decentralization Initiative**

USAID-*Tarabot*'s central pillar for Decentralization efforts is the development of roadmaps for ministries mentioned in Article 45 of the amended Law 21. These roadmaps will take into account the particular needs and concerns of each ministry, presenting a solution-oriented and detailed strategy for the decentralization of powers as mandated by Article 45. For many ministries this involves deconcentration of authorities to their provincial directorates, where a model and resources for local administration can be established as a step for shifting the authorities fully to the governorate offices as per Article 45. This approach also positions the ministries to move forward even if pre-election politics should impede the

implementation of Article 45 per se. USAID-Tarabot has been working with many of these ministries for a long period, developing lists of authorities that would best be decentralized, and these will serve as a strong basis for the development of the roadmaps.

USAID-Tarabot conducted a workshop, in cooperation with USAID-Taqadam during the second week of March, in Basrah with local government and civil society representatives to discuss administrative decentralization and the implementation of Article 45 of Law 21. USAID-Tarabot is also working with the MoEn to pilot decentralization in Basrah; a study for the powers to be decentralized and a roadmap for the process will be developed. The MoMPW also explored decentralization opportunities at a workshop led by USAID-Tarabot in Maysan.

USAID-Tarabot worked with representatives from the ministerial directorate of the MoLSA and the Governorate's Office in Wasit to discuss administrative decentralization and the implementation of Article 45 of Law 21, during the third week of March. A similar workshop was conducted with the MoMPW, MoH, and the Governorate's Office in Basrah.

USAID-Tarabot conducted a meeting with Deputy Governor of Diwaniyah, who agreed to the stages of a feasibility study to be conducted on Wednesday March 26 as part of a workshop for the governorate. The study will be on the feasibility of decentralizing the eight federal departments covered by Article 45 of Law 21 and what needs to be done by USAID-Tarabot to build a roadmap to assist the GO with the process.



USAID-Tarabot met with the Wasit governorate to discuss with the Directorates of Water, Sewage, Health, Urban Planning, Agricultural, Municipalities, Education, and Legal Department the sub-committees formed in every relevant directorate regarding preparations for the decentralization feasibility study to be conducted by Tarabot. USAID-Tarabot conducted a workshop with Dhi Qar Education Directorate for 11 participants, all of whom were department directors, to explain decentralization. USAID-Tarabot also discussed the Directorate's preparations regarding decentralization and

the completion the study it's currently conducting concerning this article. USAID-Tarabot held a meeting with the Maysan Provincial Council and met with the head of the Services Committee, where it was agreed to send official letters to all municipalities departments in the province announcing the deadline for submitting their decentralization feasibility studies.

USAID-Tarabot conducted a workshop with Directorate General of Education of Maysan and nine other participants. Article 45 of Law 21 was presented by USAID-Tarabot, and it was agreed the preparations for a study of Article 45 are to be completed and submitted by April 9. USAID-Tarabot conducted three meetings in Kirkuk, with the Kirkuk Municipality and legal counselor; and the Directorates of Water and Sewage to provide technical support for implementing Article 45 of Law 21. USAID-Tarabot also conducted a workshop with MoMPW entities on Article 45 of Law 21. Two further workshops were conducted during the final week of March; both for the MoH.

USAID-Tarabot conducted a meeting with the MoEn that included the Assistant DG for Environmental Awareness, Director of the Environment Fund, and an expert in administration from the Deputy Minister's office on March 26. During the meeting it was agreed to begin implementing the roadmap developed in coordination with USAID-Tarabot, for decentralization of the ministry following a meeting

to be held during the first week of April with the Deputy Minister. On March 26, USAID-*Tarabot* also conducted a workshop with eight ministerial departments from the MoYS, MoLSA, MoMPW, MoF, MoEd, MoA, Moh, and MoCH to discuss Article 45 of Law 21.

### **3.7 Iraq Development Management System Initiative**

USAID-*Tarabot*'s Iraq Development Management System (IDMS) team conducted a series of meetings with the MoP and Synergy to solve all issues disrupting implementation of the IDMS. The in-person coordination with Synergy, to fix all MoP comments on the system directly, has proven very successful. USAID-*Tarabot* helped the MoP solve technical issues with the system and secure its approval by the ministry throughout the month.

USAID-*Tarabot* conducted a workshop, on March 31, for employees of COMSEC and the MoP General Inspectors office. The purpose of the workshop was to give the participants basic training on the IDMS, which was a great opportunity to show the system's abilities and its readiness to be adopted, as well as the new improvements and updates that has been made to the system at the request of MoP. Those improvements include adopting more English/Arabic translations, and readying the IDMS for delivery to the MoP, as well as setting the date of delivery.

### **3.8 Education Capacity Building Initiative**

The Education Capacity Building Initiative (ECBI), in March, continued its masters training program. This program represents the culmination of almost two years of training in the Ministry of Education (MoEd), where up to 80 graduates of the core area training in public administration skills training, who have successfully completed the trainer training, are now undergoing the masters trainer course. Each of the four masters courses will run for one month, delivered in weekly sessions over a 4-month period, ending in May. March, therefore, saw the completion of the second week of training for each of the four classes. To date, the courses have attracted 68 participants (27 of whom are women), who come from ministry offices in Baghdad, Kirkuk, Najaf, Diyala and Basrah. The participants work in 14 different directorates in the MoEd.

# KURDISTAN ACTIVITIES

## 4.1 Project Management

USAID-*Tarabot* completed the Earned Value Management (EVM) training course held in Erbil from February 23 to 26, 2014. Twenty-four engineers from the Kurdish Ministries of Construction and Housing (KMoCH); Municipalities and Tourism (KMoMT); and Electricity (KMoEI) participated in the course. USAID-*Tarabot* met with Mr. Shamil Taher on March 3, senior engineer at the Electricity Distribution Department of the KMoEI, at USAID-*Tarabot*'s Kurdistan office to discuss the structural organization of the department and the best approach for establishing a project management office (PMO). USAID-*Tarabot* met with Ms. Perez Sattar on March 6, senior engineer and focal point from the KMoCH, at USAID-*Tarabot*'s Kurdistan office to discuss the organizational structure of the ministry and establishment of a PMO.

USAID-*Tarabot* completed the delivery of an EVM course in Sulaymaniyah on March 13, with 26 engineers from the KMoCH, KMoMT and KMoEI in attendance. Mr. Qaraman Sulaiman Ahmed, the director general (DG) of Electricity Distribution, met with USAID-*Tarabot* in his office on March 17 to discuss the establishment of a PMO. The lack of trained staff was another concern of the ministry, and he believes with the existing number of trained engineers the PMO will be hard pressed to cover all the fields. USAID-*Tarabot* met with Mr. Sherzad Aziz, director of Human Resources and Center of Training at the KMoMT, on March 25, to address inquiries on establishing PMO. He said the issue had been raised with the Deputy Minister who suggested a technical meeting be held with Mr. Sarkwat, DG of Projects, on March 30.

## 4.2 Social Safety Net

The Kurdish Ministry of Labor and Social Affairs (KMoLSA) signed the internet service contract for Erbil's headquarters and Social Safety Net (SSN) Site. The KMoLSA is also prepared to sign the contract for provision of internet services between the headquarters, Sulaymaniyah and Garmian SSN sites.

USAID-*Tarabot* met on March 9 with Mr. Muhemed Taher and Aram Hatem at the KMoLSA to discuss cost share funds for the SSN and One-Stop-Shop (OSS). Although the Kurdish Ministry of Planning (KMoP) has approved the allocation of \$ 818,000 for the SSN and OSS, according to their letter #6392 dated November 27, 2013; it still has not received the required support from the Kurdish Ministry of Finance (KMoF). This is a critical issue as USAID-*Tarabot* is set to end on June 30, 2014. USAID-*Tarabot* followed up on a daily basis with the KMoLSA on issuing the tenders for the SSN's hardware, internet service, and training, as well as the rehabilitation and furnishing of the OSS's Dahuk site. USAID-*Tarabot*, in coordination with the KMoLSA, is working to hold the OSS launch conference in Mid-June in Dahuk. Upon the request of the KMoLSA, USAID-*Tarabot* is assisting to develop procurement requests for SSN training courses to be held elsewhere.

USAID-*Tarabot* met with Mr. Muhemed Taher on March 12, 13 & 17, to discuss the procurement requirements for the SSN's internet service, hardware and training courses, as well as the renovation and furnishing of Dahuk's OSS building. USAID-*Tarabot* is working closely with KMoLSA on finalizing the procurement list for the KMoP. USAID-*Tarabot* also worked closely with the SSN advisor at the KMoLSA to formulate the proposal on training courses outside of Kurdistan.

USAID-*Tarabot*'s SSN Infrastructure Team completed checking the active directory group policies; checking the connection between the HQ and Erbil sites; configuring the Cisco router at the HQ site according to the new public IP; reviewing policies in HQ; and checking with Mr. Aram on the missing hardware pieces. At the Erbil site, USAID-*Tarabot* completed updating windows server 2008 for all servers; updating the Symantec end point protection Antivirus program; opening the site-to-site virtual private network between the HQ and Erbil sites; installing DNS at the Erbil site; developing password protocols for management of the SSN at the HQ and Erbil sites; promoting active directory domain controller and including the Erbil site on the domain; and linking the Erbil site with HQ and replicating all the records successfully.

The first two KRG sites are linked now and USAID-*Tarabot* this month checked the Cisco routers; configured them for the new public IP; activated the windows server 2008; updated the windows server 2008 on three boxes; and delivered the New Horizon certificates for the KRG's SSN staff to the KMoLSA. Horizon provided the training courses on the SSN to four KMoLSA specialists in 2013.

USAID-*Tarabot* met with Mr. Hayder Sinjawi, DG at KMoP, on March 19 to discuss the concerns of Muhemed Taher at the KMoLSA and the letters Zagros is sending on the procurement requests for the SSN and OSS. Mr. Sinjawi promised he will bring this issue to Zagros and will follow up with KMoLSA to ensure rapid procurement. USAID-*Tarabot* also met with Mr. Muhemed Taher on March 25, to follow up on the procurement requirements for the SSN's internet service, hardware, and training courses, as well as the renovation and furnishing of the Dahuk OSS site.

USAID-*Tarabot* confirmed, on March 20, request letters have been submitted to the KMoP for procurement approval of furniture for the OSS, and internet service and hardware for the SSN. This is in addition to the request for renovating Dahuk's OSS, which has already been approved by the KMoP.

USAID-*Tarabot*'s March SSN Training Team activities included: delivering an SSN data entry training course in Dahuk site for nine data entry specialists from February 25 to March 12, on how to use the new SSN system; continuing work on Erbil's database, for the Koya & Soran districts, data cleansing to create report for all errors showing in Excel database; continuing work to update the data entry guide to match the new SSN system; working to create a report for all errors in the Access database after Dahuk's database data cleansing; creating a final report about the KMoLSA data readiness for data migration and sent it to all related persons on March 1; meeting with the Dahuk Data Entry team to discuss database issues and mandatory fields that need to be filled in over the next few days; and meeting with Mr. Ridha Nayif, the Dahuk SSN Manager, and Mr. Hozan Kareem, Dahuk's IT Manager, on March 3, to discuss data cleansing issues.

USAID-*Tarabot* also held a conference call with Mr. Aram about the SSN hardware requirements and technical specifications on March 3; showed Mr. Ridha Nayif, SSN Manager, Mr. Hozan Mohammed Ameen, IT manager in Salah ad Din, the data entry workshop on March 4 to acquaint them with the new SSN system, discuss data cleansing issues, and the OSS. Mr. Ridha promised to work with USAID-*Tarabot* to solve all related issues. A conference call was held March 6 with the Sulaymaniyah team to check on the progress in data entering, and it was determined they are still working on the data to be ready at the end of the month. USAID-*Tarabot* prepared documents needed for the Koya & Soran courses on the SSN system, data capturing and data cleansing, to be held in April. A one-day workshop was delivered at the Dahuk Social Affairs Directorate (SAD) upon the request of Mr. Ridha Nayif, Manager of SAD, instead of the Jiyan Hotel. USAID-*Tarabot* continued working on the data entry guide in Kurdish language.

USAID-*Tarabot* also amended the documents related to the Erbil HQ and SSN sites according to the KRG SSN IT configuration guide. The documents needed for the next installation in Kurdistan were prepared, and USAID-*Tarabot* delivered a two-day workshop on the SSN System, on March 19, data capturing and data cleansing to the Koya SA Department. The workshop provided data migration for the SSN system using Access database know-how.

### 4.3 One-Stop-Shop

USAID-*Tarabot* met with both Mr. Ridha Nayif, the Dahuk Manager of Social Affairs Directorate, and Mr. Hozan Kareem, the Dahuk IT Manager, on March 3, to discuss issues related to the One-Stop-Shop (OSS). On March 5, USAID-*Tarabot* met with Mr. Sherzad Wahid Aziz, Director of Human Resources (HR) at the KMoMT, to discuss preparations for the OSS seminar to be held the next day. The seminar was held, in cooperation with KMoMT, at the ministry's new training center. Sixty senior employees from the Kurdish provinces (60% from Erbil and 40% from Sulaymaniyah, Dahuk and Garmian) attended the presentations on the concept of an OSS; its application in different countries; and the design provided by USAID-*Tarabot* to be established in Dahuk. An architectural model was exhibited to the audience and a question & answer session followed. The KMoMT expressed support for the OSS and requested additional information and help from USAID-*Tarabot* to establish similar centers, to which USAID-*Tarabot* promised to provide the plan and road map for establishing an OSS.

USAID-*Tarabot* met with Mr. Muhemed Taher, on March 12, to follow up on the Dahuk OSS procurement requests sent to the KMoP for approval. The KMoLSA received approval from the KMoP on March 13 for the renovation of the Dahuk OSS, and the KMoLSA will follow up with the KMoF to secure the funds.

USAID-*Tarabot* met with Mr. Muhemed Taher, on March 24, to secure approval for USAID-*Tarabot* to visit the Dahuk OSS site on March 26, in order to ensure its readiness, which Mr. Taher approved. The visit included the following senior officials from the KMoLSA: Mr. Hussein Ali Assad, DG of Social Care and Development in Dahuk; Mr. Ridha Nyif, Director of SSN in Dahuk; Mr. Hozan Mohamed Amin, Senior SSN IT Engineer in Dahuk; and Mr. Sidqi Hussain, Chief Engineer in Dahuk. Measures were taken to stop flooding and implement the renovations suggested by USAID-*Tarabot*. There are still areas damaged by the leaky roof that contain mold and excess humidity, as well as false ceiling tiles and floor tiles that need to be replaced. Mr. Ridha also walked USAID-*Tarabot* through the process currently employed by the Dahuk SSN team to convert their system to an Access database.

The renovations and repairs to the Dahuk OSS site are simply awaiting the cost share money and the Chief Engineer told USAID-*Tarabot* his team will perform the required maintenance themselves to save time.

## PROJECT ADMINISTRATION

**Staffing and Deployment:** As of March 31, 2014 the USAID-*Tarabot* staff consists of 30 expatriates (21 LTТА; 9 STТА) and 230 Iraqi national personnel.

USAID-*Tarabot* closed four provincial offices on March 31, 2014: Diwaniya, Anbar, Dhi Qar, and Salah ad Din.

Promotions were effective March 1, 2014 for ten national and three expatriate staff, as approved by USAID.

30 USAID-*Tarabot* staff attended a presentation by the USAID-FORAS project on March 19 to learn how to register online and obtain assistance. Staff were eager to know about the Iraqi companies participating in FORAS.

USAID-*Tarabot* hired an IT System Administrator for the ISRAR team to help with training and online registration of laws and policies to be considered for revision or reform.

USAID approved travel for four *Tarabot* policy advisors to participate in the April 6-10 “*Government of Iraq Ministries’ Policy Conference with the Carnegie Middle East Center*” in Beirut. Travel and hotel arrangements were made.

**Security Facilities:** Explosions in Baghdad caused major traffic congestion on some Baghdad streets, which complicated and slowed mobility of for *Tarabot* staff and security teams throughout Baghdad.

**Closeout:** MSI’s civil engineer traveled to Kirkuk hub and verified all modifications in preparation for return to the owner. Toilets were installed in ISRAR house for staff and trainees; the aluminum and wooden partitions were removed from Babylon house; and a basic kitchen was installed in Sumer house using transferred materials.

On March 13 USAID approved disposition/sale of generators within the USAID-*Tarabot* inventory.

On March 14 USAID approved *Tarabot*’s property disposition request to be achieved through a public advertisement and sealed bids, and another request to dispose of damaged equipment and furniture within the *Tarabot* inventory.

Babylon House was closed on March 19, as planned, and returned to the owner.

**Visas:** USAID-*Tarabot* received visas for all expatriate LTТА and STТАs traveling to support the project in the immediate future.

# 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 (MS)	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 Gov Regulator	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 checked="" 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"/>
Babil	<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 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 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"/>
Baghdad	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<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 type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Basrah	<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 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 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"/>
Diyala	<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 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 checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
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<input checked="" type="checkbox"/>	Completed
<input type="checkbox"/>	Ongoing
<input type="checkbox"/>	Scheduled
<input type="checkbox"/>	Pending