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USAID IRAQ ADMINISTRATIVE REFORM PROJECT

MONTHLY PROGRESS REPORT, FEBRUARY 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
KMoE	Kurdish Ministry of Electricity
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
MoE	Ministry of Electricity
MoEd	Ministry of Education
MoEn	Ministry of Environment
MoH	Ministry of Health
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
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	Social Safety Net
USAID	United States Agency for International Development

This report summarizes project activities and accomplishments under the Iraq Administrative Reform Project USAID-*Tarabot* for February 1–28, 2014.

SUMMARY

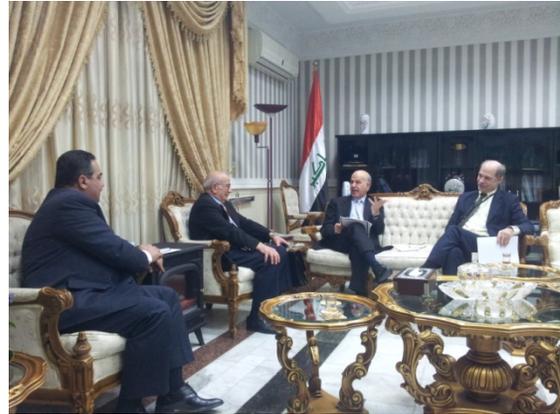
Advancing Decentralization. Iraq is steadily progressing forward in its path towards administrative decentralization, with the amendment of Article 45 of Law 21. As decreed in the new amendment, eight major ministries (Municipalities and Public Works, Construction and Housing, Labor and Social Affairs, Education, Health, Agriculture, Finance, Sports and Youth) have been instructed to decentralize their staffs, resources, and service delivery responsibilities to provincial governments within a period of two years. To support the devolution of authorities from central ministries to provincial entities, USAID-*Tarabot* is working with a range of partners, at the central and provincial levels, to facilitate the implementation of amended Article 45 of Law 21.

As part of this effort, USAID-*Tarabot* representatives met with the Speaker of Parliament, Osama Al-Nujaifi, to discuss the future of decentralized government in Iraq, and the terms of Article 45 of amended Law 21 in particular... With the assistance of *Tarabot*'s decentralization initiative, Iraq is moving away from centralized decision making, and empowering provincial officials to exercise authorities and make decisions at the local level where services are actually being delivered.

Championing Systems & Services in Wasit. USAID-*Tarabot* advisors visited the Governor of Wasit, following the visit of the governor to *Tarabot*'s headquarters last month, to follow up on the joint implementation of the One-Stop-Shop (OSS) and Project Management Institute (PMI) processes in the province. Upon receiving a presentation on the OSS at the initial meeting at *Tarabot* headquarters, and the challenges this initiative has encountered in the province, the governor pledged to expedite its implementation in Wasit and has offered to fund its development out of the governorate's budget. Between the OSS and project management initiatives, the governor expressed his willingness to allocate 2 billion Iraqi dinars to support *Tarabot*'s work in Wasit. The follow-up visit was conducted on short notice to confirm USAID-*Tarabot*'s interest in working with the governorate on the OSS, and to capitalize on the Governor's strong support and appreciation for *Tarabot*'s assistance.

Wasit Governorate has selected 15 additional projects for the piloting of PMI processes, which brings the total for the governorate to 21. Wasit became the first governorate to commit to the application of PMI processes throughout the entirety of the project cycle for three pilot projects, including the water treatment plant. Previously, PMI processes had been applied primarily in the initiation and planning phases of pilot projects; now, its application is being expanded to the execution and closing processes.

Delivering Regulatory Reform. USAID-Tarabot's Iraq Solutions for Regulatory and Administrative Reform (ISRAR) submitted the first regulatory reform package to the Council of Representatives. This package will eliminate 100 unnecessary and overly complex laws and regulations, ultimately making business easier to conduct in Iraq. Later in the week, ISRAR also met with the Prime Minister's Advisory Council (PMAC) to discuss its new reform package, its newly drafted construction *nidham* (regulation), the status of the regulatory reform steering committee, and the recently reopened One-Stop-Shop. The steering committee nominations were nearly complete, and PMAC representatives said the committee will be established and operational by the end of the month. ISRAR also met with Dr. Hamid, the chief of staff (COS) of the Prime Minister, who was briefed on the need for legislation to enable the Council of Representatives' approval of the package of recommendations coming from ISRAR's Central Unit with a single vote. A draft proposal was prepared by ISRAR for the COS to consider. ISRAR also briefed the COS on the construction *nidham* and informed him they had scheduled a working meeting with the municipalities of Baghdad and the Baghdad Amanat to finalize ISRAR's recommendation.

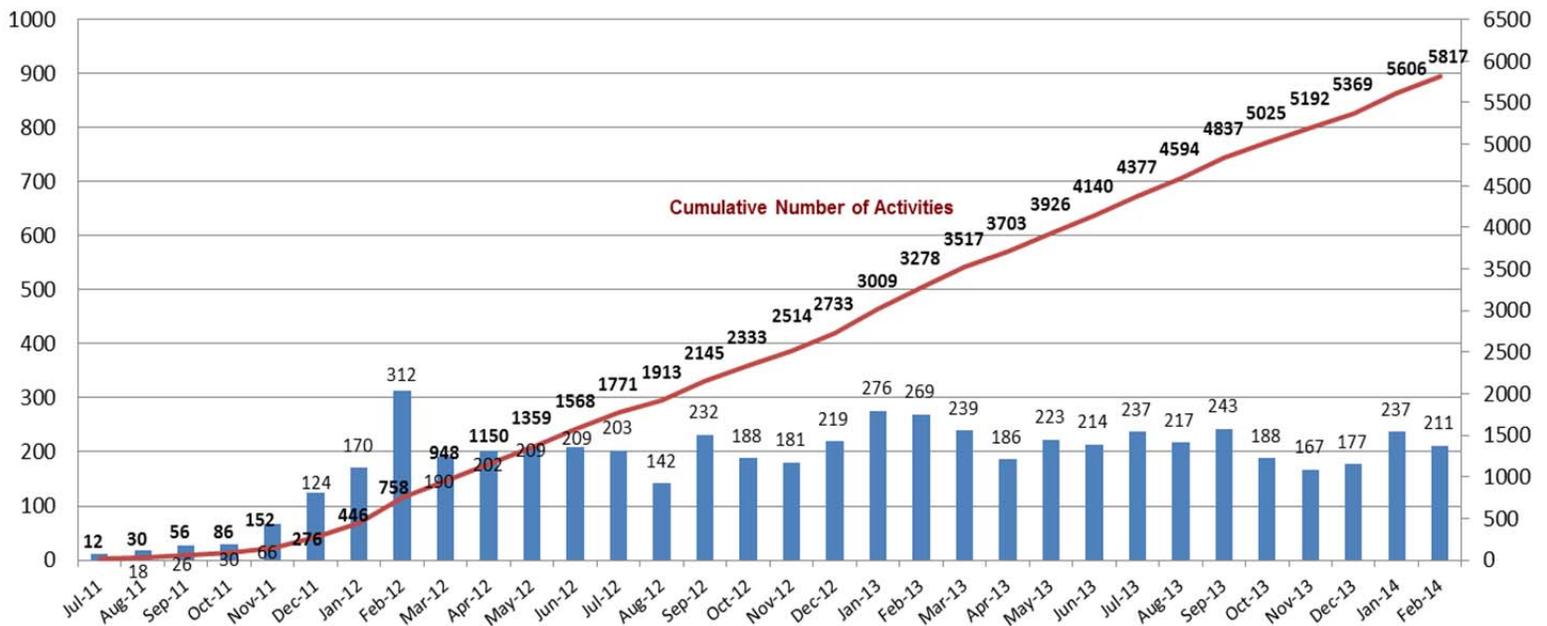


Listening & Hearing Complaints of Citizens. A Citizen Complaint System has been developed, with the support of USAID-Tarabot, and will be launched in April, which will allow a centralized online portal for citizens to register any complaints regarding service delivery from ministries and governorate offices, or any other Government of Iraq (GoI) entity. This allows for transparency, whereby oversight for government performance in service delivery is charged to a centralized entity, the Council of Ministers' Secretariat's (COMSEC) Public Affairs and Citizens Affairs Department.

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 which will be charged with responding. Citizens will be able to file complaints remotely via the internet, or by a telephone hotline. COMSEC procured the system, while USAID-Tarabot assisted in developing the terms of reference, as well as identifying and addressing the system requirements. The company tailoring the software for the GoI finished 80% of the required adjustments, and the system will be completed and launched by April. This initiative showcases the utilization of cost share, whereby Tarabot worked with the Partnership Committee to allocate \$250,000 for the software, allowing COMSEC to purchase an advanced, internationally recognized system.

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

- **Total Events:** USAID-Tarabot teams held **211** events (workshops and formal meetings) during February.
- **Locations:** - **110** of these events were held at locations in Baghdad, while **101** events were delivered on location in **14** provinces.
- **Type of Event:** **210** events in February were formal assessment meetings, action planning, or implementation workshops. **1** Events were introductory meetings.
- **Institutions:** **110** of these events were with **27** ministries; **64** events supported the governors' offices; **18** events were directly with the executive offices, and **12** events were directly with NGOs and Privat sectors, **1** events were with Provincial Council, **3** events were mixed and **3** events were with COR.
- **Components:** **69** events were carried out by the national policy development component, **126** by the administrative decentralization component, **12** events by KRG office and **4** by Education Capacity team.



NATIONAL POLICY MANAGEMENT

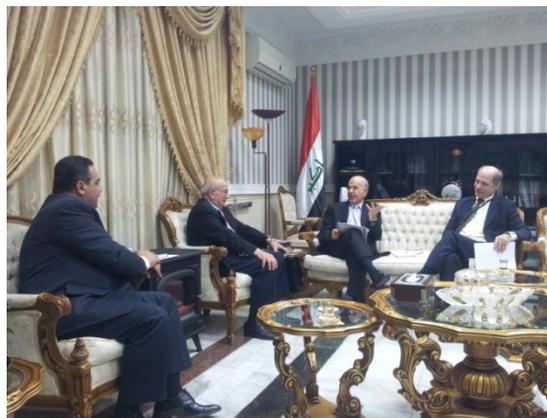
2.1 Regulatory Reform

USAID-*Tarabot*'s Iraq Solution for Regulatory and Administrative Reform (ISRAR) began the month by meeting with the Ministry of Agriculture to discuss possible reform routes for Iraq's complex land legislation. The meeting concluded with both parties convinced old legislation should be eliminated and a new overarching framework should be drafted. Also during the course of the first week, a senior advisor from ISRAR started a series of engagements with the Ministry of Trade to improve the functionality of the One-Stop-Shop established with *Tarabot*'s assistance to speed up business registrations.

The beginning of the second week of February marked a major milestone for ISRAR with the submission of its first regulatory reform package to the Council of Representatives. This package will eliminate 100 unnecessary and overly complex laws and regulations, ultimately making business easier to conduct in Iraq. Later in the week, ISRAR also met with the Prime Minister's Advisory Council (PMAC) to discuss its new reform package, its newly drafted construction *nidham* (regulation), the status of the regulatory reform steering committee, and the recently reopened One-Stop-Shop. The steering committee nominations were nearly complete, and PMAC representatives said the committee will be established and operational by the end of the month.

In the third week of February, senior advisors from ISRAR traveled to Erbil to conduct a private-sector stakeholder meeting. They explained ISRAR's work in Kurdistan and gathered feedback from companies doing business in both Baghdad and Erbil. The companies present enthusiastically backed ISRAR's goals and promised future participation in any regulatory review.

The final week of February proved to be busy as ISRAR conducted a series of governmental meetings in addition to hosting multiple training events on USAID-*Tarabot*'s Mansour compound. ISRAR met with Dr. Hamid, the chief of staff (COS) of the Prime Minister, who was briefed on the need for legislation to enable the Council of Representatives' approval of the package of recommendations coming from ISRAR's Central Unit with a single vote. A draft proposal was prepared by ISRAR for the COS to consider. ISRAR also briefed the COS on the construction *nidham* and informed him they had scheduled a working meeting with the municipalities of Baghdad and the Baghdad Amanat to finalize ISRAR's recommendation. Additionally, the COS was urged to assist with the work already completed by ISRAR on Imports-Exports by impressing upon the Ministry of Trade (MoT) the importance of adopting the changes. The COS was pleased to hear that a paper would be drafted on the sustainability of ISRAR, and stated he was recommending the new administration continue working on public policy and with ISRAR.



Additionally, ISRAR met with the Parliamentary Economic Committee, seeking its cooperation to expedite ISRAR's first package of reforms through the legislative process. Later in the week, ISRAR had the first of two meetings with PMAC to finalize ISRAR's construction *nidham*. PMAC recommended minor changes to the *nidham*, and pledged their support. The following meeting with PMAC was dedicated to discussing the legislative process ISRAR's first package of recommendations will follow. ISRAR also hosted a series of reform-based discussions with its ministerial counterparts. ISRAR's

Central and Ministerial Units identified complex legislation and worked jointly through potential reforms.

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

USAID-Tarabot's National Policy Management (NPM) unit met, this month, with the Office of Policy Development (OPD) for the Prime Minister's Office to discuss OPD's progress with their policy papers. Dr. Muthafar Hamoudy shared his research on the impact of global warming on the growth of invasive species in agriculture and water sources in Iraq.

Dr. Sadeq Jawad introduced a new proposal in his policy paper that would alleviate the financial burdens of farmers if they utilized new methods and technologies to irrigate their lands, such as drip or spray irrigation and piping. It is hoped that his new policy will replace Law 3 of 1995.

The policy on the "Revitalization of Scientific Research in Iraq" by Dr. Tarek is of particular importance since Iraq used to have a robust policy on scientific research, development, and training. Its author advocates a return to evidence-based research in universities and industries, and calls on the Ministries of Higher Education and Scientific Research, and Science and Technology to fund individuals and centers involved in scientific research to encourage a culture of research and development.

The NPM unit led a meeting with advisors of the OPD to discuss the development and implementation of OPD's annual work plan in preparation for the end of *Tarabot's* technical assistance to the Prime Minister's Office. The work plan will guide OPD's priorities, activities, and events while ensuring the sustainability of the unit. *Tarabot* intends to mentor the development of the work plan, which will require approvals by the COS of the Prime Minister and Chairman of the OPD. In addition, NPM updated Dr. Hamid Ahmed, the COS of the Prime Minister on OPD's on-going activities with *Tarabot*.

2.2.1 Offices of Policy Development in the Ministries

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

This month, the MoIM's working group to establish an industrial monitoring and evaluation system held four sessions, with 14 members from various directorates attending. The MoIM and NPM worked to review the logical framework for Iraq's industrial revitalization policy. They set indicators; defined units of measurement and sources of verification; and discussed the relevance of achieving the targets including in the policy. Activities under the first component will support the entrepreneurship and private sector development in Iraq, while the second component aims to revitalize industrial entities through restructuring state-owned enterprises and investing in research, innovation and new skills.



The MoE, with NPM's assistance, held a series of seminars to introduce senior officials to the public policy process for the electricity sector, with an eye towards institutionalizing evidence-based and stakeholder-inclusive methods of policy making. Two seminars were held this month with 15 director

generals from the ministry's headquarters and field facilities attending, along with public policy unit members. Each seminar covered a range of topics, including electricity policy fundamentals, problem identification, policy formulation, analysis of policy options, and evaluation. Participants discussed key components of electricity sector policy reform. NPM and the MoE's policy unit introduced internationally-recognized analytical methods for problem diagnostics in industrial sectors, policy impact assessment and evaluation designs.

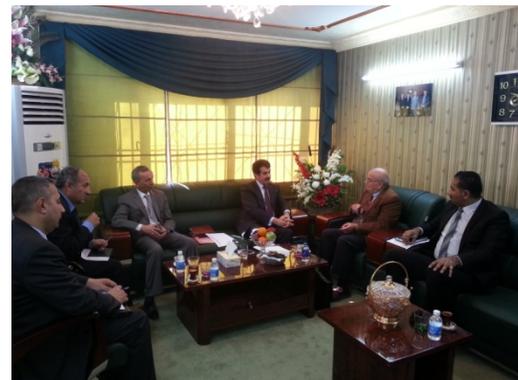


The two working groups established by the MoT, for the implementation of a public policy to streamline Iraq's international trade agreements, continued their activities. The working group for producing a new model and rules of procedure for trade agreement process held two sessions. The group's eight members reviewed the current legislative and regulatory framework governing Iraq's trade negotiation process and produced recommendations calling for a better structured, coordinated, and stakeholder inclusive process for setting the negotiation teams and conducting consultations. The ten member strong working group for establishing an integrated

trade management information system held two sessions. They produced a concept note on the proposed information system's purpose, components, governance arrangements and relationship between participating agencies. The concept note was submitted for approval.

Social Ministries: USAID-Tarabot's NPM unit conducted a mentoring session at the Ministry of Labor and Social Affairs (MoLSA) to assist the ministry's public policy unit in drafting a policy paper on "Homeless Orphans." Tarabot's advisors analyzed the proposal for encouraging faith-based organizations and civil society to establish and manage centers for homeless orphans, and discussed the legal, social, and cultural aspects of this option. Current legal regulations only permit the MoLSA to establish such centers. Advisors wrote down the pros and cons of this policy option, after some discussion regarding the benefits of cooperation between the ministry and civil society.

NPM met with the MoLSA to discuss the establishment of the ministry's public policy unit and its website, as well as an upcoming study tour. Tarabot provided the minister with a draft of the "Homeless Orphans" policy paper and an activities report. The minister pledged to support Tarabot's public policy program, including the establishment of the public policy unit, the website, and study tour.



NPM also met with the Senior Deputy Minister from the Ministry of Environment (MoEn) and the Deputy Minister for Planning and Follow-Up to discuss institutionalization and management of the public policy unit to facilitate long term sustainability. The Senior Deputy Minister gave NPM a ministerial order that called for the creation of the Office of Public Policy – for the first time – as a new and separate department within the ministry. The new department will be comprised of four units: 1) administration and statistics, 2) research and policy development, 3) policy implementation, and 4) policy communication and outreach.

USAID-Tarabot's NPM Team conducted a meeting with the Minister of Migration and Displacement (MoMD). They met to discuss a policy paper on "Slums in Iraq" developed by the ministry's public policy unit in collaboration with Tarabot. Both the Minister and the senior Deputy Minister expressed their appreciation and support for the new policy office, and they welcomed the prospect of a public debate



on the new policy with all concerned stakeholders. They also confirmed the participation of their policy staff at the upcoming seminars at the Carnegie Endowment for International Peace in Lebanon.

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

Policy advisors from the public policy unit of the Presidency Diwan (PD), this month, began assessing the anticipated impacts of three policy options for “Homeless Orphans”: 1) expanding the number of orphanages; 2) adopting a foster care program; and, 3) engaging civil society and faith-based organizations in the delivery of services. The impact assessment will be conducted with health, security, education, economics, social, politics, environment, legal, and cultural considerations. *Tarabot's* and the PD's advisors discussed a new solution to alleviate the plight of more than 2 million homeless children in Iraq. Drawing upon models in Lebanon and Syria, the new option calls for the creation of “children's villages,” where homeless orphans will be housed in facilities and cared for by foster families. The children would be provided with education, health care, and room and board. The goal of this option is to provide vulnerable children with a family like environment, in addition to the foster care system.

Additionally, NPM advisors started developing the annual work plan for the PD's Bureau of Public Policy to strengthen its management and ensure its sustainability once *Tarabot's* implementation finishes.

2.4 Stakeholders Policy Consultation

USAID-*Tarabot's* NPM unit delivered five workshops during February focused on building the public policy advocacy capacity of stakeholders. Sixty-one participants from Baghdad, Karbala, Wasit and Diwaniyah representing vulnerable groups attended. NPM informed attendees of the role of civilian organizations as stakeholders in policy-making, and how to build grassroots capacity to be more active in coordinating and communicating with government policy makers.



NPM hosted its eighth roundtable to strengthen lines of communications between public policy officials and stakeholders. Attendees included officials from the Prime Minister's Office, Parliament, social ministries of Human Rights (MoHR), Migration and Displacement (MoMD), and Labor and Social Affairs (MoLSA), Baghdad Provincial Council, stakeholder organizations and media outlets. Thirty-six people attended, of which 21 were women and 15 men. NPM's Women Policy Director started the roundtable with a presentation and discussion on mainstreaming gender in public policies.

USAID-Tarabot's NPM unit met with the Dean of Political Sciences at Al-Nahrain University to plan the "Center of Public Policy Studies and Research's" establishment. Issues regarding the establishment of the Center and future cooperation between Prime Minister's Office of Policy Development and University in launching Fellowship and Internship programs for university professors and graduate students were hashed out. The NPM team also met with the President of the Center for Civilization Studies at the University of Babylon to discuss the establishment of public policy department. The president will issue an official letter from the University of Babylon requesting *Tarabot's* assistance in establishing a committee and training professors in public policy.



NPM met with six stakeholder organizations from Baghdad and Babil to discuss possible technical assistance from *Tarabot* on public policy advocacy and future cooperation. The six organizations welcomed NPM's in building their institutional capacity in public policy advocacy.

ADMINISTRATIVE DECENTRALIZATION

3.1 Citizen Complaint System

Iraq's Citizen Complaint System has been developed, with the support of USAID-*Tarabot*, and will soon be introduced. A centralized online portal for citizens will allow them to register complaints regarding service delivery from ministries and governorate offices, or other GoI entity. This increases transparency, as oversight of government performance in service delivery is charged to a centralized entity, the Council of Ministers Secretariat's (COMSEC) Public Affairs and Citizens Affairs Department.

Previously, if a citizen was dissatisfied with government services, or their access thereto, the process by which they would register a complaint was complicated, and generally went through the entity charged with providing the given service, thus creating a potential conflict of interest. Response to complaints was often undermined by a number of factors, including lack of incentive on the part of the given entity, and lack of an organized system for response. USAID-*Tarabot*, by supporting the creation of a centralized oversight mechanism, has made an enormous stride in fostering government accountability that will serve as a lasting legacy of 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 which will be charged with responding. Citizens will be able to file complaints remotely via the internet, or by a telephone hotline.

COMSEC procured the system, while USAID-*Tarabot* assisted in developing the terms of reference, and identifying and addressing the system requirements. Eighty percent of COMSEC's requirements have been finished by the company tailoring the software, and the system will be completed and launched by April. This initiative showcases the utilization of cost share, whereby *Tarabot* worked with the Partnership Committee to facilitate allocation of \$250,000 for the software, allowing COMSEC to purchase an advanced, internationally recognized system.

3.2 Planning Reform Initiative

An input-output table for the Iraqi economy – which describes the technical relationship between Iraq's economic sectors and subsectors – was completed this week, marking a major milestone in USAID-*Tarabot*'s technical assistance to the Ministry of Planning (MoP). USAID-*Tarabot* has been working with the MoP to enhance its statistical data, and improve its projections and evaluation of the National Development Plan, 2013–2017. This critical decision-making tool will help to forecast economic shifts, and develop plans and programs to meet the resulting demands.

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 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.

Babil Governorate, as a result of *Tarabot's* assistance, has advertised a request for expression of interest to which it has received responses from 33 international consulting firms from 16 countries, including the USA, UK, India, and more. *Tarabot's* assistance to the Governorate has included developing terms of reference, standard request for proposals, requests for expressions interest, developing a five years investment plan, and subscribing to dgMarket, an online contract tendering marketplace.

USAID-*Tarabot* provided technical assistance on standard bidding documents to the Governorates of Dhi Qar, Karbala, Babil, Diwaniyah, as well as the Ministry of Industry and Minerals (MoIM). *Tarabot* also continued assisting Gol partners in their preparation of annual procurement plans, helping the Ministries of Environment (MoEn), Construction and Housing (MoCH), and Labor and Social Affairs (MoLSA) to prepare procurement plans for 2014.

3.4 Project Management Reform Initiative

Engineers and project managers from USAID-*Tarabot's* Iraqi government partners are now capitalizing on *Tarabot's* capacity building programs, and progressing to hands-on application of Project Management Institute (PMI) systems on major projects with ongoing technical support from *Tarabot*. The successful piloting of PMI processes on over 60 projects across 10 ministries and 12 governorate offices has set a strong precedent for their application. As a result, the number of projects is rapidly increasing and other government entities are following suit with its use on their own projects.

USAID-*Tarabot* advisors attended a ceremony in Wasit with the Governor, Mahmud Abdul Ruda Mula, following the visit of the governor to *Tarabot's* headquarters last week, to celebrate the near completion of a water treatment plant. The project is budgeted at US\$2,704,959 and is due to be completed in June 2014. Project Management Professional (PMP) engineers have been working to solve delays and keep the project on track. The water treatment plant will serve 10,000 people upon completion and its capacity to provide clean water will be critical to servicing a population that is expected to double in the next ten years based on current population growth rates.

Wasit has selected 15 additional projects for the piloting of PMI processes, which brings the total for the governorate to 21. Wasit became the first governorate to commit to the application of PMI processes throughout the entirety of the project cycle for three pilot projects, including the water treatment plant. Previously, PMI processes had been applied primarily in the initiation and planning phases of pilot projects; now, its application is being expanded to the execution and closing processes. Additionally, the governor offered to fund project management and the One-Stop-Shop initiatives out of the governorate's own budget, and pledged an allocation of 2 billion Iraqi dinars to continue work on the establishment of an OSS and implementing PMI processes in the province, with *Tarabot's* assistance.

This month, technical support in the application of PMI techniques on capital investment projects was provided to the Ministries of Youth and Sport (MoYS), Oil (MoO), Health (MoH), and MoIM, as well as the governorates of Dhi Qar, Babil, Wasit, Diyala, Najaf, Ninawa, and Basrah. These pilot projects are being implemented by well-trained, 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 with the ultimate goal of institutionalizing PMI processes within *Tarabot's* partner entities.

Government of Iraq engineers have been 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 Tarabot's project management training courses, and the project has transferred PMP-compliant systems to each of its counterpart entities. This month, USAID-Tarabot set a date for the final exam for the Governorate of Dhi Qar. Fourteen members of the project management team from the MoH took a 35-hour training course, a final step in preparing for the PMP exam.

Many Iraqi government entities have embraced the project management system promoted by USAID-Tarabot through the establishment of Project Management Offices. These offices help governor's offices and ministries to oversee capital investment projects with up-to-date methodologies, functions, and organization and to ensure their rapid and cost-effective implementation. Tarabot has made significant strides to build up and support Project Management Offices in ministries and governorate offices throughout Iraq. Project Management Offices require adjustments and restructuring to meet the unique needs and realities of their respective entities once established. This month, Tarabot assisted the Governorate of Dhi Qar in restructuring their PMO and advised the addition of a Microsoft Project unit to the PMO structure.

3.5 One-Stop-Shop Initiative

USAID-Tarabot introduced the One-Stop-Shop (OSS) service center model to address the long lines and unclear, overly complicated procedures that have long been pervasive obstacles to public service delivery in Iraq, by making 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. Tarabot, working in collaboration with its partner ministries, has developed a professional, scalable architectural design for an OSS service center. Tarabot's design reflects the principles of linear business flow, customer comfort, and easy access for physically disabled persons. The transition from "one-time processing" to "one-time completion" customer interactions requires a complete shift from paper-based to automated systems.

Strong advocacy for the OSS model from COMSEC has resulted in interest from a widening number of Gol entities, and Tarabot has been providing assistance in facilitating their implementation of the model. This week, Tarabot held a meeting with the MoH to present the OSS model and explore its potential benefits for the Ministry.

USAID-Tarabot advisors visited the Governor in Wasit, following the visit of the governor to Tarabot's headquarters last month, to follow up on the joint implementation of OSS in the province. Upon receiving a presentation on the OSS at the initial meeting at Tarabot headquarters, and the challenges this initiative has encountered in the province, the governor pledged to expedite its implementation in Wasit and has offered to fund its development out of the governorate's budget. Between the OSS and project management initiatives, the governor expressed his willingness to allocate 2 billion Iraqi dinars to support the governorate's PM and OSS work, with further assistance from Tarabot. The follow-up visit was conducted on short notice to confirm our interest in working



with the governorate on the OSS, and to capitalize on the Governor's strong support and appreciation for *Tarabot's* assistance.

The governor ordered the formation of a committee to discuss the implementation of the OSS in all 17 of Wasit's directorates of municipalities, for which *Tarabot* advisors have provided estimated costs and a three-year plan for the deployment of the system. The governor pledged to add software and any other requirements for the OSS to the budget of the governorate's office; *Tarabot* will provide a Terms of Reference and technical assistance to facilitate this effort.

Iraqi government entities, following the official endorsement of the OSS model from COMSEC in September 2013, are coming forward to request the assistance of USAID-*Tarabot* in establishing service centers with the intention of funding them from their own budgets, including the governorate offices of Basrah, Salah ad Din, and Diwaniyah. *Tarabot* is advocating for the MoP to act on the recommendations of COMSEC to select the OSS model for the construction of government offices using capital investment funds. Further, COMSEC has instructed ministries and governorates to allocate funds for this venture from their own capital investment budgets, rather than cost shares from partnership funds, ensuring sustainability.

USAID-*Tarabot* has been working with counterparts in the Ministries of Municipalities and Public Works (MoMPW), and Justice (MoJ) to thoroughly analyze and reengineer their business processes to ensure efficiency, effectiveness, and compliance with OSS principles. *Tarabot* has delivered the full package of updated terms of reference for software development to the MoMPW for their review, as part of the process of re-announcing the software development tender for the ministry, including business process maps in Arabic and English.

USAID-*Tarabot* delivered a workshop to the Al Bayaa Notary Public staff, in a continuing effort to institutionalize the OSS service center at the MoJ, on the recently completed 3D architecture designs for the OSS Service Center.

USAID-*Tarabot* conducted a site visit to the MoO's Baghdad Oil Products Distribution Company to support Business Process Mapping for eight new services to be added to the 13 already re-engineered. All business process mapping has been finalized for the eight services and signed by the staff of the Baghdad Oil Products Distribution Company.

3.6 Center of Excellence Initiative

USAID-*Tarabot* is progressing with the establishment of the Iraqi Center of Excellence in Government (ICEG) through its work with pilot ministries. All of *Tarabot's* primary pilot ministries have finalized the transformation to the excellence program. Most are now ready to apply the excellence model in their institutional development initiatives. This month has also seen great progress in the institutionalization of the ICEG. COMSEC has shown itself to have taken a great deal of ownership over the initiative.

3.7 Decentralization Initiative

Iraqi ministries that have begun to decentralize authorities to the provinces, and governorate offices are assembling persuasive briefs for more control with the support of USAID-*Tarabot*. *Tarabot* works with central ministries, provincial ministerial directorates, and governorate offices to explore opportunities to push operational decision-making authorities closer to the levels where services are actually delivered. With help from *Tarabot*, Iraq's leaders are moving away from centralized decision making, as

provincial officials are empowered to exercise an ever widening range of authorities, furthering the Gol's goal of resolving Iraq's major administrative, economic, and social issues.

A central pillar for USAID-*Tarabot's* decentralization efforts is the development of roadmaps for ministries mentioned in Article 45 of the amended Law 21. These roadmaps 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 may involve deconcentration of authorities to their provincial directorates, where a model for local administration can be established and piloted before shifting the authorities to the governorate offices as per Article 45, should it be implemented. *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. *Tarabot* is also working to develop studies for decentralization with local government representatives from provincial councils, governorate offices, and provincial ministerial directorates. These will feed into and inform the ministerial roadmaps, along with the recommendations produced by the series of regional decentralization coordination conferences. Ultimately, a vision and clear path forward for the implementation of Article 45 will result.



Tarabot, will be critical in the development of the decentralization roadmaps. This month, *Tarabot* has also been working with the MoMPW, MoEn, and the Governorates of Maysan, Basrah, Diwaniyah, and Babil in support of the implementation of Article 45.

On January 30, 2014 USAID-*Tarabot* held the second of three planned regional conferences in Babil, with the aim of coordinating the decentralization efforts of five provinces – Babil, Wasit, Najaf, Diwaniyah, and Karbala. Over 180 people attended, including high-level officials from governorate offices, provincial councils, and ministerial directorates; the event was widely-covered by media outlets. The aim of the conference was to support the implementation of Article 45 through a coordinated approach between ministries and their directorates, governorate offices, and provincial councils. The legal and constitutional framework for decentralization was examined along with obstacles and the respective roles of the entities; recommendations and a roadmap were drafted on the basis of these discussions. This conference followed one held for the southern provinces of Basrah, Maysan, Muthanna, and Dhi Qar in late December. The next conference will be held for the northern provinces of Salah ad Din, Ninawa, and Kirkuk. With the assistance of the DCU, Iraq is moving away from centralized decision making, and empowering provincial officials to exercise authorities and make decisions at the local level where services are actually being delivered.



USAID-*Tarabot* representatives met with the Speaker of Parliament, Osama Al-Nujaifi, to discuss the future of decentralized government in Iraq, and the terms of Article 45 of amended Law 21 in particular.

3.8 Iraq Development Management System Initiative

USAID-Tarabot's Iraq Development Management System (IDMS) team is working with the MoP to solve the remaining issues facing the IDMS, and coordinating with Synergy to implement changes that incorporate all MoP comments on the system directly. The IDMS team, this week, helped the MoP solve technical issues and conduct multiple meetings with representatives of them and Synergy to address outstanding issues with the IDMS.

3.9 Education Capacity Building Initiative

In February, the Education Capacity Building Initiative (ECBI) commenced 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. February, therefore, saw the completion of the first 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's* Project Management (PM) team held a meeting on January 28 with the Kurdish Ministry of Construction and Housing (KMoCH) to discuss the establishment of a project management office (PMO). Two senior engineers, Mr. Nawzad Othman Hamza and Ms. Peres Abdulsattar Hama, attended. Both support the PMO proposal and are planning to present their recommendation to the upper ministerial management to secure its approval. It was agreed that a pilot investment project be selected by the KMoCH to apply the Project Management Institute (PMI) systems. *Tarabot's* PM Team is ready to address any enquiries and consultations the KMoCH may need.

USAID-*Tarabot* completed the second course in Estimation Techniques with 24 participants from the KMoCH, the Kurdish Ministries of Minerals and Tourism (KMoMT), and Electricity (KMoE) in Sulaymaniyah. The PM team started a new Estimation Techniques course using Microsoft Project in Dahuk on February 2. The course ran for 5 days and 23 engineers from the KMOCH, KMoMT and KMoE attended. It was the third and final course of this type to be delivered to the Kurdish Regional Government (KRG), according to the PM work plan.

USAID-*Tarabot's* third Estimation Techniques course came to end on 6 February with 24 engineers from the KMoCH, KMoMT and KMoE in Dahuk participating. As usual, Mr. Zagros Fattah, the director general of the Kurdish Ministry of Planning (KMoP), signed the certificates of completion. This is a milestone in the series of Estimation Techniques using Microsoft Project courses delivered to the three client ministries in the KRG.

USAID-*Tarabot's* PM Team started a new course in PM Processes in Erbil on February 10 that ran for ten days. Twenty-seven engineers from the KMoCH, KMoMT and KMoE participated. This is the fourth course of this type to be delivered to the KRG, and according to the PM work plan will provide an opportunity for the KRG to prepare more engineers for the Project Management Professional (PMP) certification. Another PM Processes course will be delivered in Sulaymaniyah in April.

One of USAID-*Tarabot's* PM trainees, Nawzad Othman, took the initiative on February 19 and delivered a PMI system knowledge rollout presentation to 30 engineers from the General Directorate of Roads and Bridges in Erbil at the KMoCH, including the Director General. The reaction to the presentation was fantastic and the DG stated they needs this system to develop directorate's performance.

USAID-*Tarabot's* PM Team started a new course in Earned Value Management (EVM) in Erbil on February 23. The course ran for five days, and 20 engineers from the KMoCH, KMoMT and KMoE participated.

4.2 Social Safety Net

USAID-*Tarabot's* Social Safety Net (SSN) team in Kurdistan completely cleansed all the data of the SSN database in the KRG and created a report for all errors in the Access database. They continued working with Mr. Hozan, Dahuk's Social Affairs IT Manager, to assist in converting Dahuk's database from MYSQL to Access. The SSN team also prepared the service level agreement for all SSN sites to be connected to the internet.

USAID-*Tarabot*'s SSN team created a new test environment for Dahuk's training course that included all district and sub-district of the Dahuk Governorate. They also followed-up on the status of the cost share funds for the reconstruction and equipping of Dahuk's SSN building.

USAID-*Tarabot*'s SSN team held three training courses this month, the first in Erbil for nine days started on February 11; the second and third in Dahuk starting on February 12 and 25 – the former ran for five days and the latter for ten. The SSN team delivered a one-day workshop to the Sulaymaniyah Data Entry Team on fixing Access database errors and preparing for data migration.

USAID-*Tarabot*'s SSN team met with Mr. Mohammed Taher, on February 20 at the KMoLSA, to discuss SSN & One-Stop Shop (OSS) issues in the KRG. Mr. Muhemed was very supportive of the training.

4.3 One-Stop-Shop

USAID-*Tarabot*'s OSS Team is in continuous contact with the KMoLSA to ensure the readiness of the Dahuk OSS for renovation. The OSS Team helped Dahuk's OSS team to write the Bill of Quantity for the renovation of and furniture for the site. The requested rewritten procurement estimates for the OSS cost share breakdown were sent on February 10 to the KRG. *Tarabot* completed and delivered the internal 2D designs for the OSS archive room at the Directorate of Social Affairs of the KMoLSA. The OSS team is continuing to follow-up with the KMoLSA to expedite the Dahuk OSS renovation tender. Time limitations and of the lack of cost share funds from the KRG have been USAID-*Tarabot*'s biggest challenges in operating in the KRG, but the teams are hopeful the new arrangement between the KMoLSA and KMoP will work efficiently.

PROJECT ADMINISTRATION

Staffing and Deployment: As of February 28 the *Tarabot* staff consists of 30 expatriates and 229 Iraqi national personnel.

Tarabot will close five provincial offices in March 31, 2014: Diwaniya, Anbar, DhiQar, Najaf and Salah Aldin.

With approval from the USAID CO, ISRAR staff contracts were extended an additional four months.

Tarabot established a share drive through which staff may consider job announcements.

MSI registered with the USAID-Foras project and encouraged *Tarabot* staff to engage in the project.

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.

Close out: *Tarabot* has begun to close buildings used for offices and residences as leases expire on properties in the Mansour compound. Accordingly, *Tarabot* will dispose of the furniture and equipment from these buildings as required by USAID regulations and MSI policies and procedures, and is working with Contract Office on approvals of disposition plans.

Visas: *Tarabot* received visas for all expatriate LTTA and STTAs 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 (WMS)	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 GoI 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 de Market	Workshop held	List of powers created & submitted	List of obstacles created	Committee created	IDMS Training	Providing User and Password
Provinces																									
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 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"/>
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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"/>
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