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USAID IRAQ ADMINISTRATIVE REFORM PROJECT

MONTHLY PROGRESS REPORT, NOVEMBER 2013

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Iraq Administrative Reform Project



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ACRONYMS

AD	Administrative Decentralization Component
CoE	Center of Excellence
Gol	Government of Iraq
ICEG	Iraq Center for Excellence in Government
IDMS	Iraq Development Management System
ISRAR	Iraq Solutions for Regulatory and Administrative Reform
KMoLSA	Kurdistan Ministry of Labor and Social Affairs
M&E	Monitoring and Evaluation
MoA	Ministry of Agriculture
MoCH	Ministry of Construction and Housing
MoE	Ministry of Electricity
MoEnv	Ministry of the Environment
MoIM	Ministry of Industry and Minerals
MoLSA	Ministry of Labor and Social Affairs
MoMD	Ministry of Migration and Displaced
MoU	Memorandum of Understanding
MoT	Ministry of Trade
MoTr	Ministry of Transport
NGO	Nongovernment Organization
NPM	National Policy Management Component
OSS	One-Stop-Shop
PM	Project Management
PMI	Project Management Institute
PMO	Project Management Office
PMP	Project Management Professional
SCAU	Service Center Advisory Unit
SCMT	State Company for Maritime Transport
SSN	Social Safety Net
ToT	Training of Trainers
USAID	United States Agency for International Development

This report summarizes project activities and accomplishments under the Iraq Administrative Reform Project USAID-*Tarabot*¹ for November 1–30, 2013.

SUMMARY

Sustainability in Partnership with the Government of Iraq. A session was held by the Partnership Committee with donor bodies and government ministries this month to approve an additional \$24 million in cost-share funds from the Government of Iraq to support program activities under the UN and USAID. The meeting was chaired by Thamer Ghadban, the Director of the Prime Minister’s Advisory Council and Deputy Chairman of the Partnership Committee, representing the Deputy Prime Minister. In attendance from the Government of Iraq were senior officials from the Chief of Staff for the Prime Minister, the Council of Minister’s Secretariat, and the Ministry of Planning, and representatives of ministries receiving cost-share allocations. Present on behalf of the donor community were leaders of international development organizations including the USAID Mission Director, Sara Ann Lynch, and representatives of the UNDP and the European Union. Through the Partnership Committee, a unique funding mechanism from the Deputy Prime Minister’s Office, the Government of Iraq approved \$9.5 million in cost-share funds to *Tarabot*’s partner ministries, bringing the total pledge in financing to \$19.4 million in support of *Tarabot* activities. The committee’s approval of such substantial cost-share funds is a concrete illustration of its ownership of *Tarabot*’s initiatives, and will ensure the sustainability of USAID’s work to reform the public sector and to strengthen service delivery in Iraq.

Pursuing Excellence in Government. USAID-*Tarabot*’s Center of Excellence initiative seeks to bring premier standards of governance and public accountability to the Government of Iraq through the establishment of an Iraq Center for Excellence in Government (ICEG), a public entity that will foster leadership and sustainable development throughout the Iraqi public sector by encouraging excellence in all aspects of their functions. This month, the Ministry of Human Rights sent their newly established Institutional Development and Excellence Unit to the King Abdullah Excellence Center in Jordan, which will feature workshops and site visits to introduce Center of Excellence processes and mechanisms to participants from the ministry. This visit is the first of multiple study tours that will be undertaken by several ministries, with which USAID-*Tarabot* is partnering, to the Excellence Center in Jordan. With the completion of this first study tour, the Ministry of Human Rights will be better positioned to begin the process of re-engineering its internal work processes for greater functionality and efficiency, and to begin implementing core ICEG components that will enable excellence in service delivery and sustainability.

Promoting International Standards in Project Management. The Basrah Governorate has been an enthusiastic partner of USAID-*Tarabot* in a range of initiatives that aim to improve project management. In a move that highlights the success of *Tarabot*’s support in promoting international standards in this arena, the Basrah Governor’s Office signed a \$54 million contract with Hill International, a New Jersey-based consultancy firm for assistance in the management of its capital investment projects. Hill International has been engaged to help the governorate to develop strategies for infrastructure planning and rehabilitation, to oversee the implementation of project designs, and to select qualified contractors. Engineers from the Basrah Governor’s Office have also completed a four-phase capacity building program with USAID-*Tarabot*, which included training in

¹ For brevity and convenience the Administrative Reform Project is referred to in the text by its Arabic name, *Tarabot*, meaning “Linkage”.

Project Management Institute (PMI) processes, earned valued management, feasibility studies, estimation techniques, and the use of MS Project software. The Governorate has established a pilot project for the application of these techniques in the construction of a primary healthcare center, through which engineers are gaining practical experience and ongoing assistance from USAID-Tarabot.

Supporting Regulatory Reform Mechanisms. The Iraq Solutions for Regulatory and Administrative Reform (ISRAR) initiative continues its work to strengthen private sector growth and economic reforms this month with the launching of the ISRAR website at www.israrproject.org. The website contains three segments, intended for access by different categories of users: 1) the “e-registry,” which will be accessed by ISRAR Central Unit personnel and associated staff at the Iraqi ministries to conduct regulatory reviews and upload them onto the site; 2) the “external website,” which is publicly accessible and will act as an open forum for dialogue concerning reviews and regulations; and 3) the “public” segment, which will allow ISRAR to publicize its activities, events, conferences, workshops, trainings, and achievements with partnering entities. Earlier this month, the Prime Minister’s Advisory Council issued an official letter to all relevant Iraqi ministries, urging them to begin reviewing their economic regulations and legal instruments using the online checklist on the ISRAR website. Thus far, the ISRAR Central Unit has completed nearly 500 regulatory reviews with ministerial units, and uploaded them onto the e-Guillotine system.

Events: The USAID-Tarabot project engaged in a variety of activities in the month of November. The following descriptions account for the number and type of events delivered. Please note that there was an overall decrease in the number of activities this month due to heavy rains, resulting in government closures, and the Ashura holiday.

- **Total Events:** USAID-Tarabot teams held **167** events (workshops and formal meetings) during November.
- **Locations:** **82** of these events were held at locations in Baghdad, while **85** events were delivered on location in **15** provinces.
- **Type of Event:** **165** events in November were formal assessment meetings, action planning, or implementation workshops; **2** events were introductory meetings.
- **Institutions:** **96** of these events were with **25** ministries; **56** events supported governors' offices; **8** events were held directly with executive offices, and **4** events were held directly with NGOs and the private sector, and **3** events were held with Provincial Councils.
- **Tarabot Components:** **39** events were carried out by the National Policy Management component, **106** by the Administrative Decentralization component, **9** events were held by the KRG office, and **13** events were held by the Education Capacity team.



NATIONAL POLICY MANAGEMENT

2.1 Regulatory Reform

This month, ISRAR continued its focus on the production of a package of online recommendations using the Checklist review tool and uploading system. Thus far, over 444 regulations have been reviewed by the Central Unit and technical support for reviews have been provided to 25 ministry units. The complete inventory of regulations that affect the Iraqi economy has been made publicly available online in this month of November.

ISRAR has assigned four groups to make regular visits to the Ministries of Trade, Agriculture, Public Municipalities, and the Baghdad *Amanat* in November to help analyze, evaluate, and upload reviewed regulations through the e-Guillotine system. This collaboration is a result of an official directive issued by the President of the Prime Minister's Advisory Council, Thamer Ghadban, to all relevant ministries to review their legal instruments using ISRAR's website.

The Iraqi government continues to support ISRAR by working to build the project into a sustainable reform institution funded through the Iraqi budget. This month, the ISRAR team attended a meeting with the Partnership Committee, chaired by Thamar Ghadban, Director of the Prime Minister's Advisory Council and Chairman of ISRAR and the Office of Policy Development, to discuss ISRAR's cost share.

2.2 Office of Policy Development, Prime Minister's Office

During this month, NPM met with the Chairman of the Office of Policy Development to develop a reply to the invitation from the RAND-Qatar Policy Institute, which was sent to policy advisors of the Prime Minister, to visit Doha.

In response, the Chairman asked NPM to extend an invitation to RAND to visit the Office of Policy Development and to meet with the Prime Minister's policy advisors in Baghdad. To this end, NPM met with RAND to plan the visit and an international conference on the role of public policy in governance.

On the drafting of new policy papers, NPM conducted mentoring sessions with policy advisors of the Office of Policy Development. The policy expert in communications, science, and technology shared her research on the policy paper titled "Cybercrimes in Iraq," which addresses the various crimes perpetrated on the internet, and how to protect the national security data of Iraq from being attacked by hackers. The paper called for the creation of an interagency committee to periodically define cybercrimes, and seeks to provide the foundations for the crafting of a new Iraqi law on cybercrimes. Currently, Iraq is a signatory of the Arab League Treaty on Cybercrimes, but is unable to attend meetings because it lacks legislation on the issue.



Dr. Obaid Younossi, Director of RAND Qatar with NPM

A policy paper regarding the problem of water resources was also presented by the Office of Policy Development, and sought to regulate the use of water for farming and irrigation. The policy advisor proposed the institution of a water usage fee, and called for the formation of Water Users Associations in each province to address the question of fees for users and penalties for egregious abusers.

The third policy paper that is being developed by the Office of Policy Development concerns invasive species such as zebra mussels, barnacles, and the flower of the Nile, which can cause harm to the environment, agriculture, and health of citizens and the economy. The paper concluded that failure on the part of the government to tackle this issue in Iraq can potentially lead to epidemics and water contamination; currently, there are no laws for the management, control, or eradication of invasive species. The policy recommends the establishment of an interagency commission in the Ministry of Environment, composed of health, agriculture, and water resource experts, to deal with the problem.

The final policy paper from the Office of Policy Development concerns the institution of new curricula in interdisciplinary studies, such as women's studies, environmental studies, and public policy, in universities in Iraq. It is recommended that these fields of study follow American models of faculty instruction and cross-disciplinary learning.

2.2.1 Offices of Policy Development in the Ministries

Economic Ministries. The NPM team is continuing its assistance in policy implementation with the Policy Units of the Ministries of Electricity (MoE), Industry and Minerals (MoIM), and Trade (MoT).

This month, the implementation of public policy on the streamlining of trade agreements in Iraq commenced with a workshop for the staff of the MoT's Foreign Economic Relations Directorate.



Workshop on trade agreement process in the Ministry of Trade

This workshop was the first in a series, which aims to develop a proposal to introduce new procedures for the management of the trade agreement process. The workshop was attended by 25 heads of sections and departments. Facilitators explained why countries engage in trade agreements and what determines the terms of liberalization in trade agreements. The model process for managing a free trade agreement was presented to participants, and the objectives of each phase were explained in detail.

Participants examined effective procedures and practices of managing trade agreements in Iraq, and concluded that current trade agreements were often driven by political considerations, without economic studies and stakeholder consultations. Additionally, there is a lack of regulations and coordination in foreign economic relations. Participants agreed that streamlining trade agreements in Iraq requires clear processes, reliable data, skilled staff, and a greater role for the private sector. The workshop's conclusions and recommendations will be shared with the Public Policy Committee and MoT leadership.

The MoE Policy Unit prepared a set of documents for the approval of the policy on energy efficiency in the electricity sector of Iraq. The full package includes a memorandum for the Minister's approval along with the policy's executive summary, research findings, brief, and impact assessment report.

The executive summary outlines policy objectives and implementation alternatives, summarizes the assessment of potential costs and benefits, and offers recommendations on optimal options and measures for effective energy efficiency governance. The Policy Unit also produced a presentation for use in stakeholder consultations. Presentations will be delivered to the MoE Directors General and the senior staff of state-owned enterprises. External audiences include other government agencies, private sector representatives, and international organizations.

The MoIM's Industrial Policy and Reform Unit developed an immediate-term action plan for the implementation of policy on the institutionalization of an industrial monitoring and evaluation (M&E)



Ministry of Industry and Minerals discusses policy implementation activities

system. According to the plan, a series of presentations will be delivered to internal and external stakeholders in the MoIM; Directors General and managers of state-owned enterprises will be targeted. Second, the policy team will conduct consultations with the MoIM's IT unit to agree on the integration of the proposed M&E system into the MoIM's management information system. The third group of activities will include workshops to develop the content of the M&E system. To this end, the IPRU has produced a concept note that sets forth the structure of the proposed system, describes its repositories, and establishes requirements for performance indicators. A group of resource persons from all directorates of the ministry has been selected to set indicators, decide data collection methods, and establish baselines and parameters for impact evaluations.

Socially-Oriented Ministries. NPM is continuing its assistance in policy development with the Ministries of the Environment, Displacement and Migration, Human Rights, and Labor and Social Affairs.

Public policy advisors have begun the consultation phase with the Ministry of the Environment after completing the first and second phases, which included the drafting of a background analysis of two policy papers titled "Dijla River Pollution by Sewage in Baghdad" and "Depletion of Gases in the Ozone Layer." Consultations on river pollution were held with stakeholders from the Parliamentary Committee of Security and Defense, the Ministry of Health, and the Baghdad Amanet.



Meanwhile, advisors from the Policy Unit at the Ministry of Migration and Displaced met with and discussed the problem of slums with international stakeholders represented by the United Nations Human Settlements Programme (UN HABITAT) and the Norwegian Refugee Council. The ministry's advisors submitted first drafts, including a background analysis of their policy paper, for review by the NPM team. The advisors will continue consultations with governmental stakeholders, such as the Baghdad Provincial Council, to formulate policy options with final recommendations.



This month, the NPM team worked with advisors of the Policy Unit from the Ministry of Human Rights to identify and list key stakeholders in the development of the “Violence against Women in Iraq” policy paper. Key stakeholders were cited as the Ministries of Health, Interior, Labor and Social Affairs, and Women’s Affairs, in addition to nongovernmental organizations that work on women’s issues.

The NPM team also conducted a mentoring session for public policy advisors at the Ministry of Labor and Social Affairs. The session was dedicated to the second phase of the policy development



process, which is the research and documentation of the “Homeless Orphans” policy. The advisors of the Public Policy Office discussed various sources of information and statistics on the issue. The NPM team assisted them in conducting a stakeholder analysis, in which they identified the parties they needed to reach out to or consult with. Additionally, the NPM team provided advice about how to develop a consultation plan.

2.3 Bureau of Public Policy, President of the Republic’s Diwan

In the drafting of the policy paper on homeless orphans, Presidency policy advisors examined the viability of a foster home program, which is largely foreign to Iraqi society. In consultations with the Committee of Labor and Social Affairs in the Council of Ministers, the NPM team agreed that the government’s role in this program would be threefold: 1) to issue directives or legislations regarding the fostering of children, 2) to oversee and follow up with foster children to deter the possibility for abuse, and 3) to offer financial support to foster families. It was agreed that the government should not run foster care centers; rather, this will be the role of civil society and faith-based organizations. As well, the ideal foster parents in Iraq should be a husband and wife.

2.4 Policy Communication and Outreach

The NPM team met with the Director General of Scholarships and Cultural Affairs at the Ministry of Higher Education and Scientific Research to discuss a directive from the Minister, encouraging all universities to teach courses in public policy. Additionally, the implementation of three policy papers in education, crafted by the Presidency Diwan and the Prime Minister's Office of Policy Development, were discussed. The Ministry of Higher Education confirmed that he will present a proposal to introduce the teaching of courses in public policy, which will be presented to the Research and Development Committee. Meanwhile, NPM will facilitate joint committees from the Ministry of Higher Education, Office of Policy Development, and the Presidency Diwan to implement their education policy papers.



Dr. Falaf Hussein Al-Assadi, new President of Al-Nahrain with NPM

The NPM team also met with the new president of Al Nahrain University and his Deputy for Scientific Affairs. The president welcomed the continual work of NPM with the university and agreed to host the graduation ceremony for the social ministries, scheduled for December 7, 2013. As well, the president supported the idea of establishing a Public Policy Institute for Policy Studies and Research at Al Nahrain University.

In November, NPM concluded its five-week training program to build the capacity of NGOs in constituency building, project management, planning, and proposal writing. The program trained 44 participants, representing 34 civil society organizations, from Baghdad, Babil, Karbala, Diwaniyah, and Najaf. This training program was delivered by NPM in response to NGOs' requests to build their capacity to enable them to be more active and effective participants in the national policy process led by the Prime Minister's Office.



Participants from Najaf, Diwaniyah, Karbala, and Babil in policymaking

2.5 Women in Policy

NPM is currently providing mentorship on three policy papers regarding women and vulnerable persons: 1) the “Violence against Spouses” paper with the Ministry of Human Rights, 2) the “Homeless Orphans” paper with the Ministry of Labor and Social Affairs, and 3) a paper on the problem of slums with the Ministry of Migration and Displaced. These three policies aim to provide the foundations for new legislation as mandated by Article 30 (1 and 2) of the Iraqi Constitution.

ADMINISTRATIVE DECENTRALIZATION

3.1 Planning Advisory Unit

USAID-*Tarabot* continued its technical assistance to the Ministry of Planning this month in enhancing statistical data to improve its projections and evaluation of the National Development Plan 2013–2017. This assistance has been ongoing since the earliest stages of the plan’s development. The assistance focuses on the construction of an input-output table for the Iraqi economy, which is now in its final stages and due to be completed by the end of the year. Additionally, *Tarabot* is assisting the Ministry of Planning to improve its statistical data for the agricultural and transportation sectors, also slated to be finished by the end of the year.

USAID-*Tarabot* conducted workshops with the Ministry of Health on project selection as part of its capacity building initiative, which aims to improve project planning and to maximize the positive economic and social impacts of the capital investment budget. USAID-*Tarabot* strives to improve the capacity of government planning units to screen and select projects based on cost-benefit analyses of economic, social, financial, spatial, and environmental considerations.

3.2 Administrative Decentralization Support

USAID-*Tarabot* is working with a range of Government of Iraq partners at the central and provincial levels to facilitate the implementation of amended Article 45 of Law 21. *Tarabot* has been supporting Decentralization Committees, consisting of representatives from ministerial directorates, provincial councils, and governor’s offices. These committees were formed in seven provinces—Anbar, Babil, Basrah, Diyala, Najaf, Maysan, and Wasit—as a result of the advocacy of USAID-*Tarabot*. These committees have requested assistance in clarifying the terms of the amendment and its implications for the expansion of provincial authorities under the law. USAID-*Tarabot* is working to put a timetable in place for the transfer of powers and to tackle issues that may arise from differing conceptions of roles and responsibilities as dictated by the amendment. This month, USAID-*Tarabot* followed up with all of these committees and relevant parties as part of its ongoing assistance.

USAID-*Tarabot* works directly with ministerial partners and their directorates in the provinces to facilitate decentralization. Many ministerial partners are looking to deconcentration powers to the directorates as a transitional step toward the devolution of powers to Governor’s Offices as mandated by Article 45. This month, USAID-*Tarabot* conducted workshops with the Ministries of Youth and Sport and Energy Directorates in Muthanna, and the Ministry of Education Directorate in Wasit to plan for the implementation of Article 45. USAID-*Tarabot* also worked with high-level officials from the central offices of the Ministries of Health and Municipalities and Public Works on Article 45.

Preparations are under way for the first of three regional workshops, which will facilitate the establishment of regional networks of decentralization committees to foster a unified vision for decentralization. The first workshop will be held in Maysan in December, and will include representatives from Basrah, Maysan, Muthanna, and Dhi Qar.

3.3 Project Management Advisory Unit

Many Iraqi government entities have embraced the project management system promoted by USAID-*Tarabot* through the establishment of Project Management Offices (PMOs). With up-to-date methodologies, functions, and organization, the offices will help governor's offices and ministries oversee capital investment projects, and ensure their rapid and cost-effective implementation. USAID-*Tarabot* has made strides to build up and support PMOs in ministries and governor's offices throughout Iraq. This month, the Ministry of Municipalities and Public Works agreed to establish a PMO—and in doing so—joined the Ministries of Justice, Migration and Displaced, and Environment who have already taken the step. USAID-*Tarabot* is actively advocating for other ministries to follow suit.

Once they are established, PMOs require adjustment and restructuring to meet the unique needs and realities of their respective entities. The Wasit Governor's Office has received ongoing support in amending the current structure of its PMO according to current processes and the instructions of the governor. The proposed structure of the PMO, submitted by USAID-*Tarabot*, was presented by the PM advisor to show the importance of process integration in adopting this kind of organizational structure. The restructuring included the rearranging of current units, adding new units, and determining the number of required staff. Likewise, progress was made this month in restructuring and fine-tuning PMOs in Dhi Qar, Anbar, Babil, and Muthanna. Muthanna has agreed to a final office structure and will submit it to the Governor's Office for final approval.

With the support of USAID-*Tarabot*, a number of Government of Iraq Project Management Professionals (PMPs) have been trained and certified to establish and promote sound project management practices after *Tarabot* comes to a close. The foundational concepts and skills required to attain PMP are incorporated into all of USAID-*Tarabot*'s project management training courses, and the project has transferred PMP-compliant systems to each of its counterpart entities. This month, with the support of USAID-*Tarabot*, 20 engineers from the Ministry of Oil and 10 from the Dhi Qar Governor's Office traveled abroad to take a 35-hour training course on Project Management Institute (PMI) techniques, paid for by cost-share funds, to enable their eligibility for the final PMP exam. Meanwhile, Ministry of Oil engineers completed the actual PMP exam, making it the first ministry to take this step. USAID-*Tarabot* is also working with a range of Government of Iraq entities to prepare them for the PMP exam through simulation tests, which will help in the selection of engineers that will most likely succeed in the exam. This month, engineers from Governor's Offices in Muthanna, Diwaniyah, Basrah, and Diyala completed these tests.

Government of Iraq entities are capitalizing on USAID-*Tarabot*'s assistance by employing project management systems on 38 different pilot projects. 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 that their costs are realistically estimated through the use of internationally-recognized tools and techniques. This month, USAID-*Tarabot* continued to engage with ministerial and provincial partners to assist with the implementation of pilot projects. At the ministerial level, the Ministry of Oil selected two pilot projects this month and work continued with the Ministries of Health and Migration and Displaced to implement their pilot projects. USAID-*Tarabot* has also continued its assistance to Governor's Offices in Anbar, Diyala, Muthanna, Basrah, Kirkuk, and Wasit provinces. In Najaf, four pilot projects were selected for the application of MS Project software by a group of female engineers trained by USAID-*Tarabot* on MS Project.

3.4 Procurement Advisory Unit

USAID-*Tarabot* is working with a range of Government of Iraq entities to make use of their investment budget through fair and transparent procurement systems, which will ultimately lead to a conducive environment for international businesses and better services for the Iraqi people. Through complimentary capacity-building activities, systems reform, and culture changes in procurement practices, USAID-*Tarabot* has made great progress in implementing a unified procurement system aligned with international standards. *Tarabot* has worked with over 20 Government of Iraq ministries and governor's offices to adopt a transparent and accountable standardized procurement process, employ standard bidding documents, and monitor contracting activities.

This month, the project continued to engage—through the provision of technical assistance and workshops for partners, including the Ministries of Construction and Housing and Environment and the Najaf Governor's Office—in efforts to institutionalize the use of standard bidding documents. Reflecting the success of these efforts, the Governor's Office adopted and began using standard bidding documents, which were issued for procurement involved in the construction of the Al Kufa pumping station. USAID-*Tarabot* is also working with a number of entities, including the Ministry of Electricity, and Governor's Offices in Anbar, Karbala, Dhi Qar, Maysan, and Kirkuk on procurement planning and reporting.

The Procurement team met with the Deputy Minister of the Ministry of Trade to coordinate the training of its procurement departments in the governorates to prepare them to take on the necessary task of procuring food rations for the Iraqi people. The ministry agreed to provide all the necessary training materials and a training program, which USAID-*Tarabot* will administer to the governorates.

As the project winds down, efforts are being made to bring work to a close in an organized fashion that ensures sustainability. To this end, USAID-*Tarabot* conducted a technical review meeting with the Ministry of Industry and Minerals on achievements made thus far, obstacles, a sustainability plan, an impact assessment of USAID-*Tarabot*'s work with the ministry, and a graduation of the ministry.

3.5 Service Center Advisory Unit

The Service Center Advisory Unit (SCAU) held a mini conference in the Governorate of Diwaniyah. The Governor of Diwaniyah opened the conference with praise for the achievements of USAID-*Tarabot* and expressed his full support for the implementation of a One-Stop-Shop service center in the province. The SCAU provided a detailed presentation about the concept and goals of the One-Stop-Shop service center and its architectural design, and the progress that has been achieved thus far with the Ministry of Municipalities and Public Works in its implementation of the One-Stop-Shop.



After the conference, the team visited the new building of the Diwaniyah Directorate of Municipality to discuss and follow up on the construction progress of the One-Stop-Shop service center, which was based on a design provided by the SCAU.

The SCAU team also completed a series of site visits to the Baghdad Oil Products Distribution Company. The visits aimed to verify service procedures, and the various factors that impact services such as the mainframe and manpower capabilities. These factors were mapped out in a workshop and will be used to develop re-engineering maps for services provided by the company.

The SCAU finished developing the internal view maps for the service center of the Ministry of Municipalities and Public Works Directorate in Anbar.

3.6 Iraq Development Management System

USAID-*Tarabot* held a workshop with Ministry of Municipalities and Public Works to complete the missing information for 2011 projects and to train participants on the use of the Iraq Development Management System (IDMS) system. USAID-*Tarabot* also worked with the Ministry of Planning to review the IDMS system.

3.7 Center of Excellence

USAID-*Tarabot* is progressing in the establishment of the Iraqi Center of Excellence in Government (ICEG). Work is under way with participating Government of Iraq entities to transform accomplishments made under the organizational development, quality management, and process development programs that preceded the Center of Excellence (CoE) initiative to the European Foundation for Quality Management (EFQM) model. The General Company of the Ports of Iraq and University of Basrah have completed this phase this month, and most remaining partners are due to complete it in December.

The USAID-*Tarabot* CoE Unit is also working to establish a toolkit for the ICEG. An excellence model has been drafted and is under internal review. The drafting of the ICEG manuals is 60 percent complete, and an assessment model has been drafted and is currently under review.

As part of its cost-share funding, the Ministry of Human Rights sent their newly established Institutional Development and Excellence Unit, headed by the Director General of Administration and Finance, to the King Abdullah Excellence Center in Jordan.

The ten-day study tour included workshops and site visits to introduce CoE processes and mechanisms to participants. This visit by the Ministry of Human Rights is the first of several study tours that will be undertaken by ministries to the Excellence Center in Jordan.



3.8 Education Capacity Building

During November, the Education Capacity Building Initiative team delivered 13 training courses, of which 10 were held in Baghdad and one each in the provinces of Basra, Erbil, and Babil. Seven of these courses were advanced modules, and graduated participants as core area experts in financial management, communication and leadership, project management, and information technology.

Two training-of-trainers (ToT) courses were also conducted in November. The ToT trainers completed the training of 12 trainers, who are now qualified to undertake the Masters training courses that will begin in February 2014. Fifteen additional trainers will be expected to complete their training by the end of November.

The Education team also met with the Deputy Prime Minister for Education to plan for the upcoming ToT and Masters training courses and to discuss the challenges and achievements of our joint work.

KURDISTAN ACTIVITIES

Project Management

The *Tarabot* project management (PM) team met with Mr. Zagros Fattah Siwaily to review the PM program; an USAID Erbil representative was present in the meeting. Mr. Fattah was assured that ownership of the PM program would belong to the Kurdistan Ministry of Planning and the Kurdish Regional Government.

The PM team also attended an assessment meeting at the Ministry of Electricity with its senior engineer and the manager of the training department. The meeting was held to begin assessments in the areas of integration, scope, time, and cost knowledge.

The PM team commenced PM processes workshops for 17 engineers from the Kurdistan Ministry of Construction and Housing, Electricity, and Municipality and Tourism for 10 days in Erbil. These capacity building workshops for KRG ministries will cover the 47 processes of the PMI system.

Social Safety Net and One-Stop-Shop

The *Tarabot* Social Safety Net (SSN) and One-Stop-Shop (OSS) teams met with the Director General of Administration and Divan at the Kurdistan Ministry of Labor and Social Affairs (KMOLSA) to review work plans; an USAID Erbil representative was present in this meeting. The SSN and OSS plans were thoroughly reviewed and questions raised by the ministry were clarified by the SSN and OSS teams. A follow up meeting was held for final review and amendment to the SSN and OSS work plans, and they were approved and signed by the Director General.

The *Tarabot* SSN and OSS teams met with the Director General of KMOLSA to introduce and review SSN and OSS work plans. A visit was also conducted to visit the new building in Duhok to assess the condition of the site and to discuss the possibility of rehabilitating the structure according to the architectural design of the One-Stop-Shop. The team also visited the SSN server room in the new building and identified SSN requirements. Later in the month, the Service Center Advisory Unit

(SCAU) developed and provided an architectural design for the new OSS service center for the Duhok Directorate, which was based on a discussion with the Directorate of the SSN in Duhok in an earlier site visit.

Tarabot attended a meeting with the Director General of KMoLSA, which was organized by USAID/Erbil. Attendees included the Deputy Director of the USAID Mission, an USAID/Erbil representative, the KMoLSA Director of SSN and OSS, and the KMoLSA Director of Public Relations. The Deputy Mission Director asked that a re-signing of the memorandum of understanding take place in a ceremony in December.

PROJECT ADMINISTRATION

Staffing and Deployment: The project has a staff of 19 expatriate and 237 local personnel, as of November 30, 2013.

Security Facilities: Starting with the Islamic New Year, following Ashura Day and heavy rains in Baghdad and Basra, the Government of Iraq announced an official holiday for all government offices. As a result, *Tarabot* trainings and meetings were also canceled.

Ethic Training: 186 MSI employees received ethics training in the month of November 2013.

Close out: The close-out process has commenced in every aspect of the project.

Visas: The *Tarabot* project has received multiple-entry one-year visa approvals for all expatriates in the field.

ANNEX:TRACKERS



Tarabot - Administrative Decentralization Component Provincial Engagement Tracker

Provinces	Project Planning				Project Management							Procurement								Decentralization				
	3 Phases of Workshops completed	Multi Year Capital Investment Plan (W/S)	On Job Training	List of projects prepared w/ criteria	PMI Processes	Estimation Technique & MS Project	Project's Feasibility Study	Earned Value Management	Structural Changes (PMO)	Pilot Project	MS Project adopted	Compliance with Govt Regulation	Procurement Standard Process Adopted	Procurement Plan Drafted	SIBDS 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
Anbar	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" 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 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"/>	NA	<input 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 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 type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input 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"/>
Diwaniyah	<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 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 type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Dhi Qar	<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 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"/>
Karbala	<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 checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Kirkuk	<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 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"/>
Maysan	<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 type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" 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 checked="" type="checkbox"/>	<input type="checkbox"/>
Muthanna	<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 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"/>
Najaf	<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 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 type="checkbox"/>	<input 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"/>
Ninawa	<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 type="checkbox"/>
Salah Ad Din	<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 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 type="checkbox"/>
Wasit	<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 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 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"/>	Completed
<input type="checkbox"/>	Ongoing
<input type="checkbox"/>	Scheduled
<input type="checkbox"/>	Pending

Administrative Decentralization-Notable Project Management Pilot Projects

#	GoI Entity	Project Name	Brief Description	Location	Estimated Value
1	MoEI	Al Najibiya Power Plant	A new power unit that will produce about 500 MW of electricity for communities in the province.	Basrah	\$271,354,000
2	Ninawa GO	Al Najar-Iqtisadiyeen Intersection Bridge	A bridge between two major roads in Ninawa that will relieve problematic heavy traffic getting into and out of Mosul.	Ninawa	\$16,000,000
3	MoIM	Khalidia Bridge	A critical bridge across Shat Al-Arab, which was damaged during the Gulf War, and is only being reconstructed now.	Basrah	\$14,834,000
4	Babil GO	Wastewater Treatment Plant	A large water treatment plant in Babil serving a part of the river in which 18,000 m3 of water passes through on a daily basis.	Babil	\$12,000,000
5	Najaf GO	Al Askareen Tunnel	A key thoroughfare in Najaf, linking the Valley of Peace Cemetery to Karbala in the north and Diwaniyah in the south.	Najaf	\$11,300,000
6	MoCH	Construction Materials Testing Lab	An authorized facility to test the quality of construction materials ahead of ministries' construction activities.	Baghdad	\$8,000,000
7	MoA	Refrigerated Warehouse	A refrigerated warehouse to reduce waste in crop production.	Wasit	\$2,500,000
8	Dhi Qar GO	Al Nibras Road	Paving and expanding a busy road.	Dhi Qar	\$2,500,000

9	MoMD	Muthanna Branch Building	A provincial office for the MoMD, responsible for managing provincial operations and administering services to internally displaced persons.	Muthanna	\$2,000,000
10	Diwaniyah GO	Secondary School Building	A new secondary school in Diwaniyah, a province with consistently low secondary education rankings among all Iraqi provinces.	Diwaniyah	\$1,500,000
11	MoCH	Seyidat Al-Najat Church	A sacred church in Baghdad that was targeted by terrorists approximately two years ago, currently being reconstructed by the GoI.	Baghdad	\$600,000

Notable Government of Iraq Tenders			
#	Province/Entity	Tender Description	Estimated Value (\$USD)
1	MoEI	Design, procurement, supply, installation, and commissioning of the Al Anbar Combined 1500-1600MW Power Generation Facility	\$1,050,000,000
2	MoTR - State Company for Maritime Transport (SCMT)	Manufacture, testing, and commission of eight maritime transport vessels	\$360,000,000
3	MoIM - State Company for the Automotive Industry	Automotive Assembly Factory	\$200,000,000
4	MoTR-SCMT	Manufacture, testing, and commissioning of three fresh water carriers	\$13,000,000
5	MoTR-SCMT	Manufacture, testing, and commissioning of tug boats for the port	\$10,000,000
6	Basrah GO	Sewage and storm water network design for Basrah City	\$600,000

This list represents a selection of tenders recently released by the Gol in which the government entity employed procurement practices promulgated by USAID-Tarabot. Tarabot is aware of the above tenders, along with others, through its ongoing engagement and technical assistance with the Gol. More comprehensive information about recent Gol tenders can be found on the dgMarket website.

Tarabot's Procurement Advisory Unit is not involved in the preparing of bidding documents on behalf of the mentioned Gol entities, and is never involved in the actual procurement process. The unit provides capacity building and technical assistance to help Gol entities apply internationally-recognized procurement methods, develop and employ standard templates and bidding documents, and advertise their procurements broadly and transparently. The list above contains illustrative examples in which the Gol has employed these practices.