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USAID IRAQ ADMINISTRATIVE REFORM PROJECT

MONTHLY PROGRESS REPORT - MAY 2013

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Iraq Administrative Reform Project



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LIST OF ACRONYMS

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

MoLSA	Ministry of Labor & Social Affairs
MoMD	Ministry of Migration & Displaced
MoMPW	Ministry of Municipalities & Public Works
MoO	Ministry of Oil
MoP	Ministry of Planning
MoSPA	Ministry of State for Provincial Affairs
MoSWA	Ministry of State for Women's Affairs
MoST	Ministry of Science & Technology
MoT	Ministry of Trade
MoTA	Ministry of Tourism & Antiquities
MoTr	Ministry of Transport
MoU	Memorandum of Understanding
MoWR	Ministry of Water Resources
MoYS	Ministry of Youth & Sport
MSI	Management Systems International
NCCIT	National Center for Consultancy and Information Technology
NDP	National Development Plan
NGO	Non-government Organization
NIC	National Investment Commission
NPM	National Policy Management Component
OD	Organizational Development
OPD	Office of Policy Development (Prime Minister's Office)
PAR	Public Administrative Reform Committee (See PSM)
PC	Provincial Council
PCSC	Provincial Civil Service Commission
PM	Prime Minister
PMI	Project Management Institute
PMAC	Prime Minister's Advisory Council
PMO	Prime Minister's Office
PSM	Public Sector Management Committee (See PAR)
RFP	Request for Proposal
RG	Regulatory Guillotine™
SAB	Supreme Audit Board
SES	Senior Executive Service
SIDA	Swedish International Development Agency
SoW	Scope of Work
SOP	Standard Operating Procedures
T&D	Training and Development
TA	Technical Assistance
ToR	Terms of Reference
UNDP	United Nations Development Programme
USAID	United States Agency for International Development
USG	United States Government
WB	World Bank

This report summarizes project activities and accomplishments under the Iraq Administrative Reform Project (USAID-*Tarabot*¹) for May 1 - 31, 2013. The Monthly Report for June is due on July 2, 2013.

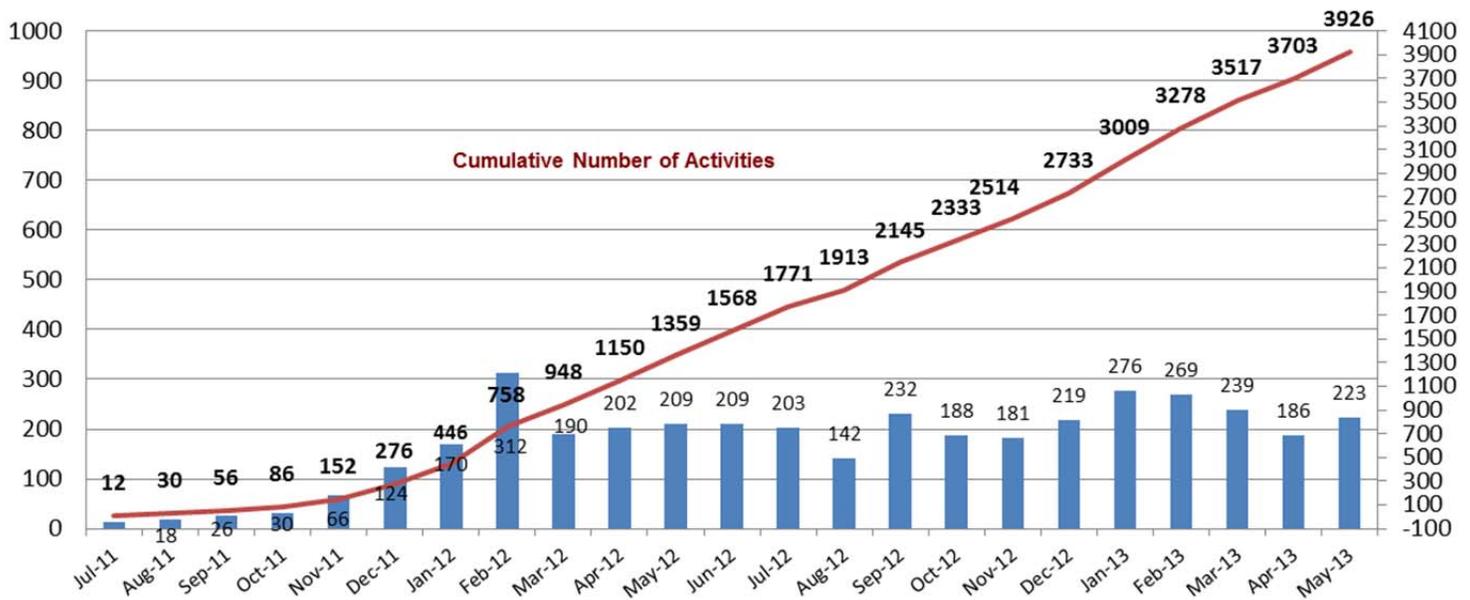
EXECUTIVE SUMMARY

- **Launching the Excellence Center Concept.** USAID-*Tarabot* proposed an Iraq Center for Excellence for Government Performance at a conference this month. The institute will deliver annual awards to public servants for best performance and act as a knowledge hub. This model, successful throughout the Middle East, will serve as a catalyst for improving services, creating a culture of accountability, and incentivizing efficiency. The conference utilized several modes of media to articulate the importance and urgency for such an institution. USAID-*Tarabot* will produce an action plan for the establishing the Center in the coming weeks.
- **Bringing Public Policy to Universities.** USAID-*Tarabot* held a two-day conference to encourage universities to adopt public policy curriculums and degrees. Over 150 professionals from the Prime Minister's Office of Policy Development, ministries, parliament, university professors, NGOs, and think tanks, listened to practical ways for universities to become hubs for policy development. Universities were encouraged to collaborate with the government and private sector and to create research centers. Seizing on the enthusiasm, USAID-*Tarabot*, Nahrain University, and the Ministry of Education will partner to deliver a two-week training course in July for university professors to develop their skills to teach public policy.
- **Maturing Ministries' Policy Development.** Policy advisors have begun wrapping up policy development training for the economically-orientated Ministries of Trade, Electricity, and Industry. Ministry policy units, developed by USAID-*Tarabot*, are now independently advising and debating their colleagues, an important step towards sustainable policy development. USAID-*Tarabot* will deliver final workshops on the implementation of free trade agreements, energy efficiency, and industrial strategy, to ensure the policies are completed and enacted. These developments indicate a long-term government commitment to inclusive, evidence-based policy making.
- **Expanding into KRG.** The Kurdistan Regional Government (KRG) and USAID-*Tarabot* agreed on a new initiative to better manage systems in the Ministries of Planning, Labor and Social Affairs (MoLSA), and three other KRG ministries. Advisors will assist MoLSA to complete its electronic social safety net system and link it to the national system, providing benefits to vulnerable people while reducing waste and abuse. They will also help strengthen project management and procurement processes throughout KRG ministries, beginning with the Ministry of Planning.
- **Developing Regulatory Reform Units.** The Iraq Solutions for Regulatory and Administrative Reform Initiative (ISRAR) is developing regulatory reform units for 26 ministries and other government agencies, which will inventory all the regulations under the authority of an institution, and review them to determine if they should be simplified or eliminated. The inventory will be completed by mid-July, followed by a series of reviews and reforms over the next year. The Chairman of the Prime Minister's Advisory Commission has agreed to allow USAID-*Tarabot* to coordinate directly with ministries to manage the operational details of reviewing regulations.

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

Events: USAID-Tarabot had a very busy month in May. The following description accounts for the numbers and types of events delivered.

- **Total Events:** USAID-Tarabot teams held 223 events (workshops and formal meetings) in May.
- **Locations:** 127 of these events were held in Baghdad, while 96 were delivered on location in 11 provinces.
- **Type of Event:** 216 events were formal assessment meetings, action planning, or implementation workshops. 7 events were informational meetings.
- **Institutions:** 139 of these events were with 23 ministries; 65 events supported the Governors' Offices; 10 events were directly with the executive offices; 3 events with NGOs and the private sector, 3 events with Provincial Councils; and 3 events were attended by a mix of entities specified above.
- **Tarabot Components:** 33 by the National Policy Management component, 180 by the Administrative Decentralization component and 10 by the Education Capacity team.



CIVIL SERVICE REFORM (CSR) AND PUBLIC FINANCIAL MANAGEMENT (PFM)

This month, USAID-*Tarabot* closed down the work of the Public Financial Management (PFM) and Civil Service Reform (CSR) teams, in accordance with USAID's *Tarabot* Drawdown Plan.

I.1 Public Financial Management

The PFM team finished reviewing and analyzing the Financial Management Law 95 of 2004, which involved a historical review of accounting legislation and an analysis of financial structures and budget formulation, execution and reporting.

A three-day advanced budgeting workshop was conducted for the Ministry of Education. The workshop focused on performance measurements and accounting and budget codes.

I.2 Civil Service Reform

The CSR team completed final reporting efforts this month.

NATIONAL POLICY MANAGEMENT (NPM)

2.1 Regulatory Reform

ISRAR continues to receive high-level political support for regulatory reform. Advisors from ISRAR have begun working with 26 ministries and agencies to set up and train Ministry Reform Units. Each unit will be responsible for completing an inventory of all of the regulations under the authority of their institution, and then reviewing each regulation to determine if it should be simplified or eliminated. According to the ISRAR



NPM Advisor trains ministry reform units

implementation plan, the inventory of regulations will be completed by mid-July, and then followed by a series of reviews and reforms of regulations that will be completed over the next year.

The Head of PMAC has agreed to facilitate this process by authorizing ISRAR staff to issue official communications to Ministries. This is important because it will enable the ISRAR team to coordinate directly with ministries in order to manage the operational details of reviewing regulations.

The Ministries that are implementing the first package of ISRAR reforms are making significant progress in improving Iraq's performance in the World Bank's Doing Business indicators, especially in construction permits and company startup procedures. The Ministry of Municipalities and Public Works (MoMPW) and Baghdad Amanat set up committees to implement the construction permitting reforms recommended by ISRAR. Senior Advisors from the Prime Minister's Advisory Council (PMAC) are also supporting this initiative by reviewing legislation drafted by NPM Advisors.

After already making significant progress in improving company registration procedures over the last few months, the Ministry of Trade and Chamber of Commerce are in the final stages of opening a one-stop-shop for reserving company names. This will reduce the time and number of trips required to register a company, and further simplify company registration procedures.

Dr. Hamid Ahmed, the Chief of Staff of the Prime Minister was briefed on the progress made in the reform of Iraqi economic legal instruments. Dr. Ahmed also agreed to advocate for reforms in import-export regulations at the next Cabinet meeting, and invite officials from the ministry's import-export department, who have expressed reticence in reducing regulations on imports.

2.2 Office of Policy Development in PMO

Dr. Sadeq Jawad, a senior policy advisor from the Prime Minister's Office of Policy Development and head of the Agricultural Sector, debated his policy paper on managing groundwater to 25 senior government officials and agro-businessmen. The Ministries of Water Resources, Agriculture, Environment, Higher Education, Labor and Social Affairs, along with representatives from PMAC,



Groundwater policy debate

COMSEC, two universities, and the Think Tank for Strategic Studies were in attendance.

Dr. Sadeq argued that the government must adopt a clear and transparent policy to conserve its groundwater and protect it from depletion. He faulted the Ministry of Water Resources for not developing a management program or establishing monitoring procedures to safeguard Iraq's groundwater. Dr. Sadeq argued for a policy that would control and monitor the amount of water being extracted, specify the purpose for groundwater usages, and enforce sanctions against abusers.

2.2.1 Offices of Policy Development in the Ministries

Economic-orientated ministries. The NPM team delivered five workshops on cost-benefit analysis and valuing for policy units of the Ministries of Trade (MoT), Electricity (MoE), and Industry & Minerals (MoIM). In the final session, participants expertly applied their new skills to a case study on increasing power generation to meet the demand.

NPM advisors also assisted MoIM's Industrial Policy & Reform Unit (IPRU) to design the Industrial Strategy's Iraq Revival Program for Industrialization (IRPI). The ministry officials designed a strategy with three components: support to private sector development, industrial development, and creating a business-enabling environment. They formulated the program's objectives, completed a logical framework for the first component, discussed grouping thematic interventions and how to devise the delivery mechanisms of the program.

NPM team continued to assist the MoE to develop a policy on introducing energy efficiency. The policy unit began conducting a cost-benefit analysis of three policy scenarios based on a policy brief, developed with NPM assistance. A methodology and timeline was selected, and major cost and benefit indicators were identified. A comprehensive stakeholder consultation plan has been put together to establish partnerships for implementation. The final policy proposal will be presented at a roundtable on energy efficiency, to include the government, private sector, research community, and international agencies.

The NPM continued to assist the Ministry of Trade to produce and implement a policy to streamline free trade agreements. Participants discussed a detailed schedule of stakeholder consultations. The MoT policy unit will try to build partnership relations within the government, private sector actors and international specialized organizations. Hashim M. Hathem Al-Sudani, the Director General for Foreign Economic Relations and member of the Public Policy Committee at the ministry, asked NPM to deliver workshops on policy for the MoT resource staff to strengthen the policy-making capacity of the Ministry.

Socially-Orientated Ministries. The NPM team delivered five workshops on policy implementation and evaluation. Topics covered included policy communication and coordination, which focused on the role of civil society, think tanks, the media, and parliament; policy risk management; quantitative policy analysis; and monitoring and evaluation.

The NPM team also met with the IT team from the Ministry of



Meeting with social ministries

Human Rights to design a webpage for the public policy unit on the ministry's website.

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

The Presidency Diwan and NPM team conducted two debates on the "Brain Gain" policy paper at the Ministry of Higher Education and the Ministry of Migration and Displaced, key stakeholders in the policy. Several options were discussed to encourage the return of Iraqi academics living abroad to teach in Iraqi universities. The ministries will attend the final debate on June 3. The NPM team met the Chief of Staff of the Presidency Diwan to organize final brain gain debate, focusing on which stakeholders to invite. Upon request from the Chief of Staff, the NPM team met the presidency advisors to review the policy paper.



Presidency advisors at Ministry of Migration and Displaced

2.4 Policy Communication and Outreach

USAID-Tarabot, in collaboration with Al-Nahrain University and the Ministry of Higher Education held a two-days conference on the Role of Academia in Public Policy for 150 professionals from the Prime Minister's Office of Policy Development, Ministries, Parliament, University Professors, NGOs, and Think Tanks. The conference demonstrated practical ways that universities can quickly develop public policy curriculum and degrees.



Mr. Staal addresses participants

Dr. Hamid Ahmed, the Prime Minister's Chief of Staff emphasized that the government desperately needs more skilled policy-makers and stressed that universities need to begin training and preparing a new generation now. Tom Staal, USAID-Iraq Mission Director, said universities should act as a hub for policy development, by collaborating with the government and private sector and creating research centers to find the best way forward.

Seizing on the enthusiasm, the conference hosts announced that they will deliver a two-week training course next July for university professors to develop faculty skills to teach public policy. Several agreements came out of the conference. Government participants committed to make better use of academics when developing new policies and to support and develop local research centers and think tanks. Many of the organizations committed to greater collaboration, and to enhance the role of women in public policy.

The NPM team and Dr. Ibthal Al-Zaidi, the Minister of State for Women's Affairs discussed their work with women's issues, including policy-making and NGOs, and the obstacles for women. The Minister asked for help to support women's activities.

The NPM team provided a workshop to 45 ministry and provincial officials, in cooperation with Iraqi National Institute for Human Rights, to educate participants about United Nations Committee on the Elimination of Discrimination against Women and to review women's rights legislation and how they can be amended to better represent the rights of women.

NPM team delivered four workshops to Babil Provincial Council focused on the formulation and analysis of public policy, decision-making, and the communication and dissemination of ideas to address national and provincial policy.

Advisors in Babil also participated in a roundtable organized by the Women's Rights Center for Relief and Development and Al-Mezan newspaper, to discuss a road map for the newly elected Babil Provincial Council. The NPM team offered plans for assistance to the council and NGOs, and informed the audience of its new Babil Hub office.

The NPM team began working with the NGOs Directorate of COMSEC to prepare a work plan to train NGOs on institutional capacity building, advocacy and constituency building.

The NPM team met four NGOs, Awan Organization in Diwaniyah, Omatuna for Education (OFE) NGO, Anaam for Livestock and Agriculture Development (ALAD) and Ruboo Al-Rasheed Organization for Agriculture Development (RROAD), to offer their technical assistance in policy advocacy. The groups focus on education, agriculture, and the issues of vulnerable peoples such as widows, youth, and the unemployed.



NGO meeting

ADMINISTRATIVE DECENTRALIZATION (AD)

3.1 AD Component Wide

On 20 May, the Council of Ministers passed the National Development Plan for 2013-2017. This achievement, which follows months of USAID-*Tarabot* collaboration with the Ministry of Planning and a broad spectrum of stakeholders, will inform the development approach of Iraq for the next five years.

USAID-*Tarabot* announced an ambitious plan to launch a new program in the Kurdish Regional Government (KRG). Procurement and project management assistance will be provided to the Ministry of Planning so it can roll out the systems to other regional ministries. This new technical assistance program will also include support to the Ministry of Labor and Social Affairs to activate the Social Safety Net in KRG and assistance to establish a regional Center for Excellence.

3.2 Planning Advisory Unit

The Planning Advisory Unit delivered training to the Ministry of Municipalities and Public Works on the selection of projects for the 2014 investment program. Participants were taught project evaluation and classification, and to link the goals of a particular project to the overarching ministry goals. The training sessions will help the ministry select suitable projects for 2014.

Planning advisors met with the Ministry of Planning to discuss modifications to the National Development Plan before it is implemented.

3.3 Administrative Decentralization Support

Following USAID-*Tarabot* Decentralization workshops, several local government institutions officially requested additional authority from the federal government. The Diyala, Muthanna and Basrah



Decentralization workshop

Governor's Offices (GO) asked the General Secretariat of the Council of Ministers for a set of administrative and financial powers. The Provincial Council of Maysan requested that Parliament grant them the authority to form a commission to secure the rights of provinces to manage state institutions.

Additionally, the Ministry of Municipalities and Public Works agreed to delegate six powers from the USAID-*Tarabot* Decentralization's recommendations. Directorates have already started to use these powers in advance of the Ministerial order. USAID-*Tarabot* also received similar letters detailing transferred powers from the Ministries of Education and Labor and Social Affairs.

3.4 Project Management Advisory Unit

The Project Management Advisory Unit continued to implement MS Project in Governors Offices. The Najaf GO formally adopted MS Project. Using the MS Project software brought immediate benefits to the Najaf GO, as staff were able to identify the causes of a delay in an ongoing project and return the project to its scheduled timeline.

Project management advisors continued working with governors' offices in Dhi Qar, Diwaniyah, Kirkuk, Ninawa Wasit and Anbar on developing pilot projects as well as offices within the Ministries of Industry and Minerals, Health, Agriculture, and Transportation. Successful completion of a pilot project using PMI standards is key step towards establishing fully functional project management systems.



Workshop with Ministry of Oil

3.5 Procurement Advisory Unit



Procurement workshop

The Ministry of Planning has sent to the Council of Ministers a proposed set of recommendations for new procurement regulations to be mandated for use by all government entities. The MoP recommended the use of the Standard Bidding Documents, and stated that these Standard Bidding Documents will be made mandatory once the training cycle on their utilization is completed.

A 10-day advanced workshop delivered to participants from the Ministry of Transport provided an overview of the standard bidding documents issued by the Ministry of Planning.

Following the Ministry of Education's decision to decentralize the authority to manage school building to the provinces, procurement advisors have provided technical support to the Contracts Directors of the Education Directorates in Baghdad, Babil, Najaf, Karbala, Diyala, Wasit and Salah-Ad-Din.

3.6 Organizational Development Advisory Unit

Following months of preparation, USAID-Tarabot hosted a conference to propose the Iraq Center of Excellence in Government. Held in cooperation with Mr. Thamer Ghadhban, the Head of the Prime Minister's Advisory Commission, the conference showcased the benefits of such a center which would create incentives for high performance and a culture of excellence in the public sector. Thomas Staal, USAID-Iraq Mission Director, was in attendance along with deputy ministers and senior civil servants from numerous ministries. Participants listened to presentations on the comparative experiences of excellence centers in



Thamer Ghadhban answers question from participant

the region and were able to ask questions of a panel that included Mr. Ghadhban and Dr. Salman Shobaki, an international consultant specializing in excellence centers.

The unit has worked to maintain the momentum behind the Center for Excellence initiative by working to produce an action plan for next steps in this process and preparing materials to support work with the pilot ministries who will host excellence center cells over the next year.

3.7 Service Center Advisory Unit

Following the announcement of the planned USAID-*Tarabot* program with the KRG, the Service Center Advisory Unit met with representatives from KRG to begin planning the establishment of One-Stop-Shops in the region. This model has the potential to improve access to government services for all citizens and to enhance the level of customer service.

The USAID-*Tarabot* team met the Director of the Center of Returnees from Syria, touring the center and discussing the benefits of One-Stop Shop to help meet growing demand. They also visited a center for displaced peoples in Rusafa-Baghdad to discuss problems with its director. Both centers welcomed the assistance and agreed to attend upcoming workshops.

3.8 Quality Management Advisory Unit

The QM Unit conducted a technical meeting with the Director of Quality Management from the Ministry of Construction and Housing to ensure its quality procedures were compatible with ISO9001 requirements and to prepare the ministry for a system-wide internal audit designed to verify the effectiveness of the current quality management system.

Quality Management advisors held five-day advanced workshops on the ISO 9001:2008 standard for the Ministry of Health and COMSEC. Achieving ISO certification will help ministries gauge their performance against international standards and provide assurance to external bodies on the quality of their performance.

USAID-*Tarabot* will be withdrawing from providing direct technical assistance to ministries on this topic and support entities to forge strategic partnerships with external providers to ensure sustainable capacity building. Quality management will play an important part in the development of the new Excellence program.



Workshop for Ministry of Health

Additionally, USAID-*Tarabot* received formal notification of the Minister of Transportation's approval to establish a new office of Quality Management, and obtained a copy of the formal letter confirming his intentions. In preparation for the conclusion of the quality management capacity building work with this ministry, USAID-*Tarabot* will prepare an action plan for the Ministry to implement, in order to ensure that the progress achieved by Ministry quality advisors over the past year does not lose momentum.

3.9 Iraq Development Management System

USAID-*Tarabot* advisors met Dr. Firhad Nimma, Senior Deputy Secretary General of the Council of Ministers' Secretariat (COMSEC), and members of the Follow-Up Department to expedite the activation of the Iraq Development Management System (IDMS) and to implement a procurement portal for the Ministries of Planning and Finance, based on USAID-*Tarabot* specifications.



*Meeting with Dr. Nimma,
Senior Deputy Secretary General of COMSEC*

USAID-*Tarabot* received the final report from the Ministry of Planning on the Iraq Development Management System (IDMS), which was submitted to the hosting company Synergy for action. The IDMS team will conduct meetings and workshops with the ministry to discuss the final recommendations for adjustments to the IDMS. The ministries should begin uploading their 2012 projects soon.

IDMS advisors met the Ministry of Higher Education's Steering Committee and Minister's Advisor of Quality Assurance to assign more ministry employees to work on the IDMS and fast-track its implementation. The unit used evidence from other ministries to encourage the steering committee to begin inputting their data for 2011 and 2012 projects.

3.10 Education Capacity-Building Initiative

The Education Capacity Building Initiative (ECBI) began the next phase of training with the arrival of the Training advisor. The Training advisor began to develop the trainer-of-trainer (ToT) strategy for the Ministry of Education and outline the Master Trainer curriculum, in cooperation with the ministry's Training Directorate. ToT graduates will serve as dedicated trainers and sustain USAID-*Tarabot*'s lessons throughout the ministry.

ECBI continued delivering trainings to the Ministry of Education (MoEd). In response to requests from the Ministry, ECBI began developing and testing new IT courses concentrated on professional web design and advanced Excel skills, for participants who completed the core area program. This web design course will help the ministry to become self-sufficient in developing and maintaining their websites. The advanced Excel course will be tailored to the needs of the finance and HR departments, helping them to create more complex databases, design tables and charts using advanced formulas, and make correlations from the data entered to help save time, energy and decrease the chance of error. These new courses will launch next month.

3.11 Process Development Advisory Group

The Process Development Advisory Group continued its work training civil servants to develop Standard Operating Procedures (SOPs) to streamline operations and create structure. The Ministry of Agriculture and the University of Basrah attended SOP workshops, this month. Its work will increasingly focus on supporting the excellence programs in Baghdad and in the KRG.

3.12 Social Safety Net

USAID-*Tarabot* is working to identify the system needs of the Social Safety Net in anticipation of implementing the updated software. Once completed, the Social Safety Net software will reduce the incidence of technical glitches in the system and permit it to be more responsive to the needs of the ministry in dispensing social welfare payments.

As part of the new USAID-*Tarabot* KRG program, the Social Safety Net will be deployed in the region, reducing inefficiencies and redundancies in the KRG social welfare system. USAID-*Tarabot* advisors are negotiating this work with KRG officials.

PROJECT ADMINISTRATION

Staffing and Deployment: The project has a staff of 27 expatriate and 250 local personnel, as of May 31, 2013.

Project “Drawdown”: USAID informed MSI and Project management of its decisions regarding the future of the USAID-*Tarabot* project. The changes cancel the Civil Service Reform Component, and reduce the scope of the NPM and AD Components.

The life of the project is also shortened by nine months in comparison to the current project/contract life of project.

Program areas that are curtailed or rapidly ending include:

- Public finance management policy, organizational development, quality assurance, and process assessment/analysis; but opens a new program for establishing a Center of Excellence.
- For NPM, the development of policy units in provinces is ended, and policy work with ministries will shift in emphasis from the original “economic” ministries to the newly added “social” ministries.
- The Israr regulatory guillotine work will expand and continue as scheduled.
- The “Drawdown” includes new work in Kurdistan (Procurement, Project Management, SSN, Center of Excellence).

Project administration is adapting staffing patterns, facility utilization, and other project assets to match the changing requirements.

Security, Facilities: In May, the *Tarabot* project in conjunction with our security contractor and other USAID projects operating on the Mansour Compound, broke ground on the construction of a Bank of Baghdad branch. Project staff will collect their June salaries via direct deposit or an “Ezee Pay” card from the bank on the compound, drastically decreasing the number of cash transactions.

Additionally, *Tarabot* has identified property in Erbil for offices and residences as it plans to expand its scope of work into Kurdistan.

The project security contractor obtained authorization to conduct as many as eight movements to Baghdad International Airport per day. This was a relief as earlier in the month, the Iraqi Civil Aviation Authority announced that private security companies would be granted only two entries into the airport each day.