



USAID
FROM THE AMERICAN PEOPLE

USAID IRAQ ADMINISTRATIVE REFORM PROJECT

MONTHLY PROGRESS REPORT - DECEMBER 2012

2 JANUARY 2013

This publication was produced for review by the United States Agency for International Development. It was prepared by Management Systems International.

USAID IRAQ ADMINISTRATIVE REFORM PROJECT

MONTHLY PROGRESS REPORT -DECEMBER 2012

Contracted: AID-267-C-11-00005

Iraq Administrative Reform Project



600 Water Street, SW, Washington, DC 20024, USA

Tel: +1.202.484.7170 | Fax: +1.202.488.0754

www.msiworldwide.com

Please do not circulate this report without due consideration of security issues in Iraq.

DISCLAIMER

The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

TABLE OF CONTENTS

- Table of Contents 2**
- List of Acronyms 3**
- Executive Summary 5**
- CIVIL SERVICE REFORM 7**
 - 1.1 Working with HC and PSM on Civil Service Overhaul, Cooperation, and Follow-up with Ministries and Provinces on Implementation Process..... 7
 - 1.2 Human Resources Management 7
 - 1.2.1 Human Resources Management Provincial Coordination 8
 - 1.2.2 Human Resources Management Information System..... 9
 - 1.3 Federal Civil Service Institute (FCSI) and Training Sections 9
- NATIONAL POLICY MANAGEMENT 11**
 - 2.1 Regulatory Reform 11
 - 2.2 Office of Policy Development in PMO 11
 - 2.2.1 Office of Policy Development in the Ministries 12
 - 2.3 Office of Policy Development in President of the Republic’s Diwan 14
 - 2.4 Policy Communication and Outreach 14
- ADMINISTRATIVE DECENTRALIZATION 16**
 - 3.1 AD Component Wide 16
 - 3.2 Planning Advisory Unit 18
 - 3.3 Administrative Decentralization Support..... 18
 - 3.4 Public Fiscal Management Advisory Unit..... 19
 - 3.5 Project Management Advisory Unit 20
 - 3.6 Procurement Advisory Unit 21
 - 3.7 Organizational Development Advisory Unit 22
 - 3.8 Service Effectiveness Advisory Unit 23
 - 3.9 Service Center Advisory Unit..... 24
 - 3.10 Quality Management Advisory Unit..... 25
 - 3.11 Iraq Development Management System..... 25
 - 3.11 Education Capacity-Building Initiative 26
- PROJECT ADMINISTRATION 27**

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)
GoI	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
MoI	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
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 the period December 1 - 31, 2012. The Monthly Report for January is due on February 2, 2013.

EXECUTIVE SUMMARY

- **Graduating to the future.** Thirty-eight government officials graduated from the Public Policy Development and Implementation Program at a ceremony held under the auspices of the Prime Minister. Following a year of rigorous training, the graduates will put their new skills to work for the government. The Chief of Staff of the Prime Minister's Office, Chairman of the Prime Minister's Advisory Council, and USAID Deputy Assistant Administrator for the Middle East spoke.
- **Quality conference.** USAID-*Tarabot* and the Central Organization for Standardization and Quality Control co-hosted the second National Conference on Quality Management. Attended by over 400 delegates, the conference introduced a new vision of quality management. The two day event provided a forum to discuss the comprehensive roadmap, developed in coordination with the government, that will guide improvements to the efficiency and quality of service delivery in Iraq.
- **From theory to practice.** USAID-*Tarabot* advisors and senior Human Resources (HR) staff from ten ministries and five provinces participated in role-playing exercises on performance appraisal, and work planning & review. For many, the concept of interactive learning was a new experience, reinforcing the theory acquired during workshops. This approach will inform a new HR training manual being developed by Civil Service Reform advisors for use throughout the civil service.
- **Cooperation Roadmap signed.** USAID signed a Cooperation Roadmap with the Ministry of Labor and Social Affairs. The document was signed by the Deputy Minister, and the acting USAID Mission Director. The Roadmap sets the scope for collaboration and enables USAID-*Tarabot* to offer technical assistance to support the ministry's objectives.
- **Developing social policy.** Three key "social ministries" officially requested USAID-*Tarabot* assistance to establish policy units and train staff. The Ministries of Human Rights, Environment, and Migration & Displaced identified staff to receive training. The capacity to write public policy that draws on the expertise, objectives and beneficiaries of the ministries themselves, is a huge step forward. Other social ministries are expected to follow and broaden access to policy making in Iraq.
- **Ministry of Communications added.** USAID-*Tarabot* held a significant meeting with the Ministry of Communications to introduce the project and outline its administrative decentralization activities. The Ministry ordered the creation of a steering committee to manage and monitor the planned work with USAID-*Tarabot*. The Ministry of Communications is the 24th ministry to partner with *Tarabot*.
- **Cabinet briefed on USAID/ISRAR reforms.** Dr. Hamid Ahmed, the Chief of Staff of the Prime Minister introduced the reform package proposed by *Tarabot*'s Iraq Solutions for Regulatory and Administrative Reform (ISRAR) team to the Council of Ministers. Dr. Hamid distributed a concept paper and charts developed by the team, and the Cabinet agreed to schedule a special meeting to take up the reform recommendations.

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

Events: The USAID-Tarabot project engaged in a variety of activities during December, despite the Christmas holidays at the end of the month and heavy rains in Baghdad and some southern provinces. The following description accounts for the numbers and types of events delivered.

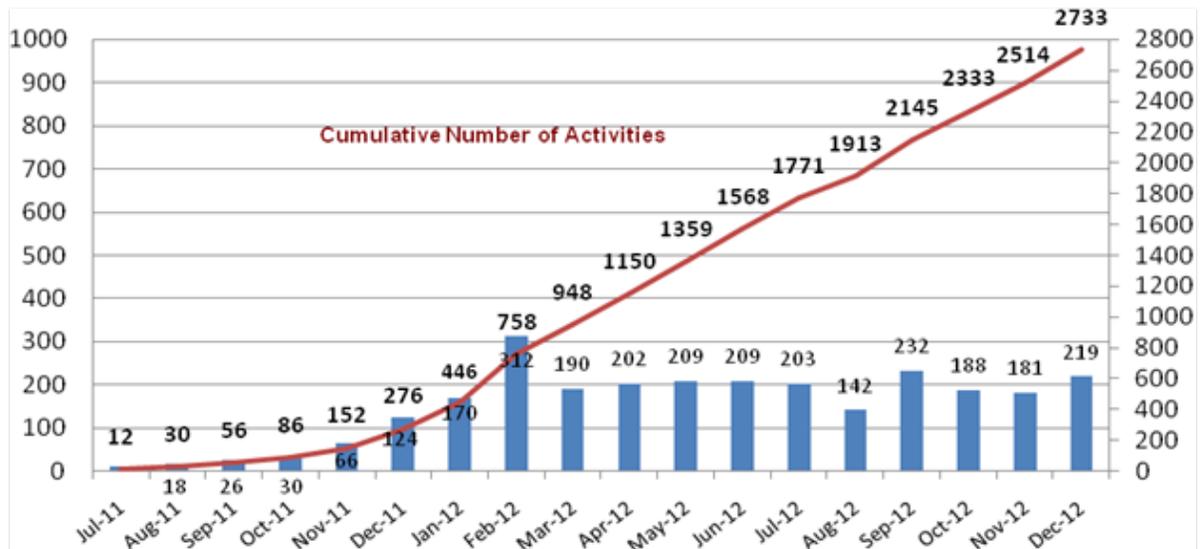
Total Events: USAID-Tarabot teams held 219 events (workshops and formal meetings) during December.

Locations: 101 of these events were held at locations in Baghdad, while 118 were delivered on locations in 15 provinces.

Type of Event: 182 events were formal assessment meetings, action planning, or implementation workshops. 37 events were introductory meetings.

Institutions: 114 of these events were with 21 ministries; 66 events supported the Governors' Offices; 12 events were directly with the executive offices, and 10 events were with Provincial Councils, 4 events with the private sector and NGOs, and 2 events were attended by a mix of entities specified above.

Tarabot Components: 40 events were carried out by the Civil Service Reform component, 31 by the National Policy Management component, 131 by the Administrative Decentralization component and 17 by the Education Capacity team.



CIVIL SERVICE REFORM

I.1 Working with HC and PSM on Civil Service Overhaul, Cooperation, and Follow-up with Ministries and Provinces on Implementation Process

The Public Sector Modernization Committee, under the Council of Ministers' Secretariat, which oversees all government and donor-supported work in public administration, held a special meeting for the three major donors, USAID, UNDP, and the World Bank, to present reports on their progress over the past year. The three components of USAID-*Tarabot* each gave a presentation on its scope and accomplishments, stressing their coordinated work at the policy and enabling level. Throughout, they demonstrated the linkages (*Tarabot*) that have been embedded into our systems and capacity development work at the unit level across multiple ministries, agencies, and offices. At all points, they showed an active and fruitful cooperation with UNDP, the World Bank, and other donors. Overall, the presentations emphasized the impressive scope of *Tarabot's* work, and the array of concrete accomplishments with the Presidency, the Prime Minister's Office, high committees, and commissions, and across 24 ministries and 15 provinces. The meeting was chaired by the Chairman of the Prime Minister's Advisory Council and the Prime Minister's Chief of Staff.

I.2 Human Resources Management

The Civil Service Reform (CSR) team held the first four of six workshops in Baghdad, for Human Resource Division (HRD) Managers and staff from ten ministries and five governorates. Focused on work



HR planning and performance review workshop

planning and review; and performance appraisals, they are two of fourteen procedures developed by CSR advisors and approved by the CSR High Committee for trial use in the ministries and governorates. The workshops included role playing exercises which gave them practical experience of the new procedures. The results of these pilot implementations will be used to finalize a transparent system of appraising the performance of employees, based on an objective assessment of the results achieved

throughout the year, as required by law.

After completing the series of workshops, the team will evaluate the HRDs. The experience of implementation will help inform the team as they work on the finalization of the HR manual for use throughout the civil service. The CSR team is using the results achieved from the four workshops held in December to develop further plans for testing and implementing a set of merit-based HR procedures covering key aspects of the work of the restructured HR divisions.

The second year work plans of the *Tarabot* project include workshops for ministerial and provincial HRDs on standard job descriptions, job analysis, selection and interviewing for recruitment and promotion, human resources planning, organization development, work



Performance appraisal workshop

process improvement and job review.

The CSR team introduced the Director Generals (DGs) of the Administration Department and HRD Managers from the Ministries of Oil and Industry & Minerals to their second year work plans. The DG from the Ministry of Oil is selecting staff to attend the workshops. Following recent CSR workshops, the ministry carried out a performance appraisal and a work planning and review system. The CSR team reviewed the HRD, and found that the Training and Development (T&D) and HR Planning sections at the ministry have not yet been established. The DG said that there should be no problem in establishing them.

The DG of the Ministry of Industry & Minerals confirmed that all sections of the approved HRD structure are active. The HRD's T&D Section and the Administration Department's T&D Division are working with CSR to analyze the Ministry's training needs. The Data and the Personal Files Sections presented the Ministry's new HR computer-based information system. The HRD plans to conduct workshops for managers on HR functions, including the development of job descriptions.

The CSR team met the HRD Manager of the Baghdad governorate and explained their plans for working with their HRD during the second year of the *Tarabot* project. The CSR team is currently working on proposals for a system of qualifications for HRD staff. This will be supported by work-based learning, training courses and part-time studies. The Baghdad HRD was restructured in accordance with the approved organization, reducing its previous twelve sections to six. The HRD Manager reported that he recruited a head for HR Planning, T&D, Studies and Development. A fully equipped training room was established and the team examined the progress of the implementation of the new systems of computerizing HR documents and data.

1.2.1 Human Resources Management Provincial Coordination

In Wasit, the team briefed the Governor and HR Manager on a work plan to enhance the HR functions of each section and improve staff performance. The Governor offered full support to the plan. The team suggested that the HRD could expand its work by increasing the number of HR staff, equipment, and raising the level of efficiency of the employees. The team provided advice on how to develop monthly performance appraisals for HR employees.



Meeting with Deputy Governor of Najaf

In Najaf, the Deputy Governor and HR Manager pledged their support for workshops and trainings tailored to the needs of HRD staff. In a meeting with three section heads, the CSR team discussed performance management and helped to finalize an action plan.

In Baghdad, the team met the Head of the T&D Section to discuss the establishment of a training center, which is part of a comprehensive training management system (TMS). The T&D Section developed modern training facilities in the Governorate Building and the CSR team provides support for the prioritization of training and development programs. The HR Manager asked the team for additional training programs, manuals, and technical assistance to continue improving their knowledge and skills to enhance their performance. The team also met the recently appointed Head of the Planning and Development Section, to assess the section's effectiveness. The Head requested support on preparing an

annual work plan. In Basrah, the team followed up with the Head of the Training and Development Section on a training needs analysis for the governorate.

In Diyala, the CSR team briefed the Deputy Governor and the Governor's Advisor on the progress of implementing the new HR structure and management functions in the province. They presented an action plan and agreed to conduct more workshops.



Meeting with Diyala Deputy Governor

The CSR team followed up and finalized job descriptions for HR staff in Najaf, Anbar, Dhi Qar, Baghdad, Diyala, Ninawa and Maysan. In Dhi Qar, the Job Description Committee finalized 97 job descriptions and created special form for job vacancy announcements on the Province's website. The CSR team briefed the COMSEC point of contact in the Governor's Office (GO), the Governor's Advisor for Non-Governmental Organizations, and the local media on the Committee's progress and their plan for HR modernization. In Anbar, it was agreed that the HRD Manager, his Deputy, and the Superintendent of the HRD would form a committee to discuss the job descriptions presented by CSR team.

1.2.2 Human Resources Management Information System

In Basrah and Babil, the CSR team continued to draft the terms of reference for the hardware and infrastructure of the Governorate HQ and district offices, and is finalizing a report on the findings and recommendations of an assessment to submit to the HC. The report will be used to develop a request for quotation for hardware, network layout and setup, and connecting remote sites with headquarters. The Governor of Babil issued an official order to support the CSR team in their IT assessment. In Baghdad, the team continued to assess the manpower and office layouts for the governorate building and district offices.

1.3 Federal Civil Service Institute (FCSI) and Training Sections

The CSR team began work on the structure and responsibilities of each division/unit of the Federal Civil Service Institute (FCSI). Article 4-1 of the Federal Civil Service Commission (FCSC) Law of 2009 establishes a FCSI to ensure that all civil servants are provided with the knowledge and skills to deliver effective and quality public service. The institute will act as a hub to build a competency-based,



T&D Workshop for Baghdad GO

politically-neutral, and motivated civil service that is responsive to the needs of citizens. It will manage the standards of civil service training by establishing a national accreditation system and certification for trainings. Due to a meager national training infrastructure and network of trainers, the FCSI will focus on the most urgent public administration needs including on-the-job training, capacity development of the ministry training centers, and the training of civil service trainers.

The CSR team delivered training needs analysis workshops to the T&D Section staff of five ministries, this month, focusing on the use of questionnaires and interviews to assess training needs. The T&D Section of the Ministry of Industry & Minerals surveyed six departments. The CSR team provided

guidelines for the next stage of the training needs assessment; interviewing managers and supervisors, and distributing division-wide questionnaires. In consultation with division managers, the CSR team is providing training to the Training Needs Analysis team to analyze performance problems and short and mid-term development objectives.

Staff from the Ministries of Planning, Communications, Higher Education & Scientific Research, and Agriculture learned training needs analysis methodologies and began preparing implementation plans for their ministries. The T&D Section of the Ministry of Planning distributed 132 questionnaires to employees and managers from four departments and four divisions. These questionnaires provided an overview of the T&D needs and expectations of the employees and managers. The team also provided guidelines for interviewing managers and employees, and presented a format for categorization of the identified information. The T&D Section requested technical assistance in capacity building and adult learning. At the Ministry of Higher Education, The T&D Section distributed and collected 50 questionnaires. The team also provided assistance to conduct interviews with managers and supervisors from the Administration Department. The Training Needs Analysis team from the Ministry of Agriculture distributed and collected 400 questionnaires for employees and managers from four departments. The CSR team provided guidelines on the formulation of interview questions and the interview process.

In Baghdad, The CSR team prepared the T&D staff to carry out training needs analysis for governorate staff through questionnaires and interviews with managers.

NATIONAL POLICY MANAGEMENT

2.1 Regulatory Reform

On December 19, Dr. Hamid Ahmed, the Chief of Staff of Nouri Al-Maliki introduced to the Council of Ministers the reform package proposed by the USAID-Tarabot Iraq Solutions for Regulatory and Administrative Reform (ISRAR) team, distributing a concept note and charts developed by the team. The Cabinet agreed to hold a special meeting to discuss the reforms.



Meeting with Dr. Torhan Al-Mufti, acting Minister of Communications

In addition, this month, the National Policy Management (NPM) team briefed Dr. Torhan Al-Mufti, the acting Minister of Communications, on the ISRAR reform recommendations for construction permits, business registration, and import-export licensing and asked for his support with the Council of Ministers. He agreed to promote the reform recommendations at the next Cabinet meeting.

NPM's ISRAR team met with Information Technology experts and lawyers from the High Judicial Council's (HJC) Legal Database on the function, design and hosting solution of the e-Guillotine and to assess the new e-Registry website. They finalized the user interface of the e-Guillotine and agreed that the final design will have three inter-linked databases on legal documents, procedures, and government institutions. The system will be maintained by the HJC team and ISRAR Central Unit. The ISRAR team submitted a letter of cooperation to the President of the HJC, briefing him on hardware issues, the IT budget, trainings, options for customization, new external websites, maintenance and support, and PR events. The e-Guillotine is expected to launch soon. The new functions of the e-Registry, developed by ISRAR advisors, were tested.

2.2 Office of Policy Development in PMO

Thirty-eight government officials graduated from the Public Policy Development and Implementation Program a ceremony held under the auspices of the Prime Minister.



Christopher Crowley, USAID Deputy Assistant Administrator for Middle East, hands graduate a certificate



Dr. Hamid Ahmed, Chief of Staff of Prime Minister, addresses graduates

Following a year of rigorous training in all aspects of public policy development, the graduates are set to put their new skills to work where it counts, at the heart of government.

Dr. Hamid Ahmed, the Chief of Staff of the Prime Minister's Office, and Thamer Ghadban, the Chairman of the Prime Minister's Advisory Council, provided the key addresses emphasizing the importance of public policy development for administrative reform. Christopher Crowley, the USAID Deputy Assistant Administrator for the Middle East, addressed the graduates, stressing the progress of Iraq's administrative development, from the need to build basic administrative management systems to the present where the focus is on improving policy formulation and the management of government investments to strengthen service delivery.

The NPM team met three policy advisors from the Prime Minister's Office, to review their progress on drafting policy papers. Dr. Mustafa Hamoudi discussed desertification policy with the Ministry of Agriculture, environmental NGOs, and Baghdad University, and documented the recommendations of the First Conference on Dust Storms and their Environmental Effects. Dr. Sadeq Jawad gathered data on groundwater aquifers, and suggested the adoption of procedures based on new technologies for drilling and abstracting groundwater, and revised sanctions against abusers. Ms. Afaf Walie, an advisor of Dr. Rosh Shawis, the Deputy Prime Minister for Economic Affairs, is developing policy on budget execution and found that some ministries remain skeptical of the Ministry of Planning's influence on capital projects and investment.

The NPM team continued to mentor policy advisors of the Office of Policy Development. They discussed the educational papers with Dr. Juman Kubba, who is working on the subject of faculty ranking. Her research identified regulation No. 36 of 1992 as creating a university environment that rewards incompetence. To become a professor in Iraq, applicants must hold a PhD or a master's degree, three years' experience as an assistant professor and must have published two research papers. This is an extremely low threshold, compared to international standards, providing few incentives to engage in extensive research, or to pursue higher degrees. This may help to explain why the quality of higher education in Iraq is so poor. To remedy the situation, Dr. Juman proposes a new faculty-ranking policy using the models from Western higher education systems.

Dr. Tarik Ali's research addresses admission systems in higher education. He proposes to involve universities in the admission process, rather than relying solely on the centralized decision of the Ministry of Higher Education and Scientific Research. He also is skeptical of a new UNESCO/WB/UNICEF study on the "National Strategy for Iraq Higher Education", which suggests increasing enrollment with little regard to students' qualifications, or the university's capacity for quality education.

The NPM team met Dr. Jowan Masum, the Chairman of OPD Website Task Force, to discuss delivering the OPD website to the Prime Minister's Advisory Council (PMAC), and a backup server to COMSEC. Dr. Jowan asked for help sourcing local firms to host the server and train PMAC IT personnel. The NPM team will train the IT staff on the website.

2.2.1 Office of Policy Development in the Ministries

This month, the NPM team trained economic and social ministries on policy methodologies and instruments, and helped them produce policy papers on priority issues to the government.

In a series of meetings, advisors from the Ministry of Industry & Minerals (MoIM) started developing two policy documents, which are critical to implementation of the Industrial Strategy's Iraqi Revival Program for Industrialization (IRPI); a communications strategy and a monitoring & evaluation (M&E)

system. The communications strategy will build stakeholder support for the six IRPI policy initiatives. The MoIM advisors produced the introduction of the communications strategy, defining elements of IRPI and key junctions in the decision-making process where communications efforts can affect change. The M&E policy document will create a system for gauging the progress of IRPI implementation with particular focus on methodologies, use of evidence, and capacity building for impact evaluations. An assessment will be conducted to identify a suitable system.

The NPM team delivered a series of workshops to mentor Ministry of Electricity (MoE) advisors on the



Workshop with Ministry of Industry and Minerals

development of an energy efficiency policy framework focused on the Iraq Energy Outlook until 2035. The structure of the policy brief, the methodology and the analytical tools were defined. MoE advisors discussed how Iraq fits into evolving energy scene on global, regional, and domestic levels, based on the approach of the International Energy Agency (IEA) World Energy Outlook 2012. The Iraq Energy Outlook was introduced, which focuses on the gradual shift to gas utilization and renewing the electricity system to meet modern demands. The policy will assess the difficulties in delivering efficient power services and

provide recommendations.

The NPM team worked with the Ministry of Trade (MoT), on the development of a policy paper on foreign economic relations. An outline of the policy and the methodology for integrated assessment of trade and investment agreements to analyze the economic, social, and environmental benefits were introduced. NPM advisors explained the relationship of the policy to other sectoral and monetary policies through the balance of payments. They also advised on economic analysis methods and databases, sharing relevant resources. The MoT will undertake a comprehensive review of effective bilateral and multilateral agreements.

The NPM team worked with the Planning & Follow-up and Human Resource Departments of the Ministry of Agriculture (MoA), to strengthen the Ministry's policy-making capacity and to identify policy areas to provide assistance. The MoA indicated a pressing need for developing policies related to: revitalizing dates agro-industry, alternative energy resources, water management, procurement of agricultural inputs, and the exchange of international expertise. Follow up meetings will strengthen the cooperative process in agricultural policy development.

Four key social ministries officially requested USAID-Tarabot's assistance this month, and are set to work with the National Policy Management team to establish policy units and train staff. The Ministries of Human Rights, Environment, and Migration & Displaced and Minister of Labor and Social Affairs (MoLSA) are the first of the "social ministries" to seek USAID-Tarabot assistance, and have already identified staff to receive public policy training. Officials from the Ministries attended three workshops



Social Ministries Workshop

on a needs assessment questionnaire, terms of references for new public policy units, and a general overview of the policy cycle and process based on the Constitutional articles 78 and 80 (1).

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

The NPM team and Presidency Advisors continued to draft a policy paper on the "Brain Gain" of Iraqi academics living abroad, and compiled a list of key stakeholders for consultation. Eight participants attended from the President's Office, the Vice President's Office, the Presidency Diwan, and the Prime Minister's Office of Policy Development (OPD). Participants identified national and international stakeholders, and reviewed an NPM-designed questionnaire to collect data on Iraqi academics teaching overseas. The Prime Minister's Advisor, Dr. Arkan Rashid Ma'alof, an economist who is developing a national policy of "Return of the Academicians", decided to join the Presidency policy advisors working group. Thus, the policy should be sponsored by the President and the Prime Minister.

Officials from the Ministry of Migration & Displaced were interviewed by the Presidency and Prime Minister's advisors on Law No. 441 of 2008 which encourages Iraqi professors living abroad to return to teach in Iraqi universities.

2.4 Policy Communication and Outreach

NPM team visited Dr. Torhan Al-Mufti, the Minister of State for Provincial Affairs (MoSPA), and acting Minister of Communications. Dr. Torhan plans to form a Provincial Planning and Development Council, consisting of representatives from the central Government, Provincial Councils, Governors, NGOs, think-tanks, and universities. He pointed out that 80% of the Council members already work with the NPM team, and invited advisors to help introduce public policy for provincial governance.



Dr. Torhan Al-Mufti, Minister of Provincial Affairs

As part of its efforts to build the skills of provincial councils for policy making, the NPM team met the Diyala and Babil Provincial Councils. The Councils asked the NPM team for assistance to establish a policy unit and develop policy papers. The team agreed to train the staff of the policy unit.

As part of its efforts to expand cooperation with civil society, NPM advisors conducted two workshops on



Dr. Jowan Masum from OPD speaks at university roundtable

"The Role of NGOs in the Public Policy Process". The attendees came from NGOs representing women, the disabled, children, and orphans. Participants discussed an advocacy strategy, networking, and how NGOs can shape policy debates. The workshop is one in a series designed by NPM advisors to build the capacity of NGOs in policy advocacy.

A roundtable on the role of universities in public policy took place on December 19, 2012. Forty-two participants, including 18 females, from the Prime Minister's Public Policy Office, Ministry of Industry

and Minerals, university professors, NGOs; research centers; and media outlets. Representatives from the Prime Minister Public Policy Office, Ministry of Industry and Minerals, Al-Nahrain University and Iraqi Institute for Economic Reform made presentations.

The NPM team met two think-tanks, the Iraqi Institute for Economic Reform (IIER) and the Inma Center for Studies and Research (ICSR), and one NGO, Rafah for Development and Agriculture Research, to discuss their role in public policy. All three organizations welcomed the technical assistance of NPM advisors to develop their knowledge of public policy, and asked to be included in any trainings for NGOs.



Policy Workshop for NGOs

The Information Center for Research and Studies announced the results of its survey on “The State of Democracy and Civil Society in Iraq” at a conference on transparency and human rights. The survey covered five provinces and focused mainly on youth between 18 to 35 years. The NPM team presented their policy-making services, the role of research centers, and encouraged NGOs to unify their advocacy efforts.

At a conference sponsored by the Women Leadership Institute focused on the international campaign "Stop Violence against Women" under the slogan “My Dignity First”, a number of women's NGOs discussed solutions to end violence against women and enable them to make their own decisions. The NPM team briefed conference participants on the role of women NGOs in policy-making, and encouraged them to unify their advocacy efforts, including identifying key women’s issues and drafting solutions.

ADMINISTRATIVE DECENTRALIZATION

3.1 AD Component Wide

During December, several events took place intended to consolidate and further the relationship between USAID-*Tarabot* and the Government of Iraq, building capacity and capabilities across GoI entities and driving the administrative reform agenda at the heart of the wider *Tarabot* project.

Memoranda of Understanding were signed with the Ministry of Transportation (MoTr), and the Ministry of Municipalities and Public Works (MoMPW), at the Joint Coordination Committee (JCC) meeting on 28 November. These signings formalize the relationship between the Government of Iraq and the USG/USAID, and set the scope for the technical assistance to be provided by USAID-*Tarabot*.



Cooperation Roadmap signing

In addition, a Cooperation Roadmap, coterminous in scope to the standard MoU, was signed between USAID and the Ministry of Labor and Social Affairs. Deputy Minister, Mr. Dara Hassan, and USAID's Acting Mission Director Mr. David Harden, signaled the importance of the relationship between the GoI and USG in realizing the objectives of the Ministry to improve conditions for Iraq's most vulnerable citizens.

Administrative Decentralization advisors, along with those from USAID-*Tarabot*'s NPM and CSR components, attended a session of the High Committee for Public Sector Reform to present its key initiatives, achievements to date, and ongoing objectives. Also in attendance were representatives from USAID, the World Bank, and several UN entities, with the intention of informing an overview of all donors' initiatives across Iraq. Moving forward, all donors were advised to coordinate their efforts, an endeavour that will now inform the ways in which USAID-*Tarabot* organizes its work.

The Second Quality Conference, held on 3 and 4 December, brought together delegates from the public and private sectors to agree a strategy for the implementation of quality systems across Iraq. The conference was convened by COSQC in cooperation with USAID-*Tarabot*, and, on the first day,



Second Quality Conference

saw well over 400 delegates participate in discussions of 22 research papers intended to identify priorities in developing quality standards and implementing international best practice in quality systems. The conference was attended by the Chairman of COSQC, Mr. Saad Abdel Wahab, who welcomed the delegates to the conference and highlighted the importance of quality standards to the performance of

Government of Iraq entities. USAID-*Tarabot*'s Quality Management advisor presented the framework for the ongoing strategy, following which, delegates participated in four sessions designed to inform the strategy's development.

The DCOP of the Administrative Decentralization component, along with the head of the Planning Advisory Unit, the COP and USAID's COR of USAID-*Tarabot* met with embassy and USAID officials from the Economics Office and from International Narcotics & Law Enforcement Affairs (INL), who requested a briefing on the NDP conference recently held in Erbil. USAID-*Tarabot*'s Deputy Chief of Party for Administrative Decentralization and *Tarabot*'s senior planning advisor provided the group with an overview of the accomplishments of the conference and a discussion of some of the most important issues. Topics discussed included the outline of the plan, the estimated levels of government investment funds, the projected rate of economic growth in Iraq if the plan is successfully implemented, and immediate timeframe for the plan to move toward completion and adoption by the Council of Ministers.

The retirement of the Deputy Minister for Municipalities and Public Works, Dr. Kamil Naseer Alchaderchi was commemorated this month with a lunch hosted by USAID at the US Embassy. The event was attended by USAID's Acting Mission Director, David Harden, along with USAID-*Tarabot*'s COR Lisa Whitley, and its Chief of Party, Dr. Rick Huntington. USAID has worked extensively with the Ministry of Municipalities and Public Works (MoMPW) for many years, given the Ministry's broad-ranging remit and responsibility for delivering essential infrastructure and services to Iraq's citizens. The two agencies recently signed a Memorandum of Understanding to formalize their relationship going forward. The lunch was an opportunity to thank His Excellency for his commitment and spirit of partnership over the years, and to consolidate the collaboration between MoMPW and USAID-*Tarabot*.

Also this month, USAID-*Tarabot*, in coordination with Ninawa Government, hosted the first conference on activities and future plans of the *Tarabot* project, at the Ninawa International Hotel in Mosul city. It was attended by over 140 delegates, giving an opportunity for the USAID-*Tarabot* advisory units to present information on the work conducted by USAID- *Tarabot* and the types of support it can offer Governors' Offices and ministries' provincial offices. Deputy Governors, representatives from the Provincial Council, Directors General from several ministries, NGOs and Directors of all government technical departments were in attendance. The conference provided an open forum for Ninawa- based entities to discuss their needs and expectations in a reform context. Following the conference, and as an early result, the Governorate noted its readiness to begin the decentralization process, supported by USAID-*Tarabot*'s Decentralization Advisory Unit.



Exchanging ideas with Ninawa local government during conference

The list of participants included Ninawa executive decision-makers, members of the Ninawa Provincial Council, the four Governor Deputies for Reconstruction & Services, Administrative Affairs, Security Affairs, and for Agricultural Affairs, Governor's Advisor for Public Relations, Directors of Citizen Complaints Office, the Iraqi Parliament Office in Ninawa, Spokesman of Ninawa GO, Directors General of Education, Municipality, Municipalities, Water, Urban Planning, Communications, and GIS.

This month also saw the first formal contact with the Ministry of Communications in terms of USAID-*Tarabot*'s potential support to that Ministry. On December 18, representatives from all of the Administrative Decentralization Initiatives presented their activities to Ministry staff, and an ongoing program of support will be developed and agreed in the coming weeks. The initial session was consolidated with a number of follow-up meetings with a number of departments within the Ministry. During these meetings, Ministry staff discussed their development needs with USAID-*Tarabot* advisors who have now started to develop a plan of action tailored to the Ministry's assessed needs and expectations.

Lastly, throughout December, AD ministries groups and advisors supported ministries to make significant progress with obtaining access to cost share funds via the Ministry of Planning and Ministry of Finance, with several ministries having obtained preliminary approval letters from the MoP.

3.2 Planning Advisory Unit

At the governorate level, Planning Advisory Unit staff conducted several sessions and technical meetings with the Governors' Offices (GO) in Basrah, Diwaniyah, Babil, and Muthanna. In Babil, the team met with the Deputy Governor for technical issues and members of the governorate's Planning Steering



Meeting with deputy director of technical issues for Babil governorate

Committee, to review the 2013 projects list at the Qadaa' (district) and Nahiya (area) levels according to their demographic characteristics. The aim of this planning exercise is to ensure that projects are prioritized and coordinated according to the strategic objectives of the National Development Strategy. *Tarabot* advisors also supported the Governors' staff in considering project distribution and financial allocations according to local and national strategic objectives, ensuring that project

planning occurs in a coherent and consistent manner. In Babil, the GO issued an administrative order to all Qadaa' to ensure that all districts coordinate their approach to project planning prior to the issuance of a final projects list.

Planning advisors also worked to finalize the sectoral investment model that will inform the realization of the National Development Plan. This model, which cross-references the inputs of key sectors with the outputs of other key sectors, will provide a crucial tool for economic development modeling and planning for the Government of Iraq in the medium-term.

3.3 Administrative Decentralization Support

During this month, USAID-*Tarabot*'s Deputy Chief of Party and the Decentralization Advisory Unit Manager attended a meeting of the Decentralization Committee, chaired by the Minister of Provincial Affairs. Committee members discussed USAID-*Tarabot*'s recommendations regarding those powers that can be delegated to the provincial level for key entities, including the Ministries of Municipalities and Public Works, Education, and Health. As a result of these discussions and the information provided by USAID-*Tarabot*, the Committee decided to forward the recommendations to the Public Sector Modernization Committee.

Following an engagement program to assist governorates to drive the decentralization process according to their needs, involving workshops and lectures, several local governments including Wasit, Najaf, Anbar, Baghdad and Maysan formally requested consultation and technical support on administrative decentralization from the Decentralization Advisory Unit. In Maysan, in response to an official invitation from the Governor, advisors met with the Chair of the Provincial Council (PC) to discuss the formation of a joint committee drawn from the Maysan provincial offices and the PC. Following this, the PC Chair issued an administrative order to form the committee with 15 members including representatives of the PC and provincial offices, along with two assistants of the GO.



Decentralization Committee members discuss decentralization mechanisms with Tarabot advisors

The Unit also met with several directorates across governorates, including the Youth and Sport Directorate in Wasit and the Municipalities Directorate in Maysan to determine an action plan to achieve their decentralization objectives. In Wasit, Kirkuk, Karbala, Babil, Anbar, and Diyala, advisors also worked with Health Directorates. The Director General of Wasit’s Health Directorate demonstrated his commitment to the decentralization process by agreeing to work with USAID-Tarabot advisors to adopt administrative decentralization. An order to effect that was subsequently issued.

In Diyala, the team discussed opportunities for decentralization and arranged to conduct a workshop in the Province in January. The Governor also agreed to form a joint team, similar to that established with USAID-Tarabot support in Diwaniyah, to expedite the decentralization process. The Governor’s personal, expressed support for the initiative should provide it with significant impetus. In Maysan, following up on the issuance of two official letters regarding Law 21 and Administrative Order by Council No. 7212, advisors met with officials to discuss the content of those letters. In Basrah, staff met with the Administrative and Legal Deputy Governor and several provincial council staff to consolidate the work done thus far in the Province. A workshop on decentralization was also conducted with 18 attendees from the Basrah Youth and Sport Directorate.

In addition, several preliminary meetings were held in Baghdad, Kirkuk and Ninawa, to kickstart or consolidate the decentralization process in those provinces.

3.4 Public Fiscal Management Advisory Unit

During December, Public Fiscal Management advisory staff and Tarabot’s Chief of Party met with USAID and State Department officials to review and coordinate the efforts of the State Department, World Bank, and USAID-Tarabot. In light of the earlier Prime Minister’s Advisory Council session, the need to collaborate and eliminate duplication became apparent.

Also this month, advisors met with senior staff from the Ministries of Planning, Transportation, Labor and Social Affairs, Municipalities and Public Works, Electricity, and Health, to present an overview of Tarabot’s public fiscal management technical assistance program and the national



USAID-Tarabot Advisors Presenting the National and Sub National Objectives to CoM officials

and sub-national objectives for budget planning, and to agree on a scope of cooperation with the Ministries. This will form the foundation of work to implement streamlined budget practices across the ministry in line with program-based budgeting. The Deputy Ministers of Planning were broadly supportive of the approach and collaboration will continue to determine the scope of assistance at this Ministry.

At the Ministry of Electricity, Ministry officials agreed to establish a Public Fiscal Management Steering Committee to lead the Ministry's internal reform efforts. The scope of USAID-*Tarabot*'s support for this process was also agreed including the technical advisory and capacity building.

A similar meeting was held with senior officials from the Ministry of Health, resulting in an agreement that USAID-*Tarabot* provide Ministry staff with some training on budget modalities, as well as support the conduct of a survey at the Ministry as a precursor to developing a standard operating procedure (SOP) manual.

An introductory meeting was held at the Ministry of Communications (MoC), advisors presented the National and Sub National Objectives and action plan and went through the areas and elements that will be covered and the potential cooperation with the MoC. *Tarabot* advisors and the officials of MoC agreed to follow-up meeting on the areas that MoC would like to concentrate on during 2013.

USAID-*Tarabot* advisors also continued to oversee the translation of the two major training manuals into Arabic. These manuals will inform training and practice in Performance Program Budgeting and Medium Term Budget Frameworks. The unit is also currently developing a Financial Project Appraisal manual, which will also be translated into Arabic.

3.5 Project Management Advisory Unit

During this month, the Project Management Advisory Unit continued its program of engagement across ministries to embed standard practice in project management according to the principles of the Project Management Institute (PMI) and to assist the establishment of dedicated Project Management Offices (PMOs) to ensure that GoI entities are equipped to manage high-value projects according to deadline, budget and quality standards.



Site visit with Babil Engineers

USAID-*Tarabot* advisors worked with the Ministries of Municipalities and Public Works; Transportation; Electricity; Education and Oil, to raise awareness of PMI principles, to develop action plans to institute those standards within ministries, and to embed a culture of best practice in project management. They also conducted a series of training and technical capacity building sessions with these ministries, using examples of actual projects to strengthen ministries' practices in delivering high-budget infrastructure projects.

The Project Management Advisory Unit also met this

month with the Directorate of Governmental Follow-Up and Coordination at the Council of Ministers' Secretariat (COMSEC) to discuss the Directorate's annual action plan and determine the best means by which USAID-Tarabot can strengthen the directorate's project management processes. These include obstacles to investment budget execution, and the use of PMI to minimize these problems. Advisors were invited to meet again with COMSEC to further scope the type and level of assistance USAID-Tarabot might provide.

At the provincial level, the unit worked with the GOs of Baghdad, Salah ad Din, Najaf, Kirkuk, Ninawa, Wasit, Basrah, Dhi Qar, Diyala and Babil to strengthen their understanding and application of various elements of the project management process. Once more, several training and technical capacity building sessions were conducted using real-world scenarios to strengthen capabilities in project management according to the principles of PMI methods.

In Baghdad, USAID-Tarabot advisors finalized the assessment report, while in Najaf, advisors worked to strengthen the processes for determining project scope and feasibility. In Diyala, the focus was on the implementation of the project management training action plan, and in Babil, participants attended a workshop to support the technical department of the GO to implement Work Breakdown Structure and define project activities in order to best manage them according to budget, timeliness and quality. In Najaf, PMAU staff agreed on the project management action plan with the Governor's Office. This action plan sets out the ways in which the Governor's Office can ensure accurate, timely and cost-effective project management, and facilitate the entrenchment of project management standards across the governorate. In Kirkuk, USAID-Tarabot advisors received formal approval from the Governor to begin implementing PMI standards across the governorate, while in Basrah, advisors finalized the arrangements for establishing a Project Management Office.

3.6 Procurement Advisory Unit

During December, the terms of reference for the procurement portal were finalized, with the proposals forwarded to the Deputy Minister of Planning, and the Deputy Minister of Finance. Following this, a consultant will be contracted by the World Bank to develop the software for the portal and finalize the terms of its implementation. This portal will significantly inform the landscape of public sector procurement, streamlining processes and opening tender opportunities to a far wider range of potential suppliers.

The Procurement Advisory Unit continued working at a tremendous pace to support ministries in finalizing and submitting their procurement plans for 2012, and to begin the process of preparing and submitting the 2013 plans. In this context, the unit worked with the Ministries of Municipalities and Public Works; Electricity; Industry and Minerals; Health; Human Rights; Environment; Justice; Youth and Sport; Higher Education; Migration and Displaced; and Culture, all of whom have made great progress in finalizing the plans that will enable standardized procurement to facilitate



Snap Shot Ministry of Culture Contracting web page

implementation of projects critical to the achievement of GoI objectives.

The Unit also worked with those ministries to ensure the uptake of the standard bidding documents, another key element in the coherence and standardization of procurement processes. Ministries were also supported to develop procurement web pages; these included the Ministry of Youth and Sport and the Ministry of Migration and Displacement. Technical assistance was also provided for the archiving of procurement records, and staff of several ministries attended workshops on a range of procurement topics.

At the governorate level, similar activities were undertaken, with USAID-*Tarabot* advisors working within Governors' Offices in Karbala, Anbar, Diwaniyah, Najaf, Basrah, Muthanna, Ninewa, and Diyala to finalize and submit 2012 procurement plans. Support was also provided to several GOs to establish dedicated procurement websites that will open up public tender opportunities to a wider audience. Other areas of technical development at the governorate level include the development and implementation of standard bidding documents, procurement record archiving, contract management, performance indicators, and open (transparent) tender processes.

During December, the unit also convened a one day conference on the standard bidding documents for contractors working in Basrah governorate. The conference was hosted by the Basrah governorate in coordination with *Tarabot* and aimed at explaining the various sections of the standard bidding documents and explaining to the contractors how to prepare responsive bids. This was followed by a two day workshop on contract management to the contract manager at Basrah governorate. The workshop was successful in explaining and clarifying the rights and obligations of the parties to the contract in addition to the role of the engineer supervising the contract.

Early in the month, and on the advice of Unit advisors, the Minister of Justice issued a decree attaching the Contracting Department to the Minister's Office. This demonstrates a mature understanding of the importance of ensuring that procurement activities are aligned with ministerial objectives, and is considered an important success story for the Unit. This was consolidated throughout the rest of December with a suite of technical meetings intended to support the standard procurement process, procurement planning, performance indicators, and archiving process. Ministry representatives agreed to continue working on the procurement plan for 2012 projects and subsequently submitted a memo to the Office of the Minister, and later to the MoP, setting out the performance indicators for standard procurement and requiring reliance on those indicators.

3.7 Organizational Development Advisory Unit

At the ministries level, the Organizational and Process Development Unit continued its program of support, conducting workshops and technical advisory sessions with the Ministry of Agriculture (MoA), Ministry of Environment, Ministry of Construction and Housing, Ministry of Human Rights (MoHR), and the General Company for Ports of Iraq (GCPI).

They also conducted a technical cooperation meeting with COMSEC's Training and Development Manager to examine the current organizational and operational systems



OD workshops to GoI counterparts

of the department. On the basis of this, they discussed a scope of cooperation between COMSEC and *Tarabot* to strengthen the organizational structures of the existing Training and Development department.

At the Ministry of Electricity, the Steering Committee agreed the implementation of an organizational development program at the Ministry. This will include building the capacity of a permanent organizational development unit at the Ministry.

The Organizational Development team conducted Phase 2 training with 20 staff members from the Ministry of Construction and Housing in order to develop detailed work plans for administrative reform programs based on the findings of the performance evaluation completed in the preceding phase. They also conducted Phase 2 workshops with MoHR and General Company for Ports (GCPI) in order to support the review of analyses conducted in Phase 1 and develop solutions maps for the entities' organizational development going forward. Staff from the Ministry of Human Rights' Organizational Development team, and several from the GCPI also completed the first workshop of Phase 2, during which the seven attendees from MOHR, and 13 from GCPI, were supported to analyze the benchmark report prepared during Phase 1, and to prepare solutions maps.

In collaboration with the Process Development Unit, the Organizational Development Unit also met with process development staff from the Ministry of Agriculture to discuss the development of a document identification system, to be implemented according to the Ministry's SOPs. Following this, staff met with MoAg staff to finalize the coding system and scope the development of an attendant database. A similar meeting was held with the Ministry of Health.

USAID-*Tarabot* advisors also continued their support to universities, progressing the implementation plan for the establishment of an Organizational Development Unit and the ongoing utilization of the methodology at the University of Baghdad and University of Technology. The proposed unit at the University of Baghdad will entrench practices at the organizational level in a sustainable way, permitting the newly established unit to lead all organizational development activities from within. They also conducted a Phase 2 workshop with organizational development staff from the University of Babil. As part of this, university staff were supported to develop work plans for reform programs based on the evidence gathered during the first phase.

3.8 Service Effectiveness Advisory Unit

During December, The Service Effectiveness Advisory (SEA) Unit finalized their assistance to the Ministry of Municipalities and Public Works with regard to the customer complaints system in place at the Baghdad water directorate. The directorate is using a standardized system for customer complaints that is designed to provide an efficient conduit for complaints to the relevant service units. The remaining technical requirements for driving this work falls beyond USAID-*Tarabot's* scope of work, and the Ministry has agreed to pursue this work. This concludes this assistance program for the time being, and USAID-*Tarabot's* embedded MoMPW advisor will maintain the relationship to reinstate support should that be needed at a later date. An exit report will be prepared and submitted early in 2013.

The team also furthered their work to institute a mechanism to measure users' experiences of public services, meeting with the Deputy Minister of the Ministry of Labor and Social Affairs, Mr. Dara Hassan, who agreed for MoLSA to be a pilot ministry for the new questionnaire and survey methodology

currently under development. MoLSA is likely to prove a key partner in this endeavour, and the administration of such a survey is likely to support its key objectives of achieving transparency and accountability for its services. The recently-signed Cooperation Roadmap appears to have provided some significant and renewed impetus for MoLSA's work with USAID-Tarabot.

The Ministry of Migration and Displaced is also a likely partner in the survey pilot, and USAID-Tarabot advisors met with senior ministry staff to discuss a suite of potential reforms, with a particular focus on ensuring benefit fraud prevention and supporting women to receive benefits to which they are entitled. SEA staff also agreed to provide assistance in developing systems by which to effectively close case files upon the files' expiration.

The team continued to support the Ministry of Electricity to develop a streamlined customer complaints and feedback service, including the establishment of a communication center in Al-Karkh that could be rolled out at the provincial level in the future. This initiative would ensure that the Ministry is able to gather information on customer needs and expectations and respond to them in a standardized and efficient manner. A similar initiative is being pursued with the water directorate in Baghdad to ensure that it is supported and equipped to respond to customers' problems in a timely and efficient way.



Youth Center Survey

The unit also worked with the Ministry of Youth and Sport to continue to finalize a customer survey, and identify means by which the Ministry can strengthen its services to youth. Advisors supported the Ministry to improve its surveying by gathering appropriate demographic information to inform the sampling frame for the survey.

3.9 Service Center Advisory Unit

The Service Center Advisory Unit continued its support to the MoMD to develop plans to implement the one stop shop service center design model. The unit provided extensive technical assistance to explain alternatives for implementing the model in different locations and agreed a scope of assistance with the Ministry going forward. The team also continued with the second part of a workshop begun November 26 with the Ministry. During this workshop, Service Center staff began to map and analyze the Ministry's service processes in order to make each process work more efficiently and more effectively. This represents one part of a larger initiative to map all business processes within the Ministry and will facilitate the seamless integration of processes with the one-stop-shop model.



Business Process Mapping workshop for MoMD

Within MoMD, Service Centers Advisory Unit advisors worked with the National Center for Registration of Returnees and the Branch for Registration of Displaced. The purpose of this work was to finalize current business process mapping analysis in advance of the upcoming workshop on Business Process Reengineering. Following this, the Unit

conducted a workshop with the Ministry to re-engineer selected processes for one service center.

The Unit also continued to work with the MoMPW to strengthen its infrastructure to support the service center model. To date, 95% of the service guidelines manual for directorates of services at the MoMPW have been completed, while the terms of reference to automate services at the Ministry is currently a priority.

3.10 Quality Management Advisory Unit

In addition to convening the Second Quality Conference at the start of the month, Quality Management Unit advisors delivered two five-day workshops to participants from COMSEC. The purpose of the training was to familiarize participants with the requirements for establishing quality systems, and ready them for participation in Certified Internal Auditor training.

They also conducted the second of two four-day advanced workshops for the Quality Team of the Secretary General of the Council of Ministers, from 16th to 19th of December 2012, at Erbil. This workshop was attended by 20 participants and provided further understanding about International Standard ISO 9001:2008, quality procedures, policy and processes, and gave participants the opportunity to undertake practical training in each of these areas.

Lastly, the Team provided training to MoH staff to assess their training needs in quality management and systems.

3.11 Iraq Development Management System

During December, Iraq Development Management System (IDMS) advisory staff conducted a suite of workshops with the Ministries of Planning, Industry and Minerals, Health, Water Resources, and MoMPW, Trade, and Environment. The broad objective of these workshops was to introduce staff to revisions to the IDMS, as well as to strengthen and embed the use of the system across GoI entities.

At the Ministry of Industry and Minerals, Municipalities and Public Works, Water Resources, and the Ministry of Health, a total of 40 trainees participated in training on new IDMS features, reallocation, yearly allocation, and the base year method, as well as on financial year set-up, procurement information and feasibility study requirements.

Ministry of Planning staff were supported to transition to a new phase to ensure the sustainability of IDMS. One five-day, and a four-day workshop were held at the Ministry to explain and provide hands-on training on systems operation, audit, and project life-cycle management.

A further workshop was conducted at the Ministry of Trade to follow up on the original IDMS workshop delivered at the Ministry during 2011. This workshop brought participants up to date with the IDMS system, further ensuring the sustainable implementation of the system to strengthen capital investments management within the Ministry. Training focused on ongoing project management using IDMS, as well as financial year set up, feasibility study processes and technical support across the system.

At the Ministry of Environment, the IDMS team conducted a four-day workshop with a delegation of engineers. IDMS advisors were successful in training attendees how to upload new projects for 2013. The

team also provided information on updating projects, adjusting projects for the fiscal year, and making the entire process transparent and efficient.

3.1 | Education Capacity-Building Initiative

During December, Education Capacity Building staff met with USAID’s Education Officer to discuss updates and follow-up of the education activities. The nature of the partnership with the Ministry of Education (MoEd) was also reviewed, along with activities subject to cost-share. The team also met with the Deputy Minister of Scientific Affairs to discuss the update of the cost share training contracts going forward.

The team also continued their program of workshop delivery, conducting training in fiscal management, communications and leadership, IT, project management, MS Project, and advanced IT to Ministry of Education staff in Basrah, Anbar, Karbala and Baghdad. To date, well over 800 ministry staff have received training from USAID-Tarabot facilitators.

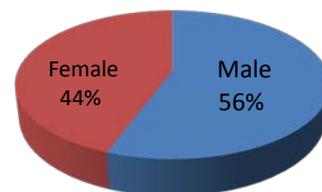


Education Capacity Building lead advisor addressing participants

	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Completed Classes	2	6	5	2	13	6	7	8	49
Participants	64	86	78	41	174	103	119	100	765
FM	44	0	20	20	44	20	14	20	182
CL	0	30	16	21	52	31	46	41	237
IT	0	0	0	0	38	24	22	10	94
PM	0	14	42	0	9	28	15	29	137
Pro	20	24	0	0	12	0	22	0	78
Other	0	18	6	11	19	0	0	0	54

Courses	Total # of Participants by Gender		
	Total	Male	Female
49	765	426	339

Participants by Gender



PROJECT ADMINISTRATION

Staffing and Deployment: The project has a staff of 37 expatriate and 251 local personnel, as of December 31, 2012.

To ensure that we do not have problems obtaining visa renewals if the regulations are changed in January, we submitted applications for visa extensions in December for the 20 expat employees whose visas expire in late February and early March.

Security, Facilities: As a result of increased security threats in the Babil Hub region, we requested our security contractor to review the staffing levels, security procedures, etc. in our office in Hilla. We expect to receive the report and any recommended changes in early January.

Our security contractor removed the interior blast walls of the Mansour Compound in late December. The process was initiated by a decision from the Government of Iraq to remove all blast walls throughout Baghdad. Quoting our security contractor: "Sallyport requested USAID to intervene on Sallyport's and the Implementing Partners' behalf. This culminated in the Chief of Mission, Ambassador Thomas Staal addressing a letter to the Deputy Prime Minister requesting an exemption to the current policy which would allow Sallyport to keep the entry control point gates as well as the exterior perimeter blast/barrier walls of the Al Mansour Compound."

Looking ahead to January, our security contractor's assessment is that tight security measures will be in effect during the Arba'in, which will take place between January 3rd and 4th January (21 Safar). This may have an impact in our local staff members' travel time to and from work in Baghdad. In addition to restrictions on civilian vehicle movements during this period, we were informed by our security contractor that no security contractor will be able to travel in armored vehicles between December 31 and at least until January 7 as a result of delays in obtaining the necessary GoI approvals. The inability to travel in armored vehicles will cause delays in the planned return of several *Tarabot* expat staff to Baghdad.