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USAID IRAQ ADMINISTRATIVE REFORM PROJECT

MONTHLY PROGRESS REPORT - SEPTEMBER 2012

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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
CSR	Civil Service Reform Component
DfID	Department for International Development (UK)
DG	Director General
DPMO	Deputy Prime Minister Office
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
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
UNDP	United Nations Development Programme
USAID	United States Agency for International Development
WB	World Bank

This report summarizes project activities and accomplishments under the Iraq Administrative Reform Project (USAID-*Tarabot*¹) for the period September 1 - 30, 2012. The Monthly Report for October is due on November 2, 2012.

EXECUTIVE SUMMARY

- **Education Agreement Signed.** On September 20, at the American Embassy, the USAID Mission Director, Tom Staal, and the Minister of Education, Dr. Mohamed Tameem, signed a Memorandum of Understanding (MoU), pledging technical assistance (TA) for three USAID projects: *Tarabot*, Maharat, and Ajial.
- **Women's Roundtable.** NPM organized a roundtable on “Public Policy and Women's issues”. There were 56 participants, a majority of them women, representing the Presidency Council, the Women's Affairs Committee in the Council of Representatives, Baghdad Provincial Council (PC), Baghdad University, various women's NGOs, women's think-tanks, and media outlets. Participants pledged to work to remove all laws that are injurious to women, and to work to improve all laws that address women's primary concerns such as health. The group was interactive, and appreciated the chance to participate in such a dynamic forum for the exchange ideas on women and policy.
- **National Procurement Conference.** The USAID-*Tarabot* procurement advisory unit and the Ministry of Planning (MoP), co-hosted a conference on public procurement, at the Sheraton Hotel, Baghdad. The conference was attended by more than 300 high-level officials, representing ministries, provinces, USAID, international agencies, and organizations such as the contractors union and the engineering association. The Minister of Planning, Dr. Ali Youssef Al-Shukri, provided the opening remarks, stressing the importance of the procurement reforms being introduced by the ministry with the help of the "*Tarabot* Project." The minister was followed on the podium by a speech delivered by the USAID Deputy Mission Director. The presence of a USG official and a Sadrist affiliated minister at a public event is a rare occurrence in Iraq these days, and is a measure of the Ministry of Planning's appreciation of USAID-*Tarabot* cooperation.
- **Ministry Pledges \$1 Million for Service Centers.** The service center team took a major step forward with the Ministry of Municipalities and Public Works (MoMPW) this month. During a meeting with the DG of planning and follow-up, the team obtained approval to use \$1 million from the MoMPW 2013 capital investment budget to establish four new service centers. Approximately \$250,000 will go toward infrastructure costs for each "one-stop shop" service center in four provinces. The Ministry will provide all other needs to ensure the centers provide the best service delivery possible.
- **Quality Systems for Provincial Governments.** Under the banner "Quality is a Lifestyle," the USAID-*Tarabot* quality management advisory team conducted a regional workshop for quality awareness. The event attracted many high-level attendees, including deputy governors and director generals, from the provinces of Najaf, Karbala, Diwaniyah, Wasit, and Babil.
- **Civil Service Reform.** The CSR team continued efforts to assist local governments to establish and operationalize effective Human Resources Departments (HRDs), through a number of working sessions and meetings with GO and PC officials. This month the USAID-*Tarabot* CSR team spread out across 11 provinces, assisting them to restructure their Human Resources Departments and to

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

introduce new systems for all elements of personnel management. Of special note, the Governor of Diwaniyah issued a formal executive order for the modernization of his HR apparatus, and the Governor of Wasit officially approved the new HR structure. With local HR advisors embedded in most Governor's offices, the program keeps up a steady process of mentoring and advisory services.

- **Staffing and Deployment:** The project has a staff of 33 expatriate and 244 local personnel, as of September 30, 2012.

Events: The USAID-*Tarabot* project expanded and accelerated its activities from 142 activities in August to 232 activities in September assisting the various GoI agencies. The following description accounts for the numbers and types of events delivered.

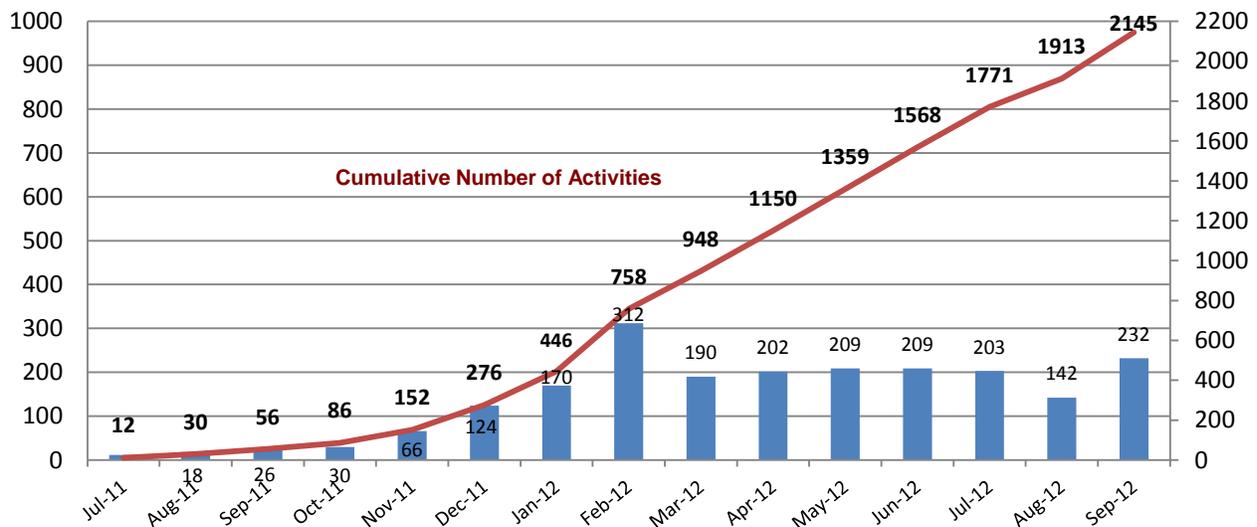
Total Events: USAID-*Tarabot* teams held (232) events (workshops and formal meetings) during September.

Locations: (120) of these events were held at locations in Baghdad, while (112) events were delivered on location in (15) provinces.

Type of Event: (222) events were formal assessment meetings, action planning, or implementation workshops. (10) events were introductory meetings.

Institutions: (116) of these events were with (25) ministries; (81) events supported the Governors' Offices, (15) events were directly with the executive offices, (1) event was directly with private sector and NGOs, (3) events were with PCs, and (16) events were attended by a mix of the GoI counterparts specified above.

Tarabot Components: (48) events were carried out by the civil service reform component, (30) by the national policy management component, (142) by the administrative decentralization component and (12) by education capacity team.



CIVIL SERVICE REFORM

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

In September, the Civil Service Reform (CSR) advisor attended a meeting with the Secretary of the Council of Ministers Secretariat (COMSEC), his deputy, and officials from the Ministry of Finance and other GoI institutions. The participants discussed public administration, budgetary and fiscal reform, and the government's current priorities. Civil service reform was cited as an example of GoI success, to be followed by public sector reform.

Additionally this month, the CSR advisor discussed with the chair of the Prime Minister's Advisory Council (PMAC) its role and participation in the upcoming civil service conference. A preparatory committee, composed of the CSR advisor, the chair of the High Committee of Civil Service Reform (HC), and a PMAC advisor, will be established to prepare for the conference. The committee will hold its first meeting when *Tarabot's* CSR advisor returns to Baghdad.

1.2 Human Resources Management

USAID-*Tarabot* advisors conducted three workshops to assist the GoI national and provincial Human Resources Divisions (HRD) to establish new HR sections.

In the first workshop, the CSR team discussed the formation of HR planning, studies and human development sections. Participants included 19 HR managers, (including five women), representing seven ministries and the provinces of Ninawa, Baghdad, and Basrah. The team explained that the sections would help ministries achieve the objectives of their strategic plans, by defining workforce requirements, reviewing organization and job structures, and planning the development of organizational performance. Advisors also discussed the policy and principles relevant to the HR planning and organization development functions, and the requirements for selecting and developing staff. They emphasized the importance of generating periodic performance reports for the leadership of the ministries, provinces, and the federal and provincial civil service commissions.



7 ministries and 3 provinces attended CSR's HRM Workshop

The second workshop, was attended by 25 participants, HR managers, sections heads and staff from seven ministries and three provinces, 13 of whom were women. Presentations covered the duties and procedures of HR planning section, and how to develop a workforce strategy and an annual plan to help the ministry or province to achieve the objectives of its strategic plan.

The third workshop, on organization development, was attended by 21 HR managers, section heads and staff, including 13 women. The participants represent seven ministries and two provinces. The advisers explained that the purpose of the study and human development unit was to develop and review the organizational structure of the ministry or governorate; to study and improve its work processes and job structures in order to increase its effectiveness and achieve the objectives of its strategic plan.

Also this month, the CSR team attended a meeting in the US Embassy to brief the USAID representative from Basrah on the aims and achievements of the team's activities in the PC and Governor's Office (GO). The team have been working with these two organizations since 2009, as one of three pilot provinces. The Basrah Deputy Governor, HR manager, HRD section heads and staff have participated in 20 conferences and workshops on key aspects of HR reform, including new and improved procedures to enable compliance with legislative requirements. The workshops were followed-up by the CSR team to assist the local government to implement the necessary changes, including the approved HRD structure. The team's proposals for supporting the PC and GO during upcoming fiscal year were also outlined.

1.2.1 Human Resources Management Provincial Coordination

The CSR team continued to assist provincial entities to establish and operationalize effective Human Resources Departments (HRDs), through a number of working sessions and meetings with GO and PC officials.

CSR advisors updated the new Diyala governor on the level of cooperation and achievements with the HRD of the province. The team outlined the plan to enhance the functions of each section and unit under the HRD.

The team conducted working sessions and workshops with job description working groups from Najaf, Anbar and Muthanna. The Najaf HRD initial work plan stipulates that the subject matter must be introduced to managers and a feedback report provided to the deputy governor.

The CSR team also conducted meetings with Karbala and Maysan provincial officials to appraise the progress to date in implementing the new organizational structure.

The team conducted a three-day workshop on strategic human resources management for HR managers, heads of sections and staff of Ninawa, Kirkuk, and Anbar GOs. The team introduced the types of changes that would be required in HRM. There were 18 participants, (six women), including the high committee chairman and four members. The HC chair explained the background of the reform, and the discussions and practical exercises that followed enabled attendees to gain insight into the reform process, and the new tasks. The topics covered job descriptions and analysis, recruitment and selection, career management, performance management and appraisal, work reviews, placement and promotion, human resources planning and organization development.



HC chair presents legal background of HR Reform

The Wasit GO officially approved the full implementation of the new HR organizational structure and functions. The CSR team met with the Diwaniyah Deputy Governor to discuss the establishment and functionality of the sections and units under the HRD. This followed the governor's administrative order to implement the approved HRD structure earlier in the month.

Several assessment visits were conducted in September in which the CSR team gauged the level of performance of the HRDs. In Dhi Qar, the HR manager agreed on the HRD staff training needs, based on the CSR-designed needs-assessment conducted earlier. In Diwaniyah, the team conducted an assessment visit to the retirement section. Meeting with the head of the section, the team presented the daily activities and compared them to the responsibilities and duties of the approved structure.



Assessing Diwaniyah HRD retirement section

In Baghdad, following the Governor's order for the full implementation of the approved HRD structure with its six sections, the team started the assessment of the responsibilities and duties of each section and unit under the HRD. The assessment aims to determine their needs and map out the implementation of a modern HRM. A key objective of the assessment is to identify and to eliminate overlap between the duties and responsibilities of HRD sections.

The CSR team introduced HRM and functions, according to the approved structure, to the Najaf Deputy Governor and HR Manager, this month. The participants discussed the training needs of the HRD staff which should be included in the CSR plan for developing the activities and responsibilities of each section or unit under HRD in the province.

The team also conducted two workshops for Karbala and Diwaniyah HR managers and staff. The participants were introduced to HRM principles, policies and procedures, based on best practice and in accordance with the new CSR legislation. The functions covered a variety of HR topics including strategic HRM, job description and merit-based recruitment.

The CSR team reviewed the Ninawa training and development (T&D) section staff, and the implementation progress of the Training Needs Analysis (TNA) for the HRD. The TNA is underway within two sections of the HRD of the governorate, T&D and staffing and recruitment. The T&D staff are currently developing a plan to rollout the TNS to other sections in the HRD.

1.2.2 Human Resources Management Information System

The USAID-*Tarabot* Human Resources Management Information System (HRMIS) adviser attended an HC meeting to review the implementation of HRMIS in three ministries and two provinces. The adviser has been working with the provinces of Basrah and Baghdad this month, to assess their needs in terms of hardware and software. HC members also discussed the committee's work plan for the next fiscal year, developed with assistance from the CSR team.

Promoting an automated HRM across provinces, the CSR team conducted several site visits, this month, to investigate infrastructure and the progress achieved so far.

In Baghdad, the team met with the Baghdad GO information technology (IT) manager to collect and discuss the IT assessment reports. The reports identified gaps and suggested upgrades. The findings form the basis for IT procurement plans to meet agreed system requirements.

Also in September, the Babil HRD agreed to a CSR team proposal for electronically sharing information and data among HRD staff members. TA continued to be delivered to all provinces in order to facilitate the automation of their HRD structures, with additional help provided to Wasit GO with respect to the management of its database.

The HRMIS team drafted the provincial HRMIS Terms of Reference (TOR) and Request for Proposal (RFP) document.

I.3 Federal Civil Service Commission

This month, the CSR team has started designing a strategy to establish and operationalize the Federal Civil Service Commission (FCSC). An effective FCSC is responsible for legitimizing an efficient public administration and civil service, and for promoting a culture of accountability towards the Council of Representatives. With this objective in mind, the FCSC strategy is being designed to provide for a fully functional commission. The methodology for establishing and capacitating the FCSC calls for the rapid construction of its organizational structure, and timely provision of technical support to the chairperson and commissioners throughout the strategic implementation. The strategy will be supported by a logical framework for achieving FCSC's strategic goals, clear milestones, and an action plan to implement and monitor results. Outputs of the FCSC strategy will include the establishment of an organizational structure aligned with the core functions of FCSC, and the operationalization of its public administration and civil service management policies and procedures, in accordance with FCSC law 4 of 2009.

I.4 Federal Civil Service Institute (FCSI) and Training Centers in Ministries

The USAID-*Tarabot* team met with the staff of the HRDs and specifically the T&D sections at the Ministries of Communications (MoC) and MoH, MoIM and MoF. Discussions focused on the provision of CSR TA and training needs analysis for the HR divisions of the ministries. The team described how the data collection methodology could be improved to produce more reliable and detailed results, and addressed data categorization and other approaches to data analysis.

A number of strategy guides were drafted this month including:

- a. An RFP for the provision of the Training Information Management System (TIMS). It describes the procurement process, bidding requirements, and evaluation criteria. The terms of reference, an outline of the scope of the project, and the required TIMS technical specifications.
- b. Recommendations of the areas and mechanisms for potential coordination and cooperation among the federal civil service commission, the federal civil service institute, and T&D sections in government institutions
- c. An operational manual for the training and development sections in the ministries and provinces. The manual provides guidelines on the activities and quality standards of the sections, and covers their functions, roles and responsibilities.

NATIONAL POLICY MANAGEMENT

2.1 Regulatory Reform

The NPM Iraqi Solutions for Regulatory Reform (ISRAR) team completed a draft list of policy recommendations for business registration, construction permits, and trading across borders. The package was developed through consultations during stakeholder and working group sessions with both the public and private sectors. The final draft will be delivered to the Prime Minister's Office (PMO) for consideration. Preliminary analysis indicates that implementation of the reforms would produce dramatic improvements to the World Bank's "Doing Business" indicators, save the private sector \$200 million a year, and increase the number of new businesses by around 5%.

In preparation for delivering the reform package, NPM advisors conducted a variety of lead engagements designed to encourage support for their implementation. The team met with the head of the national investment commission who offered to host a conference in October for senior ministry officials in order to facilitate the implementation of ISRAR reforms. The participants discussed political and legal strategies for reforming laws with the



Conference on business registration reform

chair of the PMAC, and the Prime Ministers' Chief of Staff, and met with the Deputy Minister of Trade (MoT) and the DG of company registration, all of whom welcomed the reform suggestions.

Following workshops on functional requirements with the High Judicial Council (HJC) in August, IT experts from the ISRAR team began customizing the e-Guillotine software in order to set up the legal registry due to be hosted by the HJC. The system will provide an online database of regulations and services, such as the online forms and tools for facilitating regulatory compliance. A working version of the system is expected to be online by November.

2.2 Office of Policy Development in PMO

Following last month's workshop on policy monitoring and evaluation, the NPM team conducted two additional workshops for the PM's policy advisors. In the first workshop, the participants were introduced the quantitative and qualitative approaches used in the policy impact evaluation. The second workshop focused on quasi-experimental methods for conducting policy impact evaluations. A series of concepts were explained: basic principles, requirements, designs and representations, applicability to different policy areas, strengths and weaknesses of regression discontinuity, single group pre- and post- test, matching, difference-in-differences, and interrupted time series design. Their application was illustrated with examples of hypothetical policy cases, such as "Reform of Public Distribution System in Iraq".

The team met with Jowan Masum, a PMO policy advisor, to discuss the handover of the OPD website and the logistics of the eight-week handover. The NPM team agreed to continue to provide TA on the

structure of the website, to recommend a server to host it, and to train the IT team that OPD will hire to run and maintain the system.

The team held a meeting with the chief of staff (by proxy) of the deputy prime minister's office of economic affairs, to discuss NPM's work plan. She supported the idea of an economic policy task force in the PMO and suggested that it should either become an independent committee, or become part of the economic committee headed by the DPM Dr. Rosh Shawis. The proposed task force will prepare the annual PM's report on the health of the economy.

During September, Dr. Hamid, the Chief Of Staff of the Prime Minister, relayed the following story to the NPM team as he received a copy of the new NPM study: A Practical Guide for Policy Making in Iraq, in the Prime Minister Office of Policy Development. The study is known as the Standard Operating Procedure for Public Policy making (SOP). Dr. Hamid Ahmed said that the cabinet had engaged in a high level discussion of the PM's policies Agenda, and that NPM's previous work-study on the 2011-2014 agenda, analyzing, categorizing and prioritizing policies, had been championed by the Prime Minister. During a weekly cabinet meeting chaired by the Prime Minister, the Minister of Planning complained that there was a need to develop an agenda as a road map to guide the nation in policy development. Dr. Hamid happened to have a copy of the NPM study and showed it to the Prime Minister, who in turn shared it with the ministers and deputies. Few ministers knew that such a policy agenda existed. The Prime Minister instructed Dr. Hamid to distribute the study, along with two other similar NPM documents: the Organic Chart, which lists the six areas of policies with the sub-groups, and the Ranking of the six areas of policies along with the sub-group of policies for each area, which was completed by the OPD advisors. Dr. Hamid also showed the NPM team a piece of paper on which Dr. Hussein Shahrastani, the Deputy Prime Minister for Energy, had written: "This is a great research study; you should make sure that it is brought to the attention of senior officials." Dr. Hamid said that Dr. Rosh Shawis, the Deputy Prime Minister for Economics also told him he was impressed with the documents.

2.2.1 Office of Policy Development in the Ministries

The economic policy workshops in August introduced economic policy making and the policies of unemployment to PMO policy advisors, the Presidency Diwan, and ministries. They were designed to help them develop a background in industrial policy making in the energy, international trade, agriculture, and industry sectors. In September, four additional workshops covered economic policies for industrial development. Building on the past month, they helped provide a coherent and comprehensive macro-economic policy framework. Focused on poverty reduction and economic growth, the workshops were tailored for post-conflict countries endowed with a rich base of natural resources. The macroeconomic framework emphasized the important roles of agriculture, and trade & industry, in diversifying the economy, making it less dependent on a single commodity economy, and affecting a sustainable economic growth geared towards poverty reduction. The same material was shared with the PM's advisors, though with a greater emphasis on the practical approaches of designing and implementing macroeconomic policy making within the context of existing sets of political, economic and institutional constraints which define the national policy landscape.

Meetings with the Ministries of Industry and Electricity, this month, further defined the roadmap towards sound economic policy making in these critical sectors of the economy. They also helped prepare the

ground for further NPM engagement over the coming months and years; helping the ministries to keep in pace with the emerging needs of the Iraqi economy in general, and these specific sectors in particular.

The NPM team engaged several high level officials from participating ministries to assess the accomplishments to date, to agree on future activities, and to find solutions to a variety of institutional issues. They met the director general for planning & studies, his deputy, and other senior members of his office, along with members of the Ministry of Electricity (MoE) public policy unit (PPU), in order to present a proposal for TA in the a number of policy areas. They discussed the government's strategic plans with regard to the electricity sector business model, energy efficiency, and renewable energy.

In a follow-up meeting with the MoE's PPU members, NPM advisors discussed a policy proposal for power tariffs and incentives. The issues addressed included the current situation with tariffs in electricity sector, availability of reliable data, and the tariff calculation method. The team put forward a roadmap for policy formulation assistance, including mapping, case studies, decision on priorities and entry points, and setting up management information system.



NPM with Deputy Minister of Trade

The team met with the Deputy Minister of Trade (MoT), the minister's advisor, and the DG of finance along with members of two public policy committees. Advisors shared concerns regarding the existence of two public policy units in the Ministry, and the lack of cooperation and coordination between them. Duplication of efforts and resources, unnecessary competition, and policy inconsistency were mentioned as direct implications of running parallel units. The Deputy Minister agreed with the assessment and said that he would resolve the issue with the Minister.

The NPM team met with the Deputy Minister of Agriculture (MoA), the DG of legal directorate, the head of HR department, and the manager of communications. NPM advisors shared concerns about the lack of coordination between two public policy units in the ministry and explained how it affected the efficiency of policy development and implementation.



NPM with Deputy Minister of Agriculture

The Minister appreciated the assistance provided by NPM and said that public policy making was high on the ministry's agenda. He agreed to resolve the issue of unification, and requested assistance in developing the policy unit's detailed ToR and job descriptions.

During the month, NPM met with the economic advisor to the Minister of Industry & Minerals (MoIM) and senior advisors from the public policy unit. The team explained how joint cooperation between NPM and MoIM contributed to the government priorities, especially the implementation of Industrial Strategy of Iraq (ISI). The economic advisor appreciated the assistance provided by NPM and said that the ministry intended to strengthen the capacity of the policy unit so that it could tackle a broad array of issues

related to the development and implementation of a large scale reform envisaged in the ISI. The TA proposal developed by NPM in response to MoIM request was in the focus of discussion.

In a follow-up meeting with MoIM's policy unit, NPM discussed the approaches to governance of the industrial strategy as the policy issue where MoIM has requested assistance. The team

outlined the steps in the initiation and implementation stages and related tasks. The participants shared views on how to use governance as an entry point for developing economic policies falling under the mandate of MoIM. The importance of a well established evidence base, through institutionalizing a Management Information System (MIS) was emphasized.



NPM with Ministry of Industry and Minerals

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

NPM advisors presented the Chief of Staff of the Presidency Diwan a copy of the new standard operating procedures (SOP) developed in consultation with the president's advisors. The chief of staff said that he liked the code of ethics section, and would distribute it in the form of a leaflet to the 200 staff working in the Diwan. He also endorsed the work plan for next year, and put forward the subject "Brain Gain Program" as a policy problem for his advisors to develop a policy paper on. He felt that there were so many talented Iraqi professionals living abroad that every effort should be made by the government to facilitate their return.



Presidency Council advisors attending M&E course

The NPM team delivered the second and third workshops on Monitoring and Evaluation (M&E) in public policies to advisors from the Presidency Council representing the President's Office, Vice President's Office, and the Presidency Diwan.

The participants were introduced to the concepts and principles of M&E with practical case studies, such as how to analyze the chain results of policies and how to set the monitoring indicators. They were also introduced to the SMART (Specific, Measurable, Attributable, Realistic, and targeted) and CREAM (Clear, Relevant, Economical, Adequate, and Monitor-able) specifications in selecting performance indicators.

2.4 Policy Communication and Outreach

The NPM team organized a workshop for four PCs and two think-tanks from Anbar, Salah ad Din, Diyala and Karbala. Fourteen members, including two women, participated in the discussions about the mechanics of undertaking the public policy process and the role of provinces as stakeholders in that

process. The workshop is part of a series of workshops for local governments that were implemented this year for Baghdad, Ninawa, Babil, Muthanna and Kirkuk PCs in their role in public policy process.

In addition, NPM Advisors visited with the Director General for the NGOs Directorate at COMESC and the Deputy Director. The advisers discussed the role the directorate could play in strengthening the participation of civil society organizations in public policy process, and in particular, encouraging policy advocacy and promoting policy debates between official policy drafters and CSOs /NGOs. The DG welcomed the invitation to team up with NPM in its outreach mission to NGOs.

2.4.1 Gender

NPM organized a roundtable on “Public Policy and Women issues”, with 56 participants, a majority of them women, from the Presidency Council, the Women's Affairs Committee in the Council of Representatives, Baghdad PC, Baghdad University, women's NGOs, women's think-tanks, and media outlets.

Following three hours of discussion, participants agreed on the following short term policy recommendations: To improve and implement the laws and legislations related to women's issues; to empower women to participate in political life and decision making process; to educate and raise awareness of women in order to eradicate social inequality; for the government to take an active role in eliminating existing discrimination laws and policies against women; to issue laws to protect women's health and social status; to build women's capacity in the field of public policy, advocacy campaigns and networking.



NPM roundtable for Women Policy Issues

ADMINISTRATIVE DECENTRALIZATION

3.1 Planning Advisory Unit

USAID-*Tarabot* advisors continued to deliver TA and expertise to GoI in terms of improving national and provincial project planning. The planning team conducted several workshops to assist with aligning ministerial and provincial plans with the National Development Plan (NDP) strategy. In the Ministry of Industry & Minerals (MoIM), advisors discussed points of disconnection between the Ministry's investment projects and the NDP goals. Seventeen staff from the project planning office, representing the Ministry's major affiliate planning units in Baghdad, attended the workshop.

During two workshops, organized for the Muthanna and Ninawa steering committees, the team reviewed and explained the objectives of the NDP. They elaborated on the regional and local dimensions present in the preparation of project plans, with particular reference to the functional links within the province and inter-provinces.

3.2 Administrative Decentralization Support

The decentralization team introduced the international concepts and goals for administrative decentralization to the environment directorates of Baghdad, Babil Dhi Qar Diyala, Maysan, Najaf and Karbala, and the youth directorate of Kirkuk. The DG of the Babil environment department issued an administrative order to form a team, which includes the *Tarabot's* decentralization team, to examine decentralization opportunities.

In Basrah, the PC chair suggested that he heads the administrative decentralization committee. The decentralization team continued to lead a countywide campaign to form decentralization committees to facilitate the shift from centralization. The team also continued to assist provinces in developing technical work plans to achieve the decentralization program. Basrah and Diwaniyah have taken the lead in forming these committees, with the assistance of *Tarabot* advisors. In Maysan, advisors began the first steps toward the formation of a decentralization committee in the province, and following the PC chair endorsement, met with a councilor in order move forward.



Decentralization Workshop in Babil

3.3 Fiscal Management Advisory Unit

The fiscal management team conducted an introductory meeting for the Ministry of Tourism & Antiquities (MoTA) in order to brief them on the unit's TA and expertise. The team presented a tentative work plan on ways in which it could collaborate to improve the ministry's fiscal management process. The meeting was attended by the DGs of tourism, legal affairs, administrative and financial affairs, and managers from the departments of accounting, corporate, HR, and the minister's office.

The fiscal management advisor attended the Governance Strengthening Program (GSP) conference led by the Chemonics Company in Sulaimaniya, to discuss projects and budgets at the sub-national level. The GSP program intends to prepare a provincial 'Budgeting Manual' by mid-2013.

3.4 Project Management Advisory Unit

USAID-*Tarabot* advisors continued to introduce project management standards and build the capacity of national and provincial project management staff. Several pre-assessment and assessment working sessions were organized for GoI counterparts to gauge the level of maturity and comply with the Project Management Institute (PMI) standards. The team conducted working sessions with senior project management officials from the Ministry of Health to identify the weak points in the current system and bring it into alignment with PMI standards.

The MoA, and the GOs of Ninawa, Basrah and Diyala discussed the implementation methodology of PMI system, including the assignment of resources for the feasibility study, and the preparation of the project charter in the initiation phase. The Basrah GO selected a pilot project from the health sector to apply the PMI methodology.

In terms of developing staff capacities to establish, track and evaluate project management processes, the project management team delivered a number of workshops on feasibility study and MS project and estimation technique. The team held several five-day workshops on feasibility studies for project management staff from the Ministries of Municipalities and Public Works (MoMPW), Construction & Housing (MoCH), Transportation (MoTr), the University of Basrah, and the Muthanna GO.

MS project & estimation technique was also introduced to GoI counterparts representing the Ministries of Education (MoEd), Science & Technology (MoST) Ninawa, and the GOs of Kirkuk and Wasit. On a provincial level, USAID-*Tarabot* advisors discussed the establishment of a project management office with the Muthanna GO. Muthanna GO is consulting with the Ministry of Planning (MoP) to work on an overall restructuring of the GO office. *Tarabot* advisors are working with the MoP to ensure that the proposed restructuring includes the newly proposed project management office.



Wasit Governor attending Project's Workshop

Seeking collaboration with other USAID-funded projects to improve project management and better budget execution, the advisors met with the GSP project to discuss the status of the Basrah investment budget, with a view to improving the overall level of services. The team suggested a conference for key stakeholders from the Basrah government, in order to create a project management plan and improve budget execution.

The project management team also updated the head of the training and development department at COMSEC on progress achieved with GoI entities and ways for cooperation. The team discussed the

standard international PMI system and its importance in helping to overcome obstacles facing efficient project management. It was agreed that such systems are important for the ministries as well as provinces.

3.5 Procurement Advisory Unit

The USAID-*Tarabot* procurement advisory unit and the MoP co-hosted a conference on public procurement, at the Sheraton Hotel, Baghdad. The conference was attended by more than 300 high-level officials, representing ministries, provinces, USAID, international agencies, and organizations such as the contractors union and the engineering association.

The Minister of Planning, Dr. Ali Youssef Al-Shukri, opened the conference, and outlined the Ministry's plan to reform public procurement in Iraq. He said, "One of the ways in which the Ministry of Planning is helping to build the capacity of its contractors is by educating them on the standard bidding documents and bid evaluations, through workshops conducted in coordination with the *Tarabot* project".

The conference concluded with a number of recommendations, notably, that the Ministry should be the sole government entity entrusted with developing the public procurement system. That it has a plan to reform the public procurement system, and that all work should be carried out in close cooperation with USAID-*Tarabot*.

In September, the procurement team continued to assist GoI to improve the planning and implementation procurement processes for national and provincial projects, introduce and apply standard bidding documents and review the new MoP formats and instructions with official counterparts. The Minister of Labor & Social Affairs (MoLSA) approved the creation of a new web page for its contracting unit, and recommended the consideration of the MoP instructions in the procurement plan and standard procurement process, according to the 2012 investment plan.

The team introduced the standard procurement processes and plans to officials from the Ministries of Culture (MoCu), Justice (MoJ) and MoTA. The presentations included a review of the MoP formats and methods of implementation. In the MoJ session, procurement team advisors, the contracting DG, and the Minister's legal advisor, discussed the progress achieved to date. The Minister of MoJ confirmed support for the standard procurement process and procurement planning via an internal memo issued through the legal affairs DG. The contracting department has started this process for upcoming projects this year.

Also this month, the MoMPW formed a committee to work on the implementation of plans in compliance with recently issued guidance from the MoP.

The procurement team conducted two assessment sessions for each of the MoH and Baghdad GO contracting departments. The team introduced assessment tools designed to enable a standard procurement process, and a procurement plan for the investment and operational plans.

The team also delivered technical workshops for the MoCH and Salah ad Din GO in September. It provided an overview of the standard bidding documents issued by the Ministry of Planning, and their application in the three major procurement categories: works, goods, and consulting services. The MoCH DG agreed to recommend that the deputy minister adopts the standard bidding documents, and their use in the procurement implementation of ministry contracts. He confirmed that the *Tarabot* procurement advisory unit will provide the necessary support to the ministry.

The Salah ad Din GO approved the implementation of the 2012 procurement plan, and issued an official letter to inform the MoP.

3.6 Organizational Development (OD) Advisory Unit

USAID-*Tarabot* advisors continued to follow-up on organizational development process across GoI agencies. Following the development of standard operating procedures (SOP) for running warehouses, on behalf of the MoA, the organizational team (OD), in cooperation with the process development (PD) team, initiated a plan to develop SOPs for employee leave, reintegration, and the hotline complaints system for the inspector general's office.

Several *Tarabot* representatives, including the OD senior advisor, met with the citizens affairs department at COMSEC, in order to conduct a fact-finding session for the development of a citizen's complaint system. The team also discussed the future financing strategy with the COMSEC department. The PD team conducted meetings at COMSEC to pursue the development of standard operating procedures for all COMSEC directorates, as well as to contribute to the development of a quality management strategy. The establishment of OD units was also discussed with Ministry of Oil (MoO) officials, in addition to launching an OD workshop cycle.

The OD phase 1, workshop 1, for the newly formed OD team from the Ministry of Youth and Sports (MoYS) was completed this month. It provided members with methodologies for collecting the required information to produce performance assessments of their organization.

The OD team also delivered the OD Phase 2, workshop 1, for OD teams from MoP, MoMPW and MoCH. The workshops aimed at analyzing the performance assessment reports produced in Phase 1, and develop administrative reform projects to address the identified issues.

The OD team conducted several meetings with GoI senior officials from the Ministries of Education, Industry and Minerals (MoIM), Transportation (MoTr), Environment, and Labor and Social Affairs (MoISA), to discuss establishing embedded ministerial OD units and introducing OD methodology and services. The team also discussed assisting MoLSA to design and develop a “Business Center”.

3.7 Service Improvement Advisory Unit

The service improvement team visited the Ministry of Electricity (MoE) complaint center in Karkh for to carry out an initial assessment of needs. An agreement was made to form a team, drawn from MoE departments, to work closely with *Tarabot*.

The team also conducted a one-day workshop for the MoMPW Baghdad water directorate to train water center staff in the use of the new unified monthly reporting forms. Participants were also instructed how to distribute public accountability materials to various audiences in order to highlight the concept of public accountability.

Reporting forms were also submitted to the standardized water centers.



The subject of women's participation in sports is discussed with Dhi Oar Officials

The service improvement team finalized several memos this month stipulating the services selected for improvement. With the MoH, they will start working on "Patient safety in intensive care units". With the MoYS provincial directorate in Dhi Qar, they will work on improving “women's participation in sports”. With MoDM they will work on “close out files for registered beneficiaries”.

3.8 Service Centers Advisory Unit

The service center team took a major step forward with the MoMPW this month. During a meeting with the DG of planning and follow-up, held at the USAID-*Tarabot* headquarters, the team obtained approval to use \$1 million from the MoMPW 2013 capital investment budget to establish four new service centers. Approximately \$250,000 will go toward infrastructure costs for a "one-stop shop" service center in four provinces. The Ministry pledged to provide all other requirements to ensure the centers provide the most up-to-date service delivery possible.

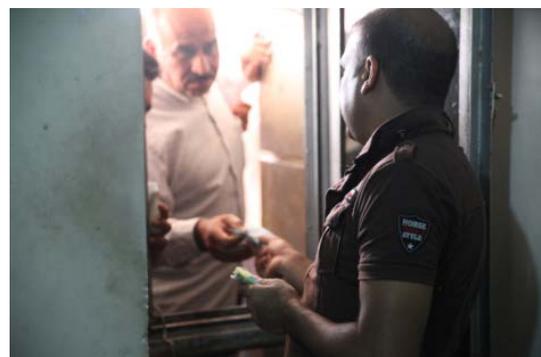
The service center team held a five-day business process reengineering (BPR) workshop for the directorate of the municipality. Representatives from Basrah , Maysan , Karbala , and Diwaniyah attended the workshops, including the DG of municipality and the manager of planning. MoMPW discussed the one million dollar capital investment set aside to help construct and furnish the four centers, and requested that the team apply the “one stop shop” service center model to each province. The purpose of this workshop was to unify the services process, and to prepare service guideline manuals for all services provided by the 252 municipality offices across the country.

Following the workshop, the BPR's unified service procedures for the municipality directorates in Basrah, Maysan , Karbala and Diwaniyah, were finalized. The service center team also obtained the feedback required to complete the next steps on services guidelines manual.

The service center team attended a steering committee meeting with MoLSA. The team gave a briefing on the progress of its work with the social welfare department, and the agreed the following:

- a. to develop a comprehensive five-year plan for establishing one-stop-shop service centers in the social welfare department.
- b. to propose service centers in Najaf and Baghdad as the first one-stop-shop service center models.
- c. to provide the architectural design and the one-stop-shop model to the social welfare department.
- d. to provide workshops to the social welfare department on the one-stop-shop concept.

The SCAU team and the planning team introduced the National Board of Pensions to the service center unit and its services. The proposed activities were discussed in detail and the group agreed to start the assessment phase.



Interaction with the public at a MoMD service center

Regular site surveys were also conducted to gauge the level of services provided by ministerial and provincial centers. The team surveyed and documented the infrastructure of the Karkh branch of the national center for the registration of returnees, an MoMD center providing services to returnees. The

center manager outlined the services, and spoke about the financial and technical obstacles that the center faced.

The team held a workshop with the MoJ team to write a ToR for system software that is compatible with the re-engineered services of a one-stop shop service center. The team also presented a summary automation plan, designed to assist the ministry to integrate the software system into centers adopting the one-stop shop approach.

3.9 Quality Management Advisory Unit

Under the banner "Quality is a Lifestyle," the USAID-*Tarabot* quality management advisory team conducted a regional workshop for quality awareness. The event attracted several high-level attendees, including deputy governors and director generals from the provinces of Najaf, Karbala, Diwaniyah, Wasit, and Babil. During the workshop, the team presented an overview of quality management definitions, concepts, and international standards. All provincial representatives accepted the proposal to establish a quality management department in their respective governorates, and requested ongoing TA from USAID-*Tarabot*. This is an important step for the five provinces, introducing them to international standards related to project management, customer service, and documentation.

The QM team continued conducting quality awareness workshops for the provinces. It held a workshop for governor deputies, governor consultants, heads of directorates, and other managers from the Ninawa GO, including a USAID representative. The workshop introduced a variety of quality management themes, including management definitions, quality concepts and their value to an organization, and international standards. QM advisors also presented the eight principles of quality, identifying processes in management systems, and an explanation of the ISO 9001:2008 compliance requirements. The workshop resulted in a number of recommendations, including continued cooperation with the QM unit to provide ongoing technical support, the adoption of a quality management system in the province, and the formation of quality units in the province.

The QM team also completed a five-day workshop for the MoCH Quality Department. QM advisors provided TA for MoCH counterparts to help them review the MoCH quality manual and its procedures, according to ISO9001:2008 requirements.

Advisors also covered statistical techniques, as per ISO/TR 10017, which is mandatory in developing, implementing, maintaining and improving a quality management system in compliance with ISO 9001:2008.



COMSEC sponsored QM Workshop

The QM team conducted a one-day technical session sponsored by the COMSEC. The meeting covered the strategy cooperation plan to build the capacity of the COMSEC quality team. The QM team also presented the system documentation requirements, as per international standard ISO/TR ISO 10013:2001, which describe the documentation system of QMS ISO 9001. Attendees also had a chance to discuss the mandatory documents identified in ISO 9001:2008. The QM team reviewed the gap analysis

requirements, as per ISO 9001:2008, in order to scan and evaluate COMSEC's quality management system.

3.10 Iraq Development Management System (IDMS)

The IDMS team conducted a series of site visits and meetings with the DGs of planning & follow-up, and representatives from the Ministries of Higher Education, Ministry of Human Resources (MoHR), MoMD, MoH, and MoJ MoEd, MoLSA MoEn, MoCH, MoTA, the High Judicial Council (HJC), the Ministry of Oil (MoO), the endowment of Christians and other religious communities, the Iraqi National Olympic Committee, and Iraqi Radioactive Sources Regulatory Authority. The purpose of the meetings was to provide the necessary skills, advice, and support to make best use of the various functions of the IDMS system. This hands-on practice was designed to ensure that all dedicated GoI agencies have full knowledge of using and running the IDMS. IDMS team also assisted participants to monitor the schedule for updating and uploading the capital investment portfolio projects for the years 2010, 2011, and 2012.

The IDMS team also completed a three-day on-the-job training for DG's from planning & follow-up, and 15 key IDMS staff from the roads & buildings, bridges, and housing commissions of the MoCH. The team provided TA on the use of IDMS system, and monitoring and updating the capital investment projects for the years 2010, 2011, and 2012. The IDMS team also helped the MoCH to finalize the process of uploading 43 new proposal projects to the 2013 portfolio, and reporting it to the MoP through IDMS. The IDMS team and the MoCH agreed to set the user name privilege of login to IDMS for the MoCH commissions.

The team conducted the second four-day workshop for five MoE employees. The training enabled MoE employees to upload new proposal projects from the 2013 capital investment portfolio to the on-line IDMS system.

The IDMS team met with its DG of government investment regarding the future strategy for

implementing the IDMS. The meeting covered: training issues, ministry and provincial needs, and the requirements for uploading the 2013 proposal portfolio projects to the system. During the meeting, the team agreed to conduct an advanced



MoP DG presenting during IDMS workshop

refresher course for all the GoI agencies. The course will introduce participants to the applications, functions, and features of the new IDMS version (7.0) which the MoP recently deployed.

The IDMS team supported the MoP in the provinces by conducting a five-day IDMS technical workshop. 21 attendees came from the provinces of Babil, Diwaniyah and Wasit, including representatives from PCs and the MoP's planning unit. The workshop was designed to improve competencies in using the IDMS system, and enhance understanding of its benefits.

The IDMS team held an advanced two-day technical meeting with the DG of planning & follow-up for MoHE. The meeting focused on a wide range of critical technical issues facing IDMS staff during the updating and uploading projects for 2011 and 2012 using the IDMS. Discussions were held with the DG about the structure of the IDMS units inside the Ministry HQ and the universities, and better mechanisms of coordination. The team also conducted a meeting with IDMS staff regarding uploading and adding the financial ceiling to the Ministry and for all 21 Iraqi Universities using the IDMS. The uploading of capital investment portfolio projects for the year 2013 is an important step on the developmental road map.

3.1 | Education Capacity-Building Initiative

On September 20, at the American Embassy, the USAID Mission Director, Thomas Staal, and the Minister of Education, Dr. Mohamed Tameem, signed a Memorandum of Understanding (MoU), pledging cooperation and technical assistance for three USAID projects: *Tarabot*, *Maharat*, and *Ajjal*.

The USAID-*Tarabot* project provides a variety of assistance to the Ministry, particularly on system reform and skills improvement for public administration. The recent MoU will enhance and extend its support in four core areas: capital investment projects, service improvement, administrative decentralization and staff capacity building. The Ministry of Education is one of Iraq's oldest and largest institutions, it provides primary and secondary education to seven million children in 21,000 schools, and has 600,000 employees.

The ECB held twelve workshops and two major meetings with the MoEd steering committee, launched the IT training courses, and undertook the provincial roll-out in three core areas.

The ECB senior advisor held two meetings with the MoEd Steering Committee at the *Tarabot* offices, with the Deputy Minister for scientific affairs and DG of training and development. The meetings covered the work plan updates, the provincial roll-out, additional budget items for the cost-share funds recently allocated to the MoEd by the GoI, and the new breakdown of the cost-share.

The IT workshops were held in the new IT lab on the *Tarabot* compound in Baghdad. The final IT course this month was an advanced level website design course introducing the Ministry to Joomla! software.

Fiscal Management held four workshops in Babil and Karbala, two at competency level and two at advanced level. The participants on the competency level course, held in Karbala, had never taken part in a workshop that specialized in their field, and were enthusiastic and engaged. The advanced courses were held in Baghdad, one of which used the MoEd training hall.

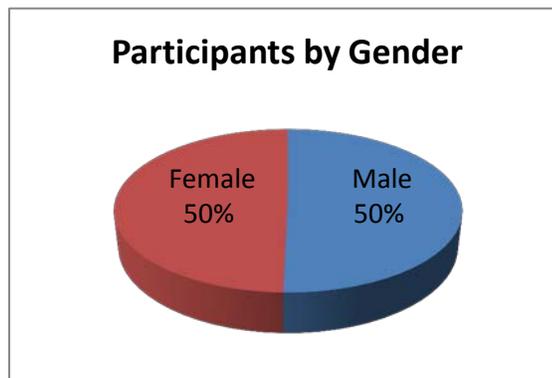
The communication & leadership team completed a workshop every week this month, covering two competency courses in Kirkuk and Babil and two advanced courses in Baghdad, once again using the MoEd's training facilities.

ECB also successfully completed its first MS project workshop, a follow-up course to the project management processes course, and completed the first procurement workshop in the province of Babil. The figures below show the number and distribution of the ECB initiative activities during the month of September.

	May	Jun	Jul	Aug	Sep	Total
Completed Classes / Focus Groups	2	6	6	3	12	29
Participants	64	85	78	41	155	423²
Financial Management	44	0	20	20	44	128
Communications & Leadership	0	29	16	21	51	117
IT	0	0	0	0	38	38
Project Management	0	14	42	0	9	65
Procurement	20	24	0	0	12	56
Other ³	0	18	6	11	0	35

Total Number of Participants by Gender:

Courses	Participants		
	Total	Male	Female
27	423	213	210



² Number does not include participants in the focus groups

³ Other includes special workshops and focus groups hosted by the ECB

Tarabot Administrative Decentralization Engagement Tracker

GOI Offices	Introductory Letter	Introductory Meeting	Official Presentation	Assessment Phase	Action plan	Steering Committee	Office Space	MOU	Technical Assistance
Ministries and Central Entities									
Ministry of Agriculture	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	⇨	<input checked="" type="checkbox"/>	⇨	⇨	⇨
Ministry of Communications	<input type="checkbox"/>								
Ministry of Construction & Housing	<input checked="" type="checkbox"/>	⇨	⇨						
Ministry of Culture	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	⇨	<input type="checkbox"/>	<input checked="" type="checkbox"/>	⇨	⇨	<input checked="" type="checkbox"/>
Ministry of Education	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	⇨	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Ministry of Electricity	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	⇨	⇨	⇨	⇨	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Ministry of Environment	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	⇨	⇨	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	⇨	<input checked="" type="checkbox"/>
Ministry of Finance	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ministry of Health	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	⇨	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	⇨	<input type="checkbox"/>
Ministry of Higher Education	<input checked="" type="checkbox"/>	⇨	⇨						
Ministry of Human Rights	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	⇨	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	⇨	<input checked="" type="checkbox"/>
Ministry of Industry & Minerals	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	⇨	⇨	<input type="checkbox"/>	<input checked="" type="checkbox"/>	⇨	⇨
Ministry of Justice	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	⇨	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	⇨	<input checked="" type="checkbox"/>
Ministry of Labor & Social Affairs	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	⇨	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	⇨	<input checked="" type="checkbox"/>
Ministry of Migration & Displaced	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	⇨	⇨	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	⇨	<input checked="" type="checkbox"/>
Ministry of Municipalities	<input checked="" type="checkbox"/>	⇨	⇨						
Ministry of Oil	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	🕒	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	⇨	<input type="checkbox"/>
Ministry of Planning	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	⇨	⇨	<input type="checkbox"/>	<input checked="" type="checkbox"/>	⇨	⇨
Ministry of Science & Technology	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	⇨	<input type="checkbox"/>	⇨	⇨
Ministry of Tourism and Antiquities	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	⇨	⇨	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ministry of Trade	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ministry of Transportation	<input checked="" type="checkbox"/>	⇨	⇨	⇨					
Ministry of Water Resources	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ministry of Youth and Sports	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	⇨	<input type="checkbox"/>	<input checked="" type="checkbox"/>	⇨	⇨	<input checked="" type="checkbox"/>
Coordination Entities									
Presidency Diwan	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Council of Ministers Secretariat	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ministry of Provincial Affairs	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Provinces									
Anbar	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	⇨	⇨	<input type="checkbox"/>	<input checked="" type="checkbox"/>	⇨	⇨
Babil	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	⇨	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	⇨	⇨
Baghdad	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	⇨	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	⇨	<input type="checkbox"/>
Basrah	<input checked="" type="checkbox"/>	⇨	⇨						
Diyala	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	⇨	⇨	<input type="checkbox"/>	<input checked="" type="checkbox"/>	⇨	⇨
Diwaniyah	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	⇨	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	⇨	⇨
Dhi Qar	<input checked="" type="checkbox"/>	⇨	<input checked="" type="checkbox"/>	⇨	⇨				
Karbala	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	⇨	<input type="checkbox"/>	<input checked="" type="checkbox"/>	⇨	⇨
Kirkuk	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	⇨	⇨
Maysan	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	⇨	<input type="checkbox"/>	<input checked="" type="checkbox"/>	⇨	⇨
Muthanna	<input checked="" type="checkbox"/>	⇨	⇨						
Najaf	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	⇨	<input type="checkbox"/>	<input checked="" type="checkbox"/>	⇨	⇨
Ninawa	<input checked="" type="checkbox"/>	⇨	⇨						
Salah ad Din	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	⇨	⇨				
Wasit	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	⇨	🕒	<input checked="" type="checkbox"/>	⇨	⇨
<div style="display: flex; align-items: center;"> <div style="border: 1px solid black; padding: 5px; margin-right: 20px;"> <input checked="" type="checkbox"/> Completed <input type="checkbox"/> Ongoing <input type="checkbox"/> Scheduled <input type="checkbox"/> Pending </div> <div>Blue Highlights indicate activities completed this reporting month</div> </div>									