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USAID IRAQ ADMINISTRATIVE REFORM PROJECT

MONTHLY PROGRESS REPORT (APRIL 2012)

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USAID IRAQ ADMINISTRATIVE (REFORM PROJECT)

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LIST OF ACRONYMS

AD	Administrative Decentralization Component
BPA	Business Process Analysis
BPP	Bureau of Public Policy (Presidency)
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 Support 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
MoDM	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
NCMDIT	National Center for Management Development & 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*) for the period April 1 - 30, 2012. The next Monthly Report for May due on June 2, 2012.

EXECUTIVE SUMMARY

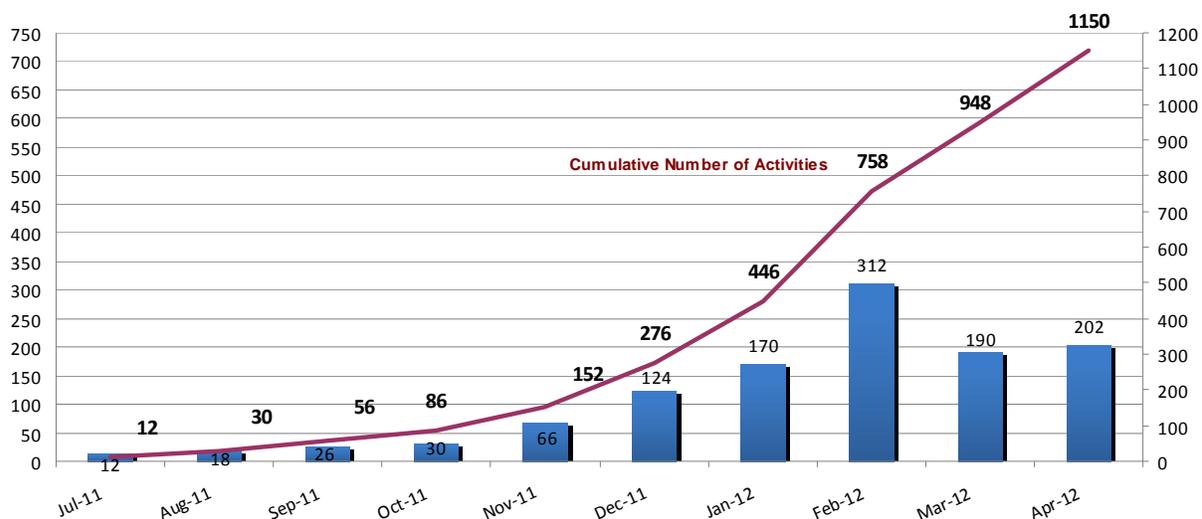
April, in many ways, signaled a return to normalcy for *Tarabot* operations, following the period leading up to and surrounding the Arab League Summit last month. Travel, visa, and badge situations all markedly improved, and *Tarabot* advisory teams resumed full operations around the city and into the provinces.

Major Highlights of the month include:

- Signing of the MoU with the Prime Minister’s Office regarding policy development assistance;
- Signing the “Roadmap” with the Ministry of Labor and Social Affairs regarding the assistance with automating the Social Safety Net system;
- The Minister of Oil officially established the first ministerial policy development department, elevating the previous “unit” to a higher and more formal level.
- COMSEC publicized the newly completed Civil Service draft law on its website, with copies of the draft law available for downloading; and
- Babil and Muthanna provinces established Provincial Steering Committees to coordinate all capital investment programs within their provinces, whether financed by the provincial government or by central ministries.

Total Events: USAID-*Tarabot* teams held **202** events (workshops and formal meetings) during April.

- **Locations:** **127** of these events were held at locations in Baghdad, while **75** events were delivered on location in 12 provinces and 3 outside Iraq on location in Lebanon.
- **Type of Event:** **186** events in April were workshops, formal assessment meetings, or action planning sessions. **16** events were introductory meetings.
- **Institutions:** **147** of these events were with **23** ministries; **35** events supported the governors’ offices; and **20** events were directly with the executive offices.
- **Tarabot Components:** **27** events were carried out by the civil service reform component, **34** by the national policy development component, and **141** by the administrative decentralization component.



COMPONENT ONE: CIVIL SERVICE REFORM

High Committee for Civil Service Reform

Following the completion of the draft civil service law and submission to the Shura Council, the *Tarabot* advisors continued to assist the High Committee for Civil Service Reform (HC) plan for upcoming major activities. The *Tarabot* civil service reform (CSR) teams discussed with the HC issues facing civil service reform on both national and sub-national levels and means to overcome such impediments. The PMO recommended to the Shura Council to expedite the process of reviewing the draft law. The *Tarabot* advisors also briefed the HC on the ministries monthly report concerning the implementation of HRM and HRD structure. Also during the month, and following *Tarabot* consultations, the HC agreed to start drafting the law on Federal Civil Service Institute (FCSI), transforming HR departments into directorates as directed by the draft law and outlining selective implementing regulations under Federal Civil Service Commissions (FCSC) law and the new civil service law once adopted. The CSR team assisted the HC define the legal structure of the FCSI in terms of mandate, functions, and the status of the MoP's National Center of Management Development & Information Technology (NCMDIT) once the FCSI is established. To this end, the CSR teams collected information related to the proposed FCSI, and developed a "white paper" on the issue.

Civil Service Commissions

The appointments of the new chairperson and commissioners of the Federal Civil Service Commission have still not been announced, although there is progress toward the appointments. In preparation for that expected event, the CSR advisors continued this month in the preparation of several documents, plans, and presentations designed to make the establishment of the FCSC a relatively smooth and rapid process, once the Commissioners are appointed. These documents include (a) the functions, structure, systems, internal rules and operating-procedures of FCSC, (b) a start-up implementation plan, and (c) a presentation on the role of human resources management in the civil service.

Establishing Modern HR Management Practices in Line Ministries & Provinces

Aiming to build effective HRM for GoI federal and provincial HRDs, the USAID-*Tarabot* advisors delivered a series of workshops and during the month of April. On the provincial level, CSR advisors organized two separate one-day workshops at Basrah province for 38 participants (including 14 women and HR Managers), representing the five provinces of Basrah, Dhi Qar, Diwaniyah, Muthanna, and Maysan. The discussions centered on the CSR team's needs assessments of key issues arising from their review of status of implementation of approved HRD structure across thirteen organizations. The other axis of the workshops addressed job descriptions as part of effective public organization.



Job Descriptions Workshop in Basrah

The CSR team conducted two separate workshops in Babil province for the HR managers and staffs of Babil, Najaf, Karbala, Wasit and Diyala provinces. A total of 39 participants, including 12 women attended the workshops. *Tarabot* advisors presented general HR policy principles including job analysis, evaluation, and descriptions as well as relevant concepts on performance appraisal, training needs analysis, career development, promotion, transfer and succession planning. The Babil Deputy Governor attended one of the workshops and discussed with *Tarabot* experts the provincial service reform activities including trainings.

Tarabot advisors also conducted visits with top provincial officials including the Muthanna and Anbar governors, Diyala deputy governor, and HRD managers and staffs of Babil, Najaf, Diyala, Basrah, Maysan, and Muthanna. The meetings addressed implementation of newly approved HR structure and future training needs. Finally, a workshop and needs assessment for the heads of sections of Anbar GO was conducted in late April.

On the national level, the CSR team conducted two separate workshops for 33 participant including 19 women from 11 ministries, COMSEC and Naniwa GO. The workshops discussed issues such as purpose, nature and processes of career management and staff transfers in addition to the general HRD implementation.

Furthermore, the CSR team accomplished field assessments for the Ministry of Industry & Minerals (MoIM) and Ministry of Oil (MoO) HRDs to gauge the progress in implementing the approved HRD-structure. The assessment covered current HRM functions including recruitment, deputation, employees affairs, salary and allowances, retirement, training & development, HR planning & development, and data & personnel files. The team provided further guidance to GoI counterparts to finalize the implementation of the approved HR structure, and schedule a series of workshops based on needs assessment of HRD staff. During the MoO workshop, participants thoroughly discussed issues regarding the HRM-functions still valid outside the perimeters of the approved HRD structure and how to incorporate them into the new HRD structure.



HRM Workshop for Federal HR divisions

Federal Civil Service Institute (FCSI) and Training Centers in Ministries & Provinces

During the month of April, CSR advisors continued developing necessary applications, most specifically to build effective FCSIs across the country. Advisors were tasked with developing standard operating procedures (SOP) for the Federal Civil Service Institute, according to the proposed mandate and functions of FCSI which includes but not specific to governance and strategic management; planning; monitoring and evaluation; certification of training institutions. The CSR team has also completed drafting the training needs analysis (TNA) practical guide (along with relevant eight Annexes and two forms) and procedures. This implementation oriented TNA guide has been prepared for training & development sections/training centers under HRDs of the ministries and provinces.

The CSR team also continued working on the FCSI mandate and functions. The relationships, between FCSI and the ministries of Planning and Finance in regard to development and implementation of training programs of core administrative functions, were defined. CSR team also analyzed the information from assessments of Training and Development sections and based on these findings, relationships between FCSI and training centers in ministries/governorates and the structure of the Administrative Division, were outlined. The units of Procurement, Finance, Audit, Public Relations, Logistics, HR Management and IT support were addressed. The purpose of each of these units was defined and their organizational structure was developed.

Furthermore, the CSR team identified 36 non-governmental organizations (NGOs) providing training and human resource development services in Baghdad. The topics of training programs provided by these NGOs include core administrative training programs such as project management, finance and accounting and technical trainings in the area of agriculture, health and education. The CSR team plan to build their capacities and include them in the database of training and development providers. This database serves as a guideline for training and development units/divisions to provide outsource/contract training and development activities from external providers.

The CSR team drafted 11 job descriptions for the training and development section part of HRD. These job descriptions cover the main functions which this Section has to carry out, such as: training needs analysis, training planning, training delivery, organizing fellowship and scholarships programs and monitoring and evaluation of training and development activities.

Last but not the least; the CSR team conducted a field visit to the Ministry of Oil training center to finalize the assessment of the structure, functions and activities of the training center.

Human Resources Management Information System

The USAID-*Tarabot* advisors completed the draft action plan leading to the preparation of the Request for Proposal (RFP) for procurement and implementation of the HRMIS system. The CSR team also assisted the national counterparts to draft the "Buy versus Build" document which makes an informed choice between 'buying' or, 'developing' an HRMIS system. Moreover, CSR team worked on a variety of applications to support an updated HRMIS. During April, advisors drafted chapter one FCSC IS Strategy which sets the goals and plans for overall framework of HR divisions. Advisors also worked on the draft HRMIS Scope of Work (SOW) document which consists of seven chapters including project summary; goals and objective; scope; implementation methodology; project deliverables; project assumptions; and, critical success factors. Finally, advisors worked on drafting terms of reference (TOR) for HRMIS. In this regard, CSR team finished drafting chapters 1 & 2 of TOR and RFP guidelines for HRMIS Implementation. This document will be the formal RFP for the supply and implementation of the total HRMIS application\solution. The proposed HRMIS is in line with the GOI's overall e-government policy.

COMPONENT TWO: NATIONAL POLICY MANAGEMENT

Prime Minister's Office of Policy Development

In an historic event for Iraq and the region, USAID and the Prime Minister's Office of Iraq signed a Memorandum of Understanding (MoU) on April 2nd creating the first-ever Prime Minister's Office of Policy Development (OPD), responsible for formulating national policies which thereby fully completes NPM's second quarter work plan deliverables. The 16 persons, of whom 2 women, participating in the ceremony included PMAC Chairman, Thamer Ghadban, several of the most senior advisors in the OPD, and two USAID officials, including the COR for the Project, took part in the ceremony. In his remarks, the COS expressed his nation's gratitude to USAID and its implementing partner for their ongoing efforts over the past several years to assist the Prime Minister's Office with conceptualizing and bringing to reality this public policy institution, designed to enable the OPD to discharge the Prime Minister's constitutionally mandated responsibility to make public policy for the nation. The COS stressed that he now looked to USAID-*Tarabot* for help in acquiring within the OPD the tools and the mechanisms needed to create policies on a solid basis, founded on the PM priorities. He promised that his government would spare no effort to support this new institution.

This pioneering initiative constitutes a string of successful firsts, for Iraq, for the Region, and for USAID, highlighted by the following: For Iraq, and for the Region, it is the first office of public policy. It is in the office of the highest decision-maker in the land, charged with making public policy, which is for Iraq the Prime Minister, as mandated by the Constitution. For USAID, it is the first ever public policy MoU in the Islamic nations, which can serve as a model for other MoUs in Iraq and throughout the Region. This precedent-setting document therefore brings tangible reality to the vision of a newly democratic nation working for the Iraqi people, and it provides a model in the post Arab spring for countries throughout the Region which are challenged to transform ideals of freedom into practical realities, utilizing a fully inclusive process for making policy in the office of the nation's highest decision maker. This precedent-setting USAID

MOU also provides a model going forward for the full range of bilateral agreements with Iraq: It is the first USAID instrument that references the Strategic Framework Agreement as the basis for undertaking the activities listed in the MOU, it is an English-language document, and it fully conforms to the technical requirements of both governments.

Following the MoU signing, the NPM advisors met with the PM COS who expressed interest in keeping abreast of Office of Policy Development (OPD) activities. He deemed his being informed of particular importance given his responsibilities for the selection of able and influential people from different parts of the government, either for the OPD's Board of Directors or as members of the OPD unit.

The NPM team continued a series of workshops on the policy making process, NPM delivered four workshops covering both development and implementation of policy. Some 14 representatives, including four women, from the Prime Minister's Office of Policy Development (OPD) actively participated in intensive sessions, with case studies from practical experience being employed which laid out strategic methods of approach for undertaking policy phases. The advisors participated in active discussions of how policy makers and implementers have dealt with the challenges of each case. During group discussions, participants shared views on strategies, comparing ideas on methods of approach for adapting other countries' experience to the realities of modern Iraq. As evidenced by full participation with comments and questions, the advisors demonstrated a great deal of interest in the subject matter, voicing their appreciation for the quality of the presentations and the relevance for their work for the Prime Minister.

Following OPD advisors' ranking last month, by order of priority, of the six components of the Prime Minister's Agenda for 2011-2014, the NPM team worked with the advisors to examine carefully and to rank by order of priority both the subcategories and individual policy issues within each subcategory, for five of the six major components: "Increase Oil & Gas Production to Improve Financial Sustainability", "Raising the Living Standards for Iraqi Citizens", "Achieving a Better Economy and Increasing the Competitiveness of State and Private Sector Institutions", "Civil Service Reform", and "Organize Federal-Local Relations". (Excluded is security, which is deemed to be outside of the scope of OPD advisors' domestic policy agenda). With the detail now tabulated for all surveys, NPM is generating for discussion with OPD advisors a review, with commentary, of the survey results for the OPD advisors' prioritization.

The NPM team held a working session with the IT specialist for the OPD, to review and discuss the structure and content of the now functional OPD Website and to prepare for NPM-lead hands-on computer lab working sessions for OPD advisors slated for the next two weekly workshops in the OPD, on May 2 and May 9.

Public Policy in Ministries

Following completion of March workshops on policy development for staff of ministries' public policy units of Ministries of Trade, Agriculture, Electricity, Oil, and the National Investment Commission, NPM team this month delivered a series of four workshops on policy implementation, thereby completing a quarterly deliverable. Policy implementation topics included risk management, communication management, policy administration and coordination, and policy monitoring and evaluation. Some 15 ministerial policy unit staff members, including four women, were drawn into active discussions during the presentations, which included practical case studies, with policy unit staff sharing their own experiences in their ministries. Staffs then were given the opportunity to work in smaller groups to apply their newly acquired knowledge of policy implementation tools, for which NPM provided feedback.

The NPM team held working sessions with DGs of the policy units in four ministries -- Industry & Minerals, Electricity, Agriculture, and Oil, to assess progress in implementing Project activities and to agree on next steps. Discussed in detail was the work plan for April-June-workshops on policy implementation, policy unit strategic planning, and policy making needs assessment -- and key targets and components of technical

assistance to be provided in the fourth quarter of the Project Cycle. In each case, the DG expressed his full support for NPM's approach in delivering assistance and for planned activities. They were particularly pleased that NPM is tailoring its technical assistance to the technical needs of their ministries, while sustaining standardized procedures and strategic approaches to policy making. Agreed was to schedule regular monthly sessions in each of these ministries, to gauge progress and to plan next steps.

Finally, the NPM team delivered individual small workshops for policy unit staff of three ministries, Industry, Agriculture and the National Investment Commission. Each of these sessions focused on NPM's needs assessment to determine each ministry's strengths and weaknesses in public policy making, examining procedures, distribution of roles and responsibilities, and the capacity of staff. The findings will be used as part of an organizational appraisal in strategic planning for each ministry's policy unit, so as to tailor NPM assistance to specific needs and priorities of the ministry. This assessment will also provide a baseline to ascertain the extent of progress made in the ministry once NPM completes its technical assistance for the process of public policy making.

The President's Bureau of Public Policy

NPM team held a working session with the Chief of Staff (COS) of the Presidency Diwan, on the progress of NPM's activities with the President's Bureau of Public Policy. The COS of the Presidency Diwan was pleased that the Office of the Prime Minister had signed an MOU with USAID to establish an Office of Policy Development in the PMO to develop public policies for the Prime Minister, an initiative which he said reflects the Government's understanding of Iraq's urgent need to formulate public policies for the good of the people. Following a review of the results of the last two month's workshops on the public policy process, the COS approved the schedule for NPM-led workshops through the end of this quarter. Later briefed by his Bureau advisors on the concepts, tools, and methodologies of the Public Policy Development and Implementation workshops which NPM advisors delivered, the COS was pleased with the progress that they are making, and instructed them to brief him following each upcoming session in order to evaluate what they had learned. The COS told NPM advisors that he intends to bolster support for the development of the Bureau's advisors in order to promote their public policy role.

The Presidency Diwan counterparts carefully studied the draft strategic plan for the bureau delivered by USAID-*Tarabot's* policy advisors last quarter, and generated a proposed final version containing amendments which incorporate useful thoughts and suggestions reflecting their bureau's perspectives. Bureau advisors then provided this proposed final draft strategic plan for consideration at NPM offices in the first of two working sessions dedicated to finalizing the bureau's strategic plan.

Finally, and preparing the President's Bureau of Public Policy for active policy making, the NPM team delivered four Public Policy Implementation workshops to the advisors of the Public Policy Bureau of the President of the Republic, following delivery last month of five Public Policy Development workshops. Participants included advisors from the President's Office, Vice President Khozaei's Office, and the Presidency Diwan, including one woman. These workshops addressed the topics of conceptual framework, instruments, risk management, and administration & coordination, thereby completing a quarterly deliverable. Workshop participants sustained the high level of interest and involvement which they have consistently demonstrated, offering thoughtful comments, posing practical questions, and engaging in vigorous exchanges, demonstrating that together they form a cohesive public policy bureau in the making.

Policy Communication & Outreach

In a regularly scheduled session with Dr. Torhan, the Minister of State for the Provincial Affairs, plans were made for NPM sponsorship and the Ministry's participation in the following activities: (1) three workshops, in May, June, and July, with the participation of three provincial councils in each, on their role in the public policy process; (2) a fourth-quarter 2012 conference, to include the participation of 15 provinces, on

cooperation between official policy drafters and non-officials in the public policy process; and (3) a June roundtable, to include the participation of three provinces, on official policy drafters' consultations with non-officials in the public policy process. The Minister was enthusiastic about undertaking these initiatives, for which he was most appreciative of NPM sponsorship and support.

Iraq Solutions for Regulatory and Administrative Reform (ISRAR)

Following the transfer last month of the ISRAR program from the Prime Minister's Advisory Council to the COMSEC legal directorate, new challenges to progress arose this month. Officials in the COMSEC legal directorate again challenged the need of the ISRAR program on the grounds that it duplicates the work of the World Bank's Regulatory Impact Assessment (RIA) program. Time this month was spent on re-visiting this issue, with meetings with the senior officials from the World Bank, the Prime Minister's Office COMSEC's legal directorate, and the Council of Representatives' economic committee, culminating with a joint presentation by the World Bank and USAID-*Tarabot* for COMSEC on this issue, demonstrating the critical complementarities of the ISRAR and RIA activities, and affirming from the two donors' side that there is no overlap in technical assistance. USAID-*Tarabot* is awaiting the decision of the Secretary General of COMSEC on the issue.

High Judicial Council (HJC)

In a working session with HJC's Iraq Legal Database (ILD) team, for the purpose of a detailed review of how the ILD is being updated and maintained, NPM determined that the ILD Team has a process in place for reviewing and inputting regulations into the database. It also became clear in discussion that HJC must be included in the ISRAR implementation in order to assure HJC support for ISRAR, because the ILD will be rendered obsolete once ISRAR becomes operational.

Ministries' Legal Departments

NPM team delivered a presentation on ISRAR regulatory reform for DGs and members of the legal departments of eight ministries. The ten participating attorneys, including three women, represented the ministries of Planning, Electricity, Trade, Industry & Minerals, Women's Affairs, Labor & Social Affairs, Agriculture and Transportation. The presentation focused on the operations of ISRAR and on the justification and need for Iraq to engage in a comprehensive regulatory reform effort. The purpose of the presentation was to introduce the DGs of legal departments to the concept of ISRAR and build support for the project. This is a critical task, because the ministries and their legal departments will be playing an active role during the first phases of implementation when regulations are inventoried and reviewed by ministerial units. During the presentation the attendees were supportive of the plan for ISRAR, and several gave examples of harmful and contradictory regulations that they would like to address through the ISRAR project.



NPM Advisors Presenting ISRAR to Ministries' Officials

COMPONENT THREE:

ADMINISTRATIVE DECENTRALIZATION (AD)

The month of April was markedly productive for the AD component. The component resumed full operations, following the curtailments at the end of March, meeting with many counterpart ministries and governors' offices, plus meetings with high-level officials, reform-yielding workshops. A number of ministries initiated systems reforms of varying scope, saw increased capacity in targeted areas, and made significant contributions in terms of cost-sharing and buy-in. The project continues to move forward, and the response of our GoI counterparts is unquestionably affirmative. Highlights of the month are summed up by the following:

- USAID and MoLSA signed the long-awaited “Cooperation Roadmap” regarding USAID-*Tarabot's* assistance to the Social Safety Net (SSN) program. The agreement was signed by the USAID Mission Director and the MoLSA Deputy Minister during a small ceremony at the US Embassy. The SSN provides social welfare payments to approximately 1.4 million beneficiaries, comprised mostly of the poor and marginalized segments of Iraq's society.
- A photograph showing two men in suits sitting at a round wooden table in a well-lit room. They are both looking down at documents on the table, appearing to be in the process of signing them. The room has a patterned rug, a yellow sofa, and two side tables with lamps.
- Cooperation Roadmap Signed Between
USAID & MoLSA**
- The Iraqi National Decentralization Committee headed by the Minister of State for Provincial Affairs, Dr. Torhan al Mufti, approved three major proposals posed by USAID-*Tarabot's* administrative decentralization component on the 2nd of the month. According to the decisions from the committee, each governor's office should establish its own public procurement department and Project Management Office. The committee also stated that every province should have a projects steering committee comprised of federal and provincial government representatives.
 - Babil and Diwaniyah's governors each agreed to establish and chair a Provincial Projects Steering Committee this month. These committees will be tasked with coordinating the distinct project portfolios of the central ministries and the governor's office in the province. In the past, projects from these two sources were not coordinated, poorly planned, and often redundant or not at all addressing the actual needs of the people of the province. With USAID-*Tarabot's* support, these steering committees in Babil and Diwaniyah will put officials from line ministries, the governor's office, and other provincial stakeholders together to select the projects that will be most beneficial for the province.
 - The ministries of Environment and Justice both agreed to pilot their newly-learned PM skills and processes on a pair of pilot investment projects. The Deputy Minister of Environment agreed to pilot the learned PMI processes (in initiation and planning) on the MoEn's new flagship project – the construction of a new headquarters building. Similarly, the MoJ agreed in more general terms to use some of the PM Advisory Unit's skills and practices on a new justice compound project. This is an excellent step that will demonstrate USAID-*Tarabot's* assistance and its direct impact on a specific project.
 - A procurement workshop for the MoCH this month was an example of the AD component's integrated capacity-building/systems reform approach. The workshop was conducted for ministry officials, many with more than 20 years' experience. They were surprised to discover that some of their current practices are actually not in-line with Iraq's Procurement Regulation 2008. By the end of the workshop, the MoCH attendees were convinced that they needed to reform their ministry's

procurement process and systems. The group assembled a list of 11 commitments to adapt to the *Tarabot*-proposed system, including the adoption of the full set of Standard Bidding Documents. These commitments were assembled into a package and were submitted to MoCH leadership for a formal approval of adoption.

SERVICE INFRASTRUCTURE:

Projects Planning Advisory Unit

During April, the planning advisory team attended several meetings with the MoP committees charged with developing the NDP 2013-2017. *Tarabot* advisors gave consultations on a verity of issues and ongoing facets of revising the existing plan, including plan revenue estimation, population policy, balanced vs. unbalanced growth, and the role of the private sector in the next phase of the plan. The discussions and their results are being fed into various sectoral and strategy papers that will ultimately congeal into an updated NDP document.

Moreover, both Governors of Babil and Diwaniyah issued directives to USAID-*Tarabot* authorizing the creation of a Projects Planning Steering Committee in the provinces, chaired by the Governors. All local government entities will be represented on the committee with 16 members representing ministry departments.

In terms of capacity building, *Tarabot* advisors conducted a workshop for participants from the ministries of Environment, Culture, and Justice. The workshop focused on the identification of disconnects between the nation-wide objectives and goals of the NDP and goals of the individual ministries in attendance.

The event was a good opportunity for the officials participating, as it addressed a real issue- demonstrating how these discrepancies could impede progress, while providing strategies and tools to rectify the problems.



Babil Assist. Governor Comments on Planning Steering Committee

Procurement Advisory Unit

The procurement advisory unit conducted a number of meetings and workshops during April for attendees from the MoCH, MoCu, MoHE, MoJ, and MoP, as well as the governorates of Babil, Basrah, Diyala, Karbala, and Wasit. For each entity, these workshops either finalized the assessment and action plan or initiated the technical assistance from the advisory unit. The first step of technical assistance clarifies the MoP's procurement instructions of the year 2008 and introduces the unit's international-standard procurement systems, procedures, and forms. At the end of these workshops, attendees are encouraged to submit proposals to their leadership for the formal adoption of the systems. The most prominent example this month was the MoCH, which selected eleven of the segments of the integrated system to propose for adoption. Another excellent example is in Karbala, where the Governor Office agreed to incorporate the new procurement planning skills and system for the province's 2012 investment plans.

The procurement advisory unit continued to enjoy strong relationship with the MoP's DG for Public Contracts, working together to standardize procurement practices across Iraq. Perhaps the most notable development was the MoP's pledge to formally adopt the "Standard Bidding Documents" and ask all GoI entities, including provincial government bodies, to make use of them exclusively by January 2013. This marks a landmark development for procurement in Iraq.

Fiscal Management Advisory Unit

The fiscal management advisory team continued to finalize its longstanding assessments. The fiscal management assessment is larger and more in-depth than other AD assessments, and also requires extensive senior-level input from GoI counterparts to be wholly completed. This month, the unit finalized its assessment and action plan for the ministry of Agriculture (MoA).

Project Management Advisory Unit

USAID-*Tarabot's* project management team collaborated with a regional affiliate of the PMI on three project management training sessions in Lebanon for employees from the MoHE as well as Najaf and Basrah provinces. Of particular note was great cost-share measures demonstrated by the GoI counterparts. The GoI entities paid for all of their own travel expenses. In the workshops, representatives from the PMI affiliate briefed attendees on best practices of establishing Project Management Offices (PMO) in a governmental organization. The course covered all of the 42 project management processes. The MoHE has already adopted two of the 42 processes, and it is hoped that the attendee organizations will adopt many more following this course.

The MoEn agreed to pilot learned PMI processes (in initiation and planning) on the MoEn's new flagship project – the construction of a new headquarters building. The MoEn has previously agreed to establish a Project Management Office. Over the coming weeks, the proposed office will be set up and involved in this process. The Ministry of Justice also approved the use of a proposed ministry project as a case study for some of the project management unit's suggested systems.

The project management advisors continued to work with the MoDM to implement the systems and procedures necessary for compliance with the internationally-recognized PMI system. The MoDM requested assistance to implement the 42 project management processes necessary to meet the PMI requirement. USAID-*Tarabot* worked diligently to provide the tools and assistance required for their implementation. The MoDM is a small ministry; however its capital investment projects benefit a highly marginalized group within Iraqi society – the internally displaced persons (IDPs). USAID-*Tarabot's* PM assistance is aimed at helping the ministry better respond to the needs of these groups of people.

Last but not the least, the project management team continued its broad work for the GOs, securing and supporting Project Management Offices in Babil, Basrah, Diwaniyah, Najaf, and Wasit.

IDMS Advisory Unit

The USAID-*Tarabot* IDMS team continued to assist the MoP update all ministries' information which was collected from the MoP's old system for managing capital investment projects. Also during the month, the IDMS team conducted meetings with the MoP's DG of Government Investment to discuss the proposed modifications and changes to the IDMS as required by MoP. USAID-*Tarabot*, the MoP, and the programming firm Synergy executed a teleconference meeting to discuss these changes. The meeting was successful in that Synergy had no problems addressing the stated issues in the next modification of the system. Finally, the IDMS team conducted a couple of follow-up meetings with the IDMS respective ministries to assist the staff to update the information of its investment projects.

SERVICE DELIVERY:

Organizational Development (OD) Advisory Unit

The USAID-*Tarabot* OD advisory team carried out workshops for for the MoCH, MoHE-Ninawa, MoHR, MoDM, MoMPW-Dhi Qar and MoMPW-Kirkuk. Within the OD unit's methodology, these workshops

were all either workshop one or workshop two of phase one. Phase one introduces the OD unit's methodology to the GoI attendees, most often comprised of a newly-formed GOI internal OD unit, and subsequently prepares its members for collecting information to produce a performance assessment of their organization.

Also in April, The OD/PD team completed its first process development workshop with the MoA. The aim of the workshop was to transmit the skills and tools to develop standard operating procedures, which will contribute to a better quality management.

Quality Management

The quality management team completed gap analyses and action plans for the MoCH and MoHE this month. These were presented to ministry officials for approval. Each action plan is created following the QM Unit's completion of a gap analysis and report for the ministry headquarters.

The QM unit continued its ongoing quality awareness campaign for GoI entities. Several short workshops were conducted for different GoI entities, including the MoA, MoCH, MoEd, and MoHE. The workshops also introduced the eight principles of quality, identifying processes in a management system, and an explanation of the ISO 9001 compliance requirements.



Quality Awareness Workshop for four GoI Counterparts

Service Centers Advisory Unit

USAID-*Tarabot* service center advisory team completed business process mapping (BPM) for services delivered by MoHE headquarters and the MoMPW Directorates of Municipalities in Basrah and Karbala. A total of 20 services were mapped for the MoHE. Completed BPM is the first stage of the SC advisory unit's action plan in all cases. The next step will be to re-engineer the processes to achieve better efficiency and performance, and capture the new processes in standard operating procedures.

Also during the month, the service center advisory team completed needs assessment for the MoMD's proposed service center and developed a corresponding work plan. The *Tarabot* advisors also provided a set of recommendations to improve the ministry services for Iraq's IDPs while incorporating the site into a "One-Stop Shop" service center. The MoMD minister reiterated his interest in such a service center. The ministry currently serves between 400-500 IDPs per day in its internal service center, an overwhelming figure for the small and relatively under-equipped facility.

DECENTRALIZATION:

Decentralization Advisory Unit

The decentralization advisors met with three MoMPW DGs who also currently sit on the national committee for decentralization to present its action plan for the ministry. The action plan specifically covers the decentralization of operations and maintenance functions from the central ministry. The plan received a fair amount of feedback from the attendees, and was subsequently formally approved after some modifications.

The decentralization advisors met with the MoEd to initiate its assessments and discuss prospects for decentralization within the ministry. The Deputy Minister expressed desire to de-concentrate much of the ministry's low-level administrative authorities, and requested that *Tarabot* advisors assemble a list of such authorities depending on the results of its assessments in the MoEd's provincial offices. The Deputy Minister committed to take the recommendations to the minister for his approval on decentralizing these authorities from the central ministry to the provincial directorates. The *Tarabot* team subsequently carried out several assessment or pre-assessment meetings with MoEd directorates in Babil, Maysan, Diyala, and Kirkuk.



***Tarabot* Advisors Meet with MoMPW Deputy**

The decentralization team met with four MoLSA staff responsible for the SSN in the provinces. MoLSA is interested in decentralizing the SSN system's authorities, and the decentralization team is exploring how to approach this task. The unit distributed its assessments at each meeting and will work to develop an action plan in the coming term.

OTHER ACTIVITIES:

Education Capacity Building Initiative. The AD component education capacity building initiative continued to recruit trainers, prepare training facilities, and liaise with the MoEd. The program is gearing up to undertake a specialized training and capacity-building program for the ministry in the fields of human resources, procurement, fiscal management, project management, and leadership/strategic planning. The team also held a meeting with the MoEd DG of Finance aimed at ensuring the project's training materials was aligned with the ministry's goals for the field. The initial training courses are expected to begin with selected MoEd staff in the coming period.

Social Safety Net. The Social Safety Net was deployed to Anbar and Babil this month, leaving only three sites out of 21 not yet deployed.

Annex 1: Tarabot - Administrative Decentralization Component 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	☑	☑	☑	☑	⇨	⇨	⇨	⇨	☐
Ministry of Communications	☐	☐	☐	☐	☐	☐	☐	☐	☐
Ministry of Construction & Housing	☑	☑	☑	☑	☑	☐	☑	⇨	⇨
Ministry of Culture	☑	☑	☑	⇨	☑	☑	⇨	⇨	☐
Ministry of Education	☑	☑	☑	⇨	☐	☑	☑	⇨	☐
Ministry of Electricity	☑	☑	☑	⌚	☐	☐	☐	☐	☐
Ministry of Environment	☑	☑	☑	⇨	⇨	☐	☑	⇨	⇨
Ministry of Finance	☑	☑	☑	☐	☐	☐	☐	☐	☐
Ministry of Health	☑	☐	☐	☐	☐	☐	☐	☐	☐
Ministry of Higher Education	☑	☑	☑	☑	☑	☑	☑	⇨	⇨
Ministry of Human Rights	☑	☑	☑	☑	⇨	☐	☑	⇨	⇨
Ministry of Industry & Minerals	☑	☑	☑	⇨	⇨	☐	☑	⇨	☐
Ministry of Justice	☑	☑	☑	⇨	☐	☐	☑	⇨	⇨
Ministry of Labor & Social Affairs	☑	☑	☑	⇨	☐	☐	☑	⇨	⇨
Ministry of Migration & Displaced	☑	☑	☑	⇨	⇨	☐	☑	⇨	⇨
Ministry of Municipalities	☑	☑	☑	☑	⇨	☑	☑	⇨	⇨
Ministry of Oil	☑	☑	⌚	⌚	☐	☐	☐	☐	☐
Ministry of Planning	☑	☑	☑	⇨	⇨	☐	☑	⇨	⇨
Ministry of Science & Technology	☑	☑	☑	⌚	☐	⇨	☐	☐	☐
Ministry of Tourism and Antiquities	☑	☑	⌚	☐	☐	☐	☐	☐	☐
Ministry of Trade	☑	☐	☐	☐	☐	☐	☐	☐	☐
Ministry of Transportation	☑	☑	☑	⇨	☐	☑	☐	☐	☐
Ministry of Water Resources	☑	☐	☐	☐	☐	☐	☐	☐	☐
Ministry of Youth and Sports	☑	☑	☑	⇨	☐	☑	⇨	⇨	☐
Coordination Entities									
Presidency Diwan	☑	☑	☐	☐	☐	☐	☐	☐	☐
Council of Ministers Secretariat	☑	☑	☑	☐	☐	☐	☐	☐	☐
Ministry of Provincial Affairs	☑	☑	☑	☐	☐	☐	☐	☐	☐
Provinces									
Anbar	☑	☑	☑	⇨	☑	☐	☑	⇨	⇨
Babil	☑	☑	☑	☑	⇨	☑	☑	⇨	⇨
Baghdad	☑	☑	☑	☐	☐	☐	☐	⇨	☐
Basrah	☑	☑	☑	⇨	⇨	⌚	☑	⇨	⇨
Diyala	☑	☑	☑	⇨	☐	☐	☑	⇨	⇨
Diwaniyah	☑	☑	☑	⇨	⇨	☑	☑	⇨	⇨
Dhi Qar	☑	☑	☑	⇨	⇨	☐	☑	⇨	☐
Karbala	☑	☑	☑	⇨	⇨	☐	☑	⇨	⌚
Kirkuk	☑	☑	☑	⇨	⇨	☐	☑	⇨	☐
Maysan	☑	☑	☑	⇨	⇨	☐	☑	⇨	⇨
Muthana	☑	☑	☑	⇨	⇨	☐	☑	⇨	⇨
Najaf	☑	☑	☑	⇨	⇨	☐	☑	⇨	⇨
Ninawa	☑	☑	☑	⇨	⇨	⌚	☑	⇨	⇨
Salah ad Din	☑	☑	☑	☐	☐	☐	☑	⇨	☐
Wasit	☑	☑	☑	⇨	⇨	⌚	☑	⇨	☐

☑	Completed
⇨	Ongoing
⌚	Scheduled
☐	Pending

Blue Highlights indicate activities completed this reporting month

PROJECT ADMINISTRATION

Staffing and Deployment: *Tarabot* has a staff of 33 expatriate and 203 local personnel as of April 30.

Travel and Security: Overall, travel this month has been much smoother than in previous months. There are still daily security incidents reported, and a serious planned barrage of attacks one day each month, this month on April 19th.

Visas: The new procedures are working very well. One new visa application was approved in less than ten days.

IZ Presence: The anticipated official permission for MSI to take over the lease on a villa in the IZ did not materialize.