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# USAID IRAQ ADMINISTRATIVE REFORM PROJECT

MONTHLY PROGRESS REPORT  
JANUARY 2012

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## MONTHLY PROGRESS REPORT

### JANUARY 2012

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Iraq Administrative Reform Project



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## ACRONYMS

AAD	Administrative Appeals Division
AD	Administrative Decentralization
BPP	Bureau of Public Policy
COM	Council of Ministers
COMSEC	Council of Ministers' Secretariat
CoS	Chief of Staff
COTR	Contracting Officer's Technical Representative
CSR	Civil Service Reform Component
DG	Director General
FCSC	Federal Civil Service Commission
FCSI	Federal Civil Service Institute
GoI	Government of Iraq
GSP	Governance Support Project
HC	High Committee (for Civil Service Reform)
HR	Human Resources
HRD	Human Resources Division
HRM	Human Resource Management
IDMS	Iraqi Development Management System
INMS	Iraqi National Monitoring System
IPRU	Industrial Planning and Reconstruction Unit
MoC	Ministry of Communications
MoCH	Ministry of Construction and Housing
MoCu	Ministry of Culture
MoED	Ministry of Education
MoEl	Ministry of Electricity
MoEnv	Ministry of Environment
MoHED	Ministry of Higher Education
MoHR	Ministry of Human Rights
MoIM	Ministry of Industry and Minerals
MoJ	Ministry of Justice
MoLSA	Ministry of Labor and Social Affairs
MoMD	Ministry of Migrants and Displaced
MoMPW	Ministry of Municipalities and Public Works
MoO	Ministry of Oil
MoP	Ministry of Planning
MoTr	Ministry of Transport
MoT	Ministry of Trade
MoTo	Ministry of Tourism
MoYS	Ministry of Youth and Sport
MSI	Management Systems International
NDP	National Development Plan
NIC	National Investment Commission
NPM	National Policy Management Component
OD	Organizational Development
OPD	Office of Policy Development
PCSC	Provincial Civil Service Commission
PMAC	Prime Minister's Advisory Council
PMO	Prime Minister's Office
ISRAR	Iraq System for Regulatory and Administrative Reform
SES	Senior Executive Service

This report summarizes project activities and accomplishments under the Iraq Administrative Reform Project (USAID - *Tarabot*<sup>1</sup>) for the period January 1 - 31, 2012. The next Monthly Report for January is due on March 2, 2012.

## Summary

**Events:** The USAID-*Tarabot* project greatly expanded and accelerated its activities during January. This continued acceleration is indicated by the numbers of January events, especially considering that the early part of the month included holiday leaves for many staff, as well as severe travel restrictions.

- **Total Events:** USAID-*Tarabot* teams held 140 events (workshops and formal meetings) during January, 104 of these events took place during the last two weeks of the month.
- **Locations:** 72 of these events were held at locations in Baghdad, while 68 events were delivered on location in 12 provinces.
- **Type of Event:** 118 events in January were formal assessment meetings, action planning, or implementation workshops. 22 events were introductory meetings.
- **Institutions:** 113 of these events were with 17 ministries; 15 events supported the governors' offices; and 11 events were directly with the executive offices.
- ***Tarabot* Components:** 18 events were carried out by the civil service reform component, 22 by the national policy development component, and 100 by the administrative decentralization component

### Civil Service Reform:

The highlight of the Civil Service Reform (CSR) component is the completion of the draft civil service law, its review by the COMSEC legal department, and the submission of the draft (with COMSEC legal changes included) to the Shura Council.

Coming off of the successful HR conference in December, the Civil Service team engaged directly with the pilot ministries and provinces to push forward the HRD reforms through direct technical assistance.

### National Policy Management:

The highlight of the National Policy Management (NPM) team's work in January is the intense round of discussions with the key players required for the implementation of the regulatory reform, assuring that all are still on board with their support and that various practical decisions are taken to keep the program on schedule. This round of regulatory reform activity will continue into the next month with a major follow-up conference at Al-Nahrain University for over 170 participants.

The other important element of the progress of the NPM component is the strong program of technical support to the ministries who are on board for establishing ministry level policy development units.

### Administrative Decentralization:

The highlight of the Administrative Decentralization (AD) team's work in January is that they are now working with, or in discussions with, a total of 20 ministries including: Agriculture, Planning, Finance; Municipalities &

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

Public Works, Education, Higher Education, Labor & Social Affairs, Oil, Electricity, Construction & Housing, Trade, Tourism, Culture, Human Rights, Migrants & Displaced, Environment, Youth & Sports; Transportation; Justice; Industry & Minerals.

Another highlight is the IDMS team's continued work this month assisting the MoP IDMS help desk team respond to challenges encountered during application. The assistance covered complex system usage features, including projects data update, fields, and criteria, as well as updating the ceiling values of the ministries and governorates. The assistance includes updating all information for 2011 capital projects in Iraq. The MoP IDMS help desk began to update all information of the year 2011. More than 700 out of the 3200 projects have been entered and updated.

# COMPONENT I: CIVIL SERVICE REFORM

## SUMMARY

- The Civil Service Reform component saw significant progress in legal reform and in the introduction of modern human resources management approaches in ministries and provinces. The draft civil service law, which was being finalized at the end of last month, was completed in January, sent to the COMSEC legal department for review, revised in light of the legal suggestions, and forwarded to the Shura Council, an important step on the path toward legislative consideration.
- For human resources, the CSR team, following the major conference in December, followed up with site visits, technical assistance, and training delivered to the nine ministries identified by the HC as the priority ministries.
- Awaiting the appointment of the FCSC Commissioners, and hence the establishment of the Federal Civil Service Commission, and the Civil Service Institute, CSR progressed, none the less, with important preparatory work on staffing requirements, organizational structures, training management approaches, and other required planning elements these institutions.
- For the future establishment of provincial level civil service institutions, CSR advisors carried out information outreach meetings with governors' offices.

## PROGRAM DETAILS

### Legal Reform

During the month of January, the High Committee (HC), assisted by the CSR team, completed the final draft of the proposed civil service law and submitted it to COMSEC for review. Then the HC examined COMSEC legal department's feedback on the draft and incorporated proposed changes before submission to the Shura Council. Throughout the month, the CSR advisors assisted the HC to verify the multiple versions and amendments of the existing civil service law to make sure they comply and enrich the new draft legislation, when appropriate. The CSR advisors have developed a list of related regulations that need to be reviewed and/or abrogated in order to eliminate possible conflicts with the new civil service law. For instance, the draft law doesn't cover the State Owned Enterprises (SOE) and gives power to the Council of Ministers to make an exception and include an SOE under the law.

### Civil Service Commissions

Also during the month, the CSR team finalized a paper which identifies staffing needs for the Federal Civil Service Commission (FCSC). This staffing needs plan will facilitate the establishment and operationization of FCSC, once the commissioners have been appointed. These staffing needs were recognized on the basis of diagnosed functions, organizational structure and the roles and responsibilities of FCSC's six departments and 15 divisions, as specified or implied by the FCSC Law (2009, Law 4). Chapter two of this staffing plan introduces basic assumptions made to identify staffing needs of FCSC. Chapter three addresses the department-wise staffing needs of FCSC. Chapter four provides a description of grade-wise staffing needs of various departments and divisions of FCSC. Organization charts, reflecting staff-positions of FCSC as a whole, as well as the staff-positions in its various departments and divisions are placed in the staffing plan's annex. This document will enable the FCSC to define requisite competencies (qualification, experience and skill levels), required to successfully carry out each job duties. The CSR team also worked on the preparation of job

descriptions for the managerial positions including DGs, Managers and Deputy Managers in the Federal Civil Service Commission (FCSC).

### **Human Resources Management**

The CSR team conducted initial assessments of the human resource functions in the ministries of Higher Education and Scientific Research (MoHE), Health (MoH), Communication MoCo), of Education (MoEd), Industry & Minerals (MoI&M), Oil (MoO), Agriculture (MoP), Planning (MoP), and Finance (MoF). These assessments aim at gauging each ministry's progress in achieving full implementation of the approved HRD structure. The CSR advisors conducted follow up sessions for the HR departments in MOP, MOH, MoCo and MoA to define actual training needs, evaluate the essential HRM functions and sections/functions; and outline the general functions under the approved HRM Structure including job description development.

Also and during January, the CSR advisor attended a meeting of HC to discuss the coordination with ministries to push forward the implementation of HRM and to follow up on the December 2011 meeting with HR DGs. The HC members discussed a report received from ministries expressing interest to receive technical assistance in HRM field. The HC also reviewed and proposed modifications to the monthly report form that ministries will be using to report to the HC on progress in their respective HR departments.

### **FCSI and Training & Development**

The CSR team developed a detailed concept paper regarding training centers. The paper covers issues including proposed functions/structure, goal and objectives, technical tasks, training phases and skills, and evaluation of training materials and tasks. The paper will be presented by the CSR advisors during orientation sessions for the HR/Training Centers of the pilot ministries and provinces.

The CSR team also drafted the application and nomination forms for training participants. The two forms are the first step of the overall process of connecting individual training and development programs to organizational objectives. The nomination form shows the training outputs including its contribution for administrative improvement. The application and nomination forms are planned to be used by the training centers in ministries/governorates and will be part of the future Training Information Management System.

During January, the CSR team continued to work on the training needs analysis, a process of developing criteria for identifying performance problems related to skills and knowledge. The categories of a variety of performance problem types were developed including possible performance issues.

### **Provincial Civil Service Reform**

The CSR advisors conducted a series of meetings with the Muthanna province officials, including the Deputy Governor, HR Director, Training & Development Director and a Provincial Council member. Discussions came across the role of the Federal Civil Service Commission (FCSC), its relationships with the Provincial Civil Service Commission (PCSC) and civil service management and the implementation of HRM in Muthanna. An assessment was conducted for the Training & Development directorate to diagnose training needs.

The CSR team also conducted assessment visit for Babil province HRD staff. The assessment sessions aim at evaluating the current organizational structure, training and development, work environment and challenges facing the human resources management.

## COMPONENT 2: NATIONAL POLICY MANAGEMENT

### SUMMARY

- The National Policy Management component pushed the regulatory reform program forward, despite some delays due to the political situation affecting the highest levels of government.
- At the same time, the program moved forward strongly with the ministerial level of policy development, with a series of meetings and workshops with the four ministries establishing policy development units.
- The program also expanded its cooperation in the academic sector with a major seminar on policy development at Al-Nahrain University.

### PROGRAM DETAILS

**Office of Policy Development (OPD)** The NPM team continued to build support for the OPD by holding a special joint workshop of the policy development process for the PMO and PMSC. Topics covered included the roles of the PMO and COMSEC in policy development (PMO) and implementation and coordination issues (COMSEC).

**Ministerial Policy Development Units** Following the establishment of public policy units in four ministries in the previous quarter, a workshop series got off to an excellent start during January, with interactive presentations and active participation from the ministries of Trade, Agriculture, Electricity and the National Investment Commission group members. These four ministries of economic importance will provide key support and consultation to the Prime Minister's Office of Policy Development.

**The Ministry Of Agriculture** The NPM team met with the Deputy Minister of Agriculture for Management and Finance, together with four of his colleagues, including the ministry's Legal Affairs DG, to inform him of NPM's activities in public policy and in legal reform and to seek buy-in from the ministry. Dr. Ghazi was excited about the prospect of his ministry's participation in the NPM team's public policy initiative, proudly noting his service as an advisor in PMAC. The Deputy Minister fully embraced NPM support for public policy institution and technical capacity building within his ministry, in a public policy unit to coordinate both with those in other selected ministries and with the Prime Minister's Office of Policy Development, located in PMAC. He also readily adopted the notion of including in the staffing of the public policy unit USAID-*Tatweer* project-sponsored graduates with MA's in public administration. The Deputy Minister committed to selecting the staff for that policy unit and to sending them at the earliest opportunity to participate in the current series of 4-hour workshops on the public policy process, which got underway this week with the participation of four other ministries.

**Al-Nahrain University** The NPM team met with the Al-Nahrain University President and three of his colleagues to build on its existing working relationship by engaging the university in policy making process including hosting a two-day roundtable on the public policy process in the coming month with chancellors and deans of economic, law and political science backgrounds, presence. The PMO CoS confirmed the inauguration of this event on February under the auspices of the Prime Minister. A second major workshop on the Regulatory Guillotine (RG), for ministries, the private sector, and NGOs will be conducted in February.

**Regulatory Reform** The NPM team, including the project's senior advisor for regulatory reform, held a series of important meetings with the key high officials responsible for the regulatory reform program. These included meetings with the Prime Minister's Chief of Staff and the Prime Minister's Legal Advisor, the Director and Deputy Director of the Prime Minister's Advisory Council (PMAC), The High Judicial Council, and the World Bank.

Topics of these meetings included the need to have a formal designation that the ISRAR<sup>2</sup> process will be the lead responsibility of PMAC, the need to have a formal decree delivered by the Prime Minister or other high authority, the need for the government to quickly select and appoint the official who will be the full-time director of the regulatory unit, and the need to have the signed MoU between the Prime Minister's Office and USAID regarding the regulatory reform work. It is acknowledged that current political affairs have contributed to slowing the progress on these issues. The meetings produced a firm resolve to move forward, none the less. The meetings with PMAC also reviewed the draft operational plan for the ISRAR unit, including the scope of ministries and institutions whose regulations should come under the review of ISRAR, as well as the proposed budget of the unit.

The most important of these issues is the requirement that the lead role of PMAC be formally decreed by the Prime Minister's Office. Other issues such as appointing a director must await that determination.

Another concern is whether the regulatory reform work of USAID-*Tarabot* is duplicative of work the World Bank is doing with COMSEC. USAID-*Tarabot* and the World Bank are in full agreement that the Bank's COMSEC regulatory impact analysis (RIA) and USAID-*Tarabot's* regulatory "guillotine" work are fully complementary. The RIA is a method of predicting the impact of future proposed regulations. The USAID-*Tarabot* regulatory "guillotine" work is concerned with assessing past legislation and clearing out those regulations found to be outdated, unnecessary, and no longer in compliance with Iraqi law. USAID-*Tarabot* and the World Bank are planning to send a joint communiqué to COMSEC to dispel any confusion.

The NPM advisors also met with the President of the High Judicial Council (HJC) to establish cooperation and coordination in the area of legal reform, including securing access to the Iraq Legal Database, an online database of all Iraqi laws, produced in cooperation between the Iraqi Ministry of Justice and UNDP, and now in the full custody of the HJC. The President was effusive in his welcoming, stressing with conviction Iraq's great need for legal reform to remove obstacles to economic progress, and expressing his desire to have the HJC partner with the ISRAR program, providing full support, including provision of the Iraqi Legal Database in the interest of contributing to the establishment of a simple, clear, and strong legal regime. He also asked detailed technical questions about the operational aspects of ISRAR, noting the need for expertise in local law and the time extensiveness of thoroughgoing reform. He was gratified by the description of the public and private sector technical and political resources being brought to bear in this activity, undertaken under the auspices of the Prime Minister, with the participation of a full range of stakeholders, including ministries, as well as businesses, NGO's and universities. The President also was pleased with the envisaged time frame for completing the RG, two and one half years. Going forward, the President delegated to his deputy the responsibility for coordinating with the NPM team in HJC support of and participation in the RG, reiterating his strong desire to make every effort to ensure the RG's success.

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<sup>2</sup> Iraq Support for Regulatory and Administrative Reform, ISRAR, or "Determination" in Arabic.

## COMPONENT 3: ADMINISTRATIVE DECENTRALIZATION

### SUMMARY

During January, AD the team continued its engagement with ministries and governorates, with the major focus on the completion of the assessments and the initiating of the action planning.

- **Ministry Partners.** The AD team is now working with, or in discussions with, a total of 20 ministries including: Agriculture, Planning, Finance; Municipalities & Public Works, Education, Higher Education, Labor & Social Affairs, Oil, Electricity, Construction & Housing, Trade, Tourism, Culture, Human Rights, Migrants & Displaced, Environment, Youth & Sports; Transportation; Justice; Industry & Minerals.
- **IDMS.** The IDMS team continued this month assisting the MoP IDMS help desk team respond to challenges encountered during application. The assistance covered complex system usage features, including projects data update, fields, and criteria, as well as updating the ceiling values of the ministries and governorates. The assistance includes updating all information for 2011 capital projects in Iraq. The MoP IDMS help desk began to update all information of the year 2011. More than 700 out of the 3200 projects have been entered and updated.
- **Provinces.** The effort in the provinces expanded, solidified, and deepened considerably this month, both in relation to the governors' offices and with key ministries provincial level directorates. Assessments are on-going in 9 provinces, of which 6 have moved on to the Action Planning stage.
- **Assessments, Action Plans, and MoUs.** The process of carrying out assessments and developing action plans for each substantive type of assistance (procurement, project management, service centers, etc.) for each ministry and governor's office will lead to establishing the estimated dollar value of each ministries' and governorate's program upon which can be based the MoU.

### PROGRAM DETAILS

**Ministry of Education** AD advisors conducted a coordination meeting with the DG of Educational Projects in MoED. A date was set for AD component's comprehensive introductory presentation.

**Ministry of Culture:** USAID-*Tarabot* conducted its comprehensive AD presentation for the Ministry of Culture (MoCu). This presentation took place at USAID-*Tarabot's* headquarters compound and was attended by the MoCu senior officials including the Deputy Minister. The attendees welcomed the USAID – *Tarabot* program support for Iraq's administrative reforms.

**Ministry of Environment (MoEn)** the AD team conducted meetings this month with the MoEn. During the meetings, AD component advisors have addressed accounting and technical affairs. With a number of assessments completed, these meetings served to discuss the needs of the finance and engineering departments along with the capability of USAID-*Tarabot* to offer these services in the coming term. Also the AD team held a meeting with the Inspector General of the Ministry of Environment upon his request. The AD team presented the services offer and gave a description on what is envisioned for the project-MoEn partnership in the coming year. The Inspector General showed interest to the project and promised to provide any required assistance.

**Ministry of Higher Education (MoHE)** USAID-*Tarabot* met with the MoHE's Inspector General (designated point of contact) to discuss the finalized action plan for the first quarter of CY 2012. The plan was developed following the completion of six core areas' assessments. The IG approved the plan, and promised to inform the

relevant DGs to prepare for its immediate implementation. The IG also requested that the *Tarabot* team schedule meetings with five MoHE's universities as well as the Iraq's Technical Education Board.

Also during the course of January, the AD team conducted an initial meeting with the Board of Technical Education at the ministry's headquarters. This board is charged with overseeing education in many areas that parallel the services offered by the AD component. Avenues for assistance and partnership were discussed with the deputy chairman of the board as well as eighteen other staff.

**Baghdad University** AD advisors conducted a comprehensive introductory core area presentation for Baghdad University. The presentation was attended by the dean of the school along with his management staff. The presentation took place on the university campus.

**Technology University** AD advisors conducted another introductory presentation of the AD core areas for the Technology University, in the presence of the Dean.

**Ministry of Planning (MoP):** USAID-*Tarabot* hosted the deputy minister of planning at our project headquarters earlier this month to discuss the parameters of the project's assistance. This discussion centered around four main pillars, including revision of the NDP, furthering the Iraq Development Management Database (IDMS), operationalizing the Iraq National Monitoring System (INMS), and strengthening the nation's procurement system. The Deputy Minister is a champion counterpart for each of these activities. During the course of this discussion, USAID-*Tarabot* introduced the idea of signing a MoU and formalizing the cost-sharing mechanism necessary to see these objectives to completion.

**Ministry of Industry and Minerals (MoI&M)** The Minister's Advisor for Planning Affairs gave official approval to work with USAID-*Tarabot's* AD component in writing. In addition, the MoI&M agreed to provide a permanent office for USAID-*Tarabot* within the ministry. The office space is generously sized and neighboring the acting minister's office. AD embedded advisor also received a formal clearance from the ministry to enter and exit easily.

**Ministry of Transportation (MoTR)** A full-scale AD core area presentation for the Ministry of Transportation was delivered this month. The MoTR is a brand new ministry for USAID-*Tarabot*, and had not worked with the predecessor USAID/*Tatweer* project. The ministry moved quickly, and skipped some of the common protocol phases taken by the AD component as it entered other ministries. The ministry requested the direct presentation of the AD core areas upon initial visit. The presentation was attended by fifty senior and mid level officials including the deputy minister and the Inspector General. The MoTR expressed interest in the *Tarabot* services, particularly pertaining to capital investment improvement.

**Ministry of Youth & Sports (MoYS)** USAID-*Tarabot* senior management conducted a meeting with the MoYS officials, including three DGs as well as some of the minister's special advisors in the USAID-*Tarabot* headquarters. During the meeting, the AD team presented an overview of the project's offerings. The MoYS officials were keen on virtually all potential services, and have already organized a large event at the ministry for the coming week in which the AD core areas will formally present their services. The ministry has promised more a hundred people, including the highest levels of ministry management, will attend this presentation.

## Technical Core Areas

### **Planning**

USAID-*Tarabot* received an official approval letter from Ministry of Human Rights (MoHR), approving the AD planning unit's assessment and proposed action plan. The action plan calls for re-organizing the MoHR planning department an endeavor which will require substantial technical assistance over the coming period.

The AD planning core area advisors have accomplished needs assessments for a number of ministries and provinces during this month. Assessments included the ministries of Migration & Displaced (MoMD), of Justice (MoJ), of Human Rights (MoHR), of Labor & Social Works (MoLSA), of Higher Education & Scientific Research (MoHE), of MoCH and the universities of Baghdad and Technology. Action plans were tailored accordingly.

On the provincial level, the planning team is completing the needs assessment for the provinces of Anbar, Diwaniyah, and Muthanna. Following this receipt of completed needs assessment forms, an analysis phase commences and data is used to create a tailored action plan for each province which allows USAID-*Tarabot* to begin delivering immediate and effective technical assistance for provincial planning activities.

The planning team also met with the Ninawa Governor's Assistant for Planning, the Governor's Advisor, PC members, line ministry staff, and several university professors to present the main task of the USAID-*Tarabot* planning core area and work plan, to explain the purpose and role of the needs assessment, and with the goal of establishing a steering committee for selecting and screening projects in the province. Attendees shared copies of the Ninawa Provincial Development Strategy (up to the year 2030), and the group discussed areas of weakness in the planning process, discrepancies, miss-coordination, and obstacles to effective development. The Governor welcomed USAID-*Tarabot's* assistance to the province, and committed to establishing the requested steering committee once a formal request is received from the project.

### **Procurement**

During January, four action plans for the contracting departments in the Ministry of Municipalities & Public Works (MoMPW), Migration & Displaced, Human Rights, and Higher Education were approved by ministry leadership. The action plan entails a comprehensive capacity-building and systems improvement program.

In terms of assessments conducted, the procurement team has initiated needs assessments for the ministries of Environment (MoEn) and MoCH.

On the provincial level, the procurement team facilitated a workshop in Muthanna Governorate to discuss the results of the recent needs assessment, and to present the draft action plan for the province's Contracting Directorate. Discussions revealed many obstacles, and the procurement team worked to resolve variances between the provincial contracting policies and those of the central government. Items to be resolved include salary disparities within the directorate, isolation and reforming the bidding and award process, and reaching an agreement to form a new communication policy with the MoP to resolve areas of contention. The Contracting Directorate requested to begin delivering aid based on the action plan at once following a request to receive all performance indicators established by the procurement consulting unit.

Also this month, the Senior Deputy of MoP, copied USAID-*Tarabot* on a letter he sent to the Governor of Babil which explained cases of previous misconduct in the Babil Government Contracts Department found during the assessment initiated by the procurement team. The letter exhibited the corrective role that the project is poised to play to prevent corruption within the procurement departments of provincial Governorates.

The procurement team conducted three discussion sessions analyzing the procurement assessment results with the Contracting Director and Committee members in Muthanna province. Also during this month, the procurement team received action plan approvals for Anbar and Karbala provinces. The team will follow up with the presentation of the assessment results and action plan to officials from Anbar, Karbala, and Muthanna in the next reporting period.

Also, the procurement team participated in the Simi Conference that took place in Wasit governorate building. The conference was attended by the governor's first deputy, the technical assistant, and some department managers. The procurement team presented the unit's methodology and objectives.

## **Fiscal Management**

The fiscal management team initiated this month a number of needs assessment for ministers and provinces. The AD fiscal advisors conducted an assessment process for MoMPW Planning & Follow Up directorate and Water directorate. The two MoCH companies of Housing and Roads and Bridges were also assessed by AD fiscal team. An assessment meeting was held at the Projects Directorate in the University of Technology with the head of accounting unit and the head of follow up unit of the university.

The USAID-*Tarabot* fiscal management advisors met this month with the MoJ Planning Directorate to discuss and form the fiscal management work team from all departments involved in the capital investment budgeting, as well as finance and auditing. This ministry team will be working hand-in-hand with the fiscal management unit through the assessment process. An introductory meeting with the Board of Technical Education was also convened to identify means of assessing the board

The Babil Assistant Governor for Financial Affairs met with the USAID-*Tarabot* financial management core area advisors to complete the financial management core area rapid assessment. The group completed the survey at this meeting. The core area advisors will continue with analysis of the results, and will present an action plan at a later date

## **Project Management**

The USAID-*Tarabot* project management team completed the assessment process for the MoCH State Board of Buildings and produced a final report for findings. The MoMD, following the completion of the assessment process, approved the AD project management action plan. This includes the MoMD's formal approval to create a Project Management Office to help incorporate all of the ministry's project management functions while employing internationally accepted standard practices and processes. The AD projects management team has also initiated assessments to identify technical needs for the ministries of Environment and the MoHE Board of Technical Education.

On the provincial level, the AD projects management team concluded a final assessment report for Dhi Qar and Anbar, Diwaniyah and Ninawa provinces. Follow on workshops were conducted to introduce the action plans developed following the assessment process. The AD projects team is on final stages to develop the Basrah assessment report. Initial assessments were also convened to the provinces of Baghdad and Wasit this month. Advisors have conducted many meetings this month with provincial official in Babil and Maysan for the purpose of receiving the Governor's official approval of the project management team's action plans and the establishment of project management office in each province. In Kirkuk, the project management team met with provincial officials to identify the structure of the project management work and the staff needed.

## **Organizational Development**

The OD team conducted a series of thorough assessment meetings and workshops to identify technical needs aiming at organizational development. This month, advisors initiated assessment for the ministry of Environment and Baghdad University. The OD advisors took part in a meeting in the MoCH headquarters to discuss the assessment report.

The OD team hosted a meeting at project headquarters in Mansour compound for officials from the Ministry of Oil (MoO). Attendees included the head of the MoO's Assessment and Development Unit. The meeting discussed the USAID-*Tarabot* OD program, pre-existing OD infrastructure inside the MoO, and the prospective National Conference on the Establishment of Exemplary Institutions, planned by the MoO to take place in April 2012.

## **Iraq Development Management System (IDMS)**

The IDMS team continued this month assisting the MoP IDMS help desk team respond to challenges encountered during application. The assistance covered complex system usage features, including projects data update, fields, and criteria, as well as updating the ceiling values of the ministries and governorates. The assistance includes updating all information for 2011 capital projects in Iraq. The MoP IDMS help desk began to update all information of the year 2011. More than 700 out of the 3200 projects have been entered and updated.

Meetings and site visits were conducted to the MoF, MoMPW, MoCo, MoT, MoEd, MoCu, the Sunni Endowment and Supreme Judicial Council during which, passwords and usernames were provided to beneficiaries. IDMS team has also completed the installation process for an offline IDMS version for the MoI&M computers.

An assessment meeting was held for MoCH and MoTr. staffs to discuss the challenges associated with reaching the IDMS' goals, and to identify actions that should be undertaken such as holding a periodic weekly meeting to review all the challenges, identifying key actions required to use the IDMS, and strengthening the MoCH IDMS key person's performance and integration to ensure an effective implementation of IDMS.

On the provincial level, the IDMS team conducted a meeting in Basrah province with the Information Technology (IT), Planning, and Procurement Departments of the Provincial Council. Through an introductory IDMS course, the meeting discussed the action plan and how to determine the list of recommended users to attend the necessary training, and identified the province's equipment needs to bring the system online. The Provincial Council Staff expressed interested taking advantage of the IDMS system, and the IDMS team presented several options to go forward. Once the list of candidate user information is complete, training on how to apply the IDMS system will begin. The IDMS team also facilitated a meeting with the Wasit Governor to present the IDMS system and discuss the action plan for the province. The Governor was interested in the services and especially in the overall IDMS system.

## **Decentralization Consultant (DC)**

The DC advisors conducted a series of meetings with the MoMPW officials to explain the DC work plan and assessment process. The proposed action plan was approved and technical assistance was initiated for the ministry. During the month, advisors also met with officials from Basrah urban planning, water, follow up and planning, General Inspector, human resource, municipality and sewage Directorates, the Diyala Water Directorate, and the Anbar municipality Directorate for the sake of conducting assessment processes on the provincial level.

## **Service Centers (SC)**

The Service Center team conducted several assessment meetings this month for GoI agencies on both the national and provincial levels. The team performed a site survey at the MoMD facilities to identify the *status quo* of service delivery. The SC team conducted an assessment meeting at the MoMD's National Center for the Registration of Returnees-Rusafa Branch. The assessment process also included the MoJ's Notary Public Directorate where two Notary Public Offices were selected as a pilot project to start with. The SC team also conducted assessment surveys for the Basrah, Maysan and Muthanna provinces, the MoLSA and MMPW directorates in Salah ad Din, and with the Planning Department and Municipality Directorate of Babil province. The SC advisors distributed the aforementioned assessment tools, answering questions regarding the assessment process.

## **Quality Management (QM)**

The Quality Management team conducted a series of assessment meetings with the MoCH this month. During the meeting, the QM team presented its vision and opportunities for collaboration. The MoCH requested a detailed assessment for the Quality Management Systems in place within the MoCH. The ministry noted that some of its entities have already made progress towards ISO 9001 compliance.

### **Social Safety Net (SSN)**

The SSN team completed the installation and deployment processes, including both the infrastructure and software parts of the Diwaniyah province SSN in both the MoLSA headquarters based servers and the province computers. During the month, The SSN team held a meeting with the project management office and MoLSA DG responsible for the SSN to discuss the process of transferring all of the servers of SSN system from the provinces to Baghdad to complete the installation process. A meeting was also held with the MoLSA project management office and Social Welfare DG to discuss the process of deployment and Internet for the whole country.

### **Provincial Coordination and Capacity Building**

USAID-Tarabot made several strides in continuing to secure our provincial presence with the finalization of the IT infrastructure in the Muthanna office, completion of renovations in the Babil Regional Office, and with provincial project staff taking their places at the MoA USAID-Tarabot office in Anbar province. Administratively, the Ninawa Provincial Council formally approved of USAID-Tarabot activities in the province. The Governor of Salah ad Din sent a letter formally requesting technical assistance in selected areas.

USAID-Tarabot received an official communication from the Governor of Diwaniyah indicating that the local government has formed a special committee to serve as a conduit for USAID-Tarabot activities in the province. This directive channels all project activities for Diwaniyah province through this special committee.

## **PROJECT ADMINISTRATION**

**Staffing and Deployment** The project has a staff of 28 expatriate and 185 local personnel as of January 31, 2011.

**Security Company License Issue** A key issue continuing through January is the expiration and delayed renewal of the operational licenses for USAID-Tarabot's security provider, Sallyport Global Services. The GoI ceased to renew all licenses for Private Security Companies on or about November 1. The lack of progress on this issue, for all foreign security companies, is putting into question the future situation for the operation of the project. MSI is reviewing possible options.

**Travel and Security** Entry to the IZ continues to be strict and uncertain, but in general seems to be more relaxed this month. The main problem this month was the travel restrictions in relation the Shia marches in remembrance of Imam Ali.

**IZ presence** Our plans for securing a combined residential and office space in the IZ hit a snag when the government (Property Office of the Prime Minister's Office) issued Sallyport an eviction notice on the premises, part of the government's policy to remove all foreign private security companies out of the IZ. We are exploring options for taking over the leases and use the compound as intended. There are a number of outstanding issues regarding security arrangements acceptable to both the GoI and to MSI, under current circumstances.

**Visas** There is as yet no further progress on the visa situation. As things stand most USAID-Tarabot advisors will be required to leave Iraq during late February without paperwork permitting their return. We anticipate progress on this issue before that problem arises. Also, the issue remains regarding the advisor who was refused permission to return on this visitor's permit due to nationality.

**Compound housing** The project is preparing a new villa to provide office space for *Tarabot's* new Ministry of Education program, and to provide much needed workshop/training/meeting space. Additionally, some space has been converted to residence rooms to accommodate the first new arrivals, and another villa is being prepared as a residence for up to 6 people.

**Regional and provincial offices** USAID–*Tarabot* has received agreements and established office space in all 15 governorates, including the three regional offices and eleven provincial offices. 60 staff members are currently deployed at these offices in 12 provinces outside of Baghdad.