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USAID IRAQ ADMINISTRATIVE REFORM PROJECT

MONTHLY PROGRESS REPORT - JULY 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 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
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 July 1 - 31, 2012. The Monthly Report for August is due on September 2, 2012.

EXECUTIVE SUMMARY

The July saw significant progress and several major milestones.

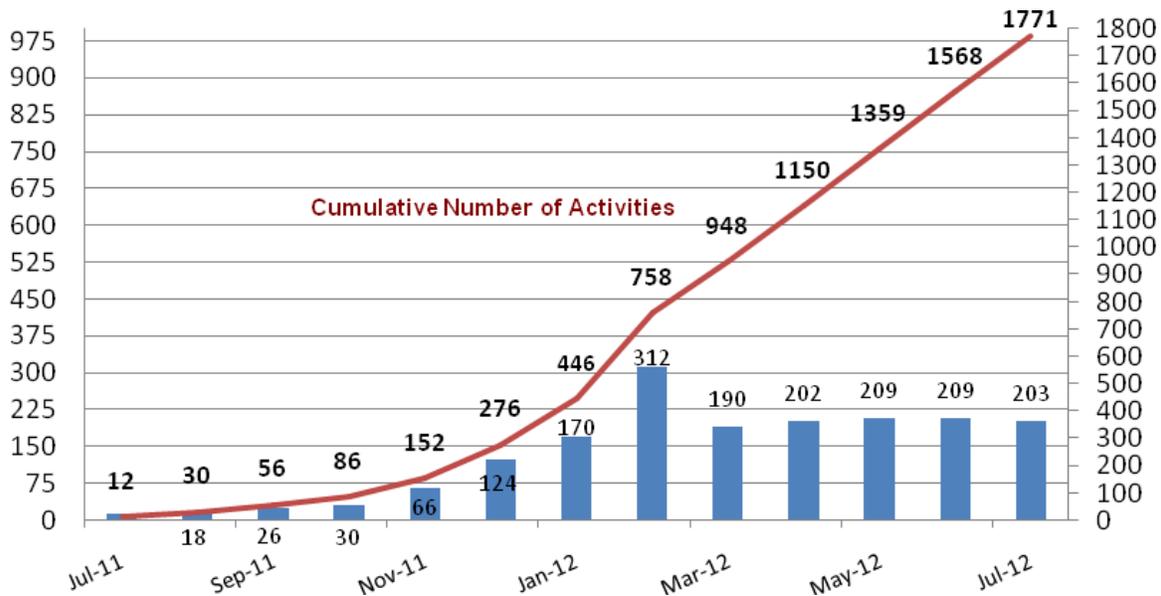
- **Regulatory Reform MoU.** The Prime Minister's Office and USAID signed a landmark Memorandum of Understanding this month to promote regulatory reform. The historic document was signed by Thamer Ghadban, the Chairman of the Prime Minister's Advisory Council (PMAC), and by Alex Dickie, the USAID Mission Director. The MoU is an agreement of cooperation on a comprehensive regulatory reform effort based on the Regulatory Guillotine™ methodology successfully implemented by USAID and other donors in many countries. In Iraq, the effort is coordinated through an Iraqi initiative known as the Iraq Solution for Regulatory and Administrative Reform (ISRAR).
- **Promotion Campaign for Civil Service Reform.** The High Committee on Civil Service agreed to implement a national public outreach campaign to present civil service reform to the Iraqi public, demonstrating the impact of reform on government institutions and the effect that it will have on public services, and stressing the high level support for these reforms.
- **Growing Response from Ministries and Provinces.** During this month, the USAID-*Tarabot* Civil Service team held over 50 workshops on key aspects of human resources restructuring, management, and system development with 9 ministries and 9 provinces, significantly helping these institutions move forward in their progress toward modern HR capabilities. Two additional provinces have this month offered to provide working space for the embedded provincial HR advisors.
- **Social Safety Net System Inaugurated in Najaf.** The Najaf Social Safety Net (SSN) system was officially opened by H.E. Mr. Nassar Al-Robaye, the Minister of Labor and Social Affairs (MoLSA). The Minister said that by the end of 2012 he expected all SSN sites be activated. The Najaf SSN system will serve 20,535 families and will distribute approximately \$ 1,600,000 USD to marginalized and disadvantaged individuals.
- **Iraq Development Management System Takes Major Steps Forward.** At a two-day workshop, the Ministry of Planning, UNDP, USAID, and the IDMS software development company (Synergy) reached a series of critical agreements to have the system formally accepted and implemented by the Ministry of Planning, while making arrangements for continued support in software development. Immediately following this workshop, the Ministry of Planning sent official letters to all GoI ministries, provinces, and government agencies this month, instructing them to start using the IDMS when sending data on 2013 capital investment projects.

Events: The USAID-*Tarabot* project continued assisting the various GoI agencies during the month of July. The following description accounts for the numbers and types of events delivered in July. Despite

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

the holy month of Ramadan during the latter part of the month, and some severe travel restrictions at the beginning of the month in conjunction with the 12th Imam celebrations, the level of *Tarabot* activities remained at the steady level of the last four months.

- **Total Events:** USAID-*Tarabot* teams held (203) - events (workshops and formal meetings) during July, (95) - of these events took place during the second half of the month.
- **Locations:** - 108 events were held at locations in Baghdad, while 95 events were delivered on locations in 15 provinces.
- **Type of Event:** 187 events in July were formal assessment meetings, action planning, or implementation workshops. 16 Events were introductory meetings.
- **Institutions:** 127 of these events were with 18 ministries; 45 events supported the Governors' Offices; 15 events were directly with the executive offices, and 4 events were directly with private sector and NGOs, and 12 mix.
- **Tarabot Components:** 56 events were carried out by the Civil Service Reform component, 27 by the National Policy Management component, 111 by the Administrative Decentralization component and 9 by the Education Capacity initiative.



CIVIL SERVICE REFORM

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

The High Committee for Civil Service held a meeting at COMSEC headquarters to discuss the progress of the ministries and provinces in reforming and restructuring their human resources divisions (HRD). The USAID-*Tarabot* CSR advisor presented a progress report on the ministries and provinces in which it works, highlighting the successes and discussing the remaining obstacles to the implementation of HR management and institutional transformation. The High Committee said it would invite four ministries to further explain the nature of the obstacles and suggest ways to overcome them. It also discussed the possibility of holding a conference on civil service reform, sponsored by the Prime Minister, and attended by ministers, governors, and members of parliament. The High Committee agreed that a public outreach campaign to present civil service reform to the Iraqi public would be beneficial, demonstrating the impact of reform on government institutions and the effect that it will have on public services. It suggested that Iraqia and or Al-Hurra would be good channels for dissemination.

A USAID-*Tarabot* advisor participated in the Strategic Planning And Public Policy conference conducted at the Al-Rashid hotel in Baghdad. The event, hosted by COMSEC and the Ministry of Higher Education and Scientific Research, was attended by representatives from all ministries. The COMSEC Secretary General, Mr. Ali Allak, outlined the importance of public policy and strategic planning, highlighting the role of COMSEC and the ministries. Over 200 people participated in the conference, including ministers, deputy ministers and DGs. Representatives of international organizations were also present. The advisor attended the conference in his capacity as a member of the High Committee, and held brief discussions with the Secretary General, ministers and deputy ministers on the progress of the civil service reform, and ways to consolidate the progress to date.



Dr. Allak Opening the Conference

The CSR provincial team attended a meeting at US Consulate in Erbil and met with Deputy Mission Director and regional representative of USAID in Iraq. The team reported CSR activities in the provinces, with a particular focus on Ninawa and Kirkuk. The Deputy Governor of Ninawa attended the meeting and spoke highly of CSR's assistance to the province in matters of civil service reform and human resources management. He praised CSR's commitment to establish a provincial civil service in Ninawa, based on professionalism and transparency, and in accordance to the principles enshrined in the new civil service legislation.

1.2 Civil Service Legal Reform

The High Committee for Civil Service attended the Shura Council review of the draft civil service law. The Council approved the draft at the first stage reading, and it will now move to the next level, pending endorsement by CoR. The High Committee responded to the Shura Council's queries on the draft, and clarified the innovative principles utilized in the legislation process, such as gender equality, non-discrimination, equal opportunity, and other HR management principles.

The High Committee discussed the design of the Federal Civil Service Institute law, and looked at the issue of the role of the National Center for Consultancy & Management Development (NCCMD). The High Committee will reconvene next week to continue working on drafting the FCSI law.

1.3 Human Resources Management

The CSR team completed fifty job descriptions for all positions within the approved HRD structure. These are being analyzed to identify skills, abilities, knowledge and understanding, and will be added to the framework of competencies already compiled for all levels of HRD managers and staff. Once approved, the CSR team will work with the training and development sections of ministries and provinces. This will enable HR managers to define and plan the training and development required for HRD staff. The job descriptions will make it easy for the training and development section to apply the training needs analysis process to other departments within their own ministry or province.

During the month, the CSR team developed a framework of the key competencies necessary for the satisfactory job performance of managers and staff at all levels in the reformed HRDs. These competencies are the functional skills, knowledge, understanding, technical, and personal abilities required for a civil servant to carry out the job effectively. They have been derived from the team's assessments of thirteen HRDs, and the established requirements for best practices in HRM implementation, in accordance with the FCSC Law and the draft civil service law.

The CSR team delivered technical assistance (TA) for the development of a performance appraisal system, recruitment & staffing, data & personal files, and HR planning, for the ministries of communications, finance, industry & minerals, higher education & scientific research, and planning. The team also conducted a series of working sessions with the ministries of oil, planning, communications, health, finance, and agriculture, to discuss the HRM transformation action plan. The aim is to develop a performance appraisal system based on regular reviews of the achievement of work plan objectives. The CSR team introduced the concept of linking performance appraisal recommendations to the training plans of both the individual and the section. The Ministries' action plan covers three essential HR functions: recruitment and staffing, employee affairs, training and development.

In a follow-up meeting with the MoP HR officials, the CSR team discussed the advantage of broad HR planning and organization in the process of building a comprehensive system. When selecting qualified candidates, the process requires linking workforce, staffing, recruitment, retirement, succession, redeployment and retrenchment, training, and personal development plans, with the MoP strategic plan. The CSR team supported the HR Division in activating the strategic functioning of the HR planning and development. A follow-up meeting was also conducted with the MoHE HR manager and staff, to discuss each function, locate link diagrams among all functions, and provide a methodology for vacant positions.

The CSR team conducted follow-up visits to the ministries of oil and education to support completing the required HR functions. Exchanging the current concepts with modern ones, and establishing functions according to the modern HRM, was a substantial achievement in the MoO HRD.

The CSR team has carried out a number of assessments in various governorates in order to measure the activities implemented by the various HRD units such as the T&D Section, the job description section, and the data & personal files section. The assessments were conducted in the HRDs of Wasit, Dhi Qar, Ninawa, Muthanna, Anbar, Najaf, Maysan, Diyala, and Basrah. The assessments are an important prerequisite to designing accurate technical assistance and workshops, which will assist them to implement the approved HR structure. The Basrah Deputy Governor issued an official administrative order to HRD staff instructing them to implement the approved HRD structure in collaboration with the CSR team.

This month, both the Wasit Governor and the Basrah Deputy Governor issued official letters granting CSR representatives office space in the governorate buildings. This will allow closer cooperation with HRD staff.

1.3.1 Human Resources Management Information System

In Diyala, Muthanna, Najaf, Ninawa and Basrah Provinces, the CSR team conducted surveys to assess the current IT infrastructure, existing applications & software, and internet and intranet connectivity. They produced a description of the existing systems and applications currently activated, and in use, by all sections and units.

The CSR team developed Chapter One and six parts of Chapter Two of the Terms of Reference (TOR) and Request for Proposal (RFP), which facilitate the implementation of the Human Resource Management Information System (HRMIS). The document covers RFP guidelines, the evaluation process and RFP Appendixes, including TOR, vendor profile, software profile, installation & implementation details, reference list, cost summary, and hardware requirements.

The team completed drafting the provincial HRMIS Statement of Work (SOW) document this month. They also completed the information technology strategy draft document designed for the federal civil service commissions.

The team also finalized the preparation of a presentation of recommendations for Federal Civil Service Commission Information & Communication Technology Division's architecture, staffing needs & required skills, based on the organizational structure of the commission. The presentation itemizes the required structural cabling, servers, cabinets, WAN, LAN, MS software, and the minimum hardware and manpower needed to run the FCSC operation smoothly.

1.4 Provincial Civil Service Commissions

The CSR team finalized and documented the organizational structure, duties and responsibilities of the divisions and units of the Provincial Civil Service Commission (PCSC). The document addresses the priority needs for establishing and operationlizing the PCSC. The organizational structure, duties, and responsibilities of the PCSC have been designed on the basis of the framework, mandate and functions of

PCSC, which were defined and documented by the CSR team in May, 2012. The PCSC organizational structure provides for a board, which is a decision-making body and will consist of a chairperson and two commissioners, and for an office of the PCSC, which will consist of three divisions to assist the board in discharging its duties and responsibilities.

The document also proposed that PCSC has the following divisions: Finance, Administration, Coordination, Public Administration Studies & Development, and a Chairperson's Division. Each of these divisions should consist of five units. A detailed description of duties and responsibilities of divisions and units of PCSC is provided in Chapter Two and Three of the document and the annex. The PCSC organizational structure enables the PCSC to perform its functions and achieve its objectives efficiently and effectively.

1.5 Federal Civil Service Institute (FCSI) and Centers

The CSR team continued to develop the training module on change management. The module provides training centers in the ministries and provinces with the tools and techniques for managing change. The team has developed 70% of the module, including change management sub-topics, the introduction, change management terms and definitions, the course outline, organizational assessment, situational analysis (SWOT analysis), strategic planning, principles of change management in government organizations, stakeholder analysis, and stakeholder engagement strategy.

The CSR team has also continued to work on developing the effective administration skills training program guideline for the training centers. The guideline covers the course agenda, descriptions, methods and approaches, detailed training sessions, planning and prioritization, meeting management, time management, problem solving, correspondence, writing skills and effective communication skills. The team completed the development of the two training guidelines on effective administration skills (participant and trainer guidelines) for ministerial and provincial training centers. The guidelines are practical tools and methods which train administrative staff effectively and efficiently in the knowledge, skills and attitudes of effective administration.

NATIONAL POLICY MANAGEMENT

2.1 Regulatory Reform

The Prime Minister's Office and USAID signed a landmark Memorandum of Understanding (MoU) this month to promote regulatory reform. The historic document was signed by Thamer Ghadban, the Chairman of the Prime Minister's Advisory Council (PMAC), and by Alex Dickie, the USAID Mission Director. The MoU is an agreement of cooperation on a comprehensive regulatory reform effort, based on the Regulatory Guillotine™ methodology successfully implemented by USAID and other donors in other countries. In Iraq, the effort is coordinated through an Iraqi initiative known as the Iraq Solution for Regulatory and Administrative Reform (ISRAR).



USAID and PMO MoU Signing Ceremony

Over the next two years, the National Policy Management of USAID-Tarabot will work with ISRAR to review and reform all regulations that affect the private sector, eliminating those that impact negatively on the economic growth of the nation. ISRAR will also establish an online registry for publishing regulations and providing services to businesses that facilitate regulatory compliance.

The impact of this endeavor will be considerable, a 30% reduction of unnecessary economic regulations, significant improvements in the World Bank "Doing Business" indicators, reduced administrative burden on businesses, and improved employment, investment and economic growth.

This MoU on regulatory reform follows an equally noteworthy MoU on policy development, signed between the Prime Minister's Office and USAID in April. It is the culmination of a number of successful meetings and working sessions with GoI counterparts, particularly the recent assignment of Adil Lami as a Deputy Head of ISRAR's central unit, and the coordination of the PMO Chief of Staff (CoS) with the PMAC Chair on the formation of ISRAR's steering committee.

USAID-Tarabot advisors conducted three workshops during the month to improve business and construction permit registration, regulation and processes, and import and export licenses. The workshops were attended by a variety of government and non-official entities, including members from the National Investment Commission (NIC), the Prime Minister's Advisory Council (PMAC), universities, businesses, the World Bank, business federations, and NGO activists. The workshops covered:

- a) Producing major reforms designed to move Iraq from #176 in the World Bank's "Doing business" ranking to # 88.
- b) Producing major reforms designed to move Iraq from #180 in the World Bank's "Doing business" ranking to # 60 in the construction permit indicators.
- c) Improving business through reforming import-export licenses, and moving Iraq's ranking on the World Bank's "Doing business" from #120 to #60.

NPM's ISRAR team conducted a workshop on the definition of regulatory issues for over 20 participants from the public and private sector, including the National Investment Commission, the Chamber of Commerce, the High Judicial Council (HJC), business federations, and private companies.

The NPM team gave a functional demonstration of the e-Guillotine™ software to the public relations and legal affairs departments of the Higher Judicial Council (HJC). NPM's ISRAR advisors reviewed key features of an online legal registry system, used a live website to demonstrate features to the HJC, and explained the resources and tasks that the HJC need to do in order to implement the software application.

The NPM's ISRAR team met with the Economic Committee of the Council of Representatives to further build legitimacy and a favorable constituency with the CoR in order to support and facilitate the passage of legislation of the “Omnibus Bills”, designed to eliminate a substantial package of regulations simultaneously. The committee chairman expressed his appreciation to the team for its efforts to improve Iraq business environment and promised to support the passage of the “Omnibus Bills”.

PUBLIC POLICY

The NPM team worked with the Prime Minister's Office of Policy Development, the President's Bureau of Public Policy, and policy units from the Ministries of Trade, Electricity, Industry & Minerals, Agriculture and the National Investment Commission.

2.2 Office of Policy Development in PMO

Following the conclusion of the surveys of the PM policy priorities ranking, NPM advisors met with the Prime Minister's Chief of Staff (COS) this month. He was briefed on technical assistance provided on the functionality of the PM policy website, and asked for the study to be translated into Arabic and shared with COMSEC. [Click Here](#)

As part of its efforts to introduce analytical and applied public policy writing skills to the Office of Policy



NPM Workshop on Economic Policy

Development in the PMO, the NPM team held two workshops on theoretical policy, and two on applied policy. The workshops presented a variety of models of policy making, research and consultation, definition of problems, and analysis of causes. The NPM team focused on how to measure the political and the organizational impact on policies, and the importance of policy design ready for implementation. Case studies such as protecting local industries and dealing with youth deviant behavior were considered and analyzed to

highlight issues and discover the strengths and weaknesses of their process.

Following the introduction of the theoretical study of policy making process and styles and formats of writing policy papers, the NPM team initiated the phase of applied public policy. NPM advisors discussed “economic policy” with eight advisors from the Office of Policy Development (OPD) of the Prime

Minister. They illustrated the basics of economic policy, the theoretical underpinnings for policy making, and the relationships and approaches that feed into sound economic policies: government and the economy, instruments for controlling the economy, obstacles to controlling the economy, arenas of economic policymaking, and understanding economic policymaking. The team also introduced the concept of preparing an annual economic report for the Prime Minister, which will be provided to CoR in order to inform lawmaker legislators on the health of the economy.

2.2.1 Office of Policy Development in Ministries

The NPM team continued delivering technical workshops on writing policy memorandum and briefs for ministry policy units. Two workshops were conducted for the Ministries of Industry & Minerals, Agriculture, Electricity, and the National Investment Commission. The NPM team demonstrated the skills required to initiate the policy writing process and discussed writing policy memoranda and briefs. The format of policy briefs was compared with the format of policy position paper and policy memorandum, and throughout the emphasis was on narrowly defining policy issues. The policy advisors completed exercises on writing policy memorandum, and wrote briefs on "The lack of local veterinary medicine".

The NPM team organized two workshops on Standard Operating Procedures for policy making, for the Ministries of Agriculture, Electricity, Industry and Minerals, and the National Investment Commission. The workshops discussed the process of policy development from inception to policy formulation, including the provision of legal background on the role of the executive in policy development. The NPM team clarified the lines of authority in ministries and the OPD, and the need for coordination to insure successful proposed policies. It also discussed how to incorporate communication strategy at different stages in the policy development process.

The NPM team delivered the first workshops on Policy Monitoring and Evaluation (M&E) aimed at assisting the policy staff of the participating Ministries of Agriculture, Electricity, Industry & Minerals, Trade, and the National Investment Commission, to apply their new skills to the existing policies of their respective ministries. The participants were introduced to the key characteristics of the evidence-based policy making, and the role in which results-focused M&E plays in enhancing accountability, informing budget allocations, and guiding policy decisions. Participants were introduced to the theories of change and the policy results chain, using the example policy case, "Bridging the gap between higher education and labor market in Iraq." The participants developed the results chain as a framework for the policy M&E system using priority public policies recently submitted by their ministries to the Government, in contribution to the realization of the Prime Minister's Agenda 2011-2014.

Also in July, the NPM team met with the Minister of Electricity and the Director General for Planning and Studies. The Minister thanked NPM for its expertise and for delivering technical assistance to the MoE staff. The Ministry DG spoke about "alternative renewable energy" and mentioned the concept of "energy efficiency" at which a small team of junior engineers and economists are working in the MoE. He requested NPM to assist in developing these two policies.

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

As part of the technical assistance designed to help policy advisors develop effective public policies at the Presidency level, the NPM team continued delivering workshops on writing policy memoranda and briefs. The workshops provided participants with techniques to identify policy problems, determine possible causes, and engage in constructive and evidence-based policy. They participated in practical exercises on writing policy memorandum and briefs with a focus on youth unemployment.

The team also conducted a workshop for the President's Bureau of Policy on the Standard Operating Procedures of policy making. The workshop presented the content of SOPs in the form of a guide, and discussed their applicability and benefits in the context of policy making from the perspective of the President's Office for Policy Development.

The NPM team also briefed the Chief of Staff of the Presidency Diwan on the progress of the seven advisors working in the President's Bureau of Public Policy. The parties exchanged ideas on the recently finalized strategic plan of the Bureau, noting that it is a 'living document', subject to review as the political situation changes. The Chief of Staff was briefed on the SOP for drafting policies for the Bureau, and was particularly interested in the code of ethics developed for policy advisors in the SOP. He reinforced how critical it is for advisors to adhere to ethical behavior, and said that all advisors should sign the document as a condition of their employment in the Bureau.



NPM Team Meet with the Chief of Staff of Presidency Diwan

The NPM team prepared the grounds for applied public policy by introducing the theoretical underpinnings of policy making, and the optimal format for writing effective economic policy papers. The Senior Economic Policy Advisor followed up with two economic policy workshops to the Presidency Advisory Council, with six advisors in attendance. The workshops introduced the foundation of economic policy making, (with a focus on evidence-based policy making), the process of gathering evidence in a complex world, the economic policy instruments available for controlling the economy, and the utilization of institutional and evolutionary approaches to understanding economic policy making. The emphasis of the workshops was on a continuous learning process that goes beyond the implementation stage.

2.4 Policy Communication & Outreach

NPM senior management hosted Dr. Torhan Al-Mufti, Minister of State for Provincial Affairs (MoSPA), and five Director Generals (DGs) at the *Tarabot* compound. Discussions concentrated on expanding cooperation with the Ministry in building public policy capacity in the provinces. The Minister expressed his appreciation to the NPM team for delivering workshops to six provinces on the 'Role of Provinces in the Process of Public Policy'. He reiterated his invitation to NPM to address all Provincial Councils (PC) on public policy making. The team discussed the outreach work plan for next year, due to start in October 2012. The plan will focus on building the capacity of the PC members, assisting them to adopt active role in the public policy making process, policy development, policy implementation and evaluation.

The NPM team met with the new Director General of Cultural Affairs, at the Ministry of Higher Education and Scientific Research (MoHE).

The new DG is a former Director of Continuing Education at Baghdad University asked NPM to organize a two-day workshop on the role of university in public policy making. He agreed to have the workshops under the sponsorship of the Minister, and to invite the deans of political sciences from the 22 universities. He also asked if the Carnegie Endowment could organize a workshop in Iraq for local think-tanks on cooperation methodology.



Minister Al-Mufti Visits *Tarabot's* NPM Offices

2.5 Gender, Think-Tanks and NGOs

The NPM team met with four think-tanks, one of which is women-led, to build bridges between the civil society and government in policy development. The team met with the National Industry Protection Group, which consists of the owners of small enterprises that specialize in handicrafts.

The Public Policies Forum was invited to the NPM head offices for a meeting this month. The Forum requested NPM's assistance to develop its staff capacity and looked forward to collaboration with NPM. The Forum, and its mission to engage in public policy research and studies, is unique in Iraq.

The NPM team also met with the Civil Dialogue Forum to help build bridges between the civil society and the government in policy development. It also met with the ESTIQRAA ('Inference') for Research and Studies, a woman-led think-tank that focuses on developing the education sector by highlighting defects in the system and proposing solutions. The head of ESTIQRAA said that the group's main objective is to lobby and influence decision makers to formulate sound educational policies and legislation.

ADMINISTRATIVE DECENTRALIZATION (AD)

3.1 Administrative Decentralization Support

Following a series of workshops and lectures with 13 MoLSA directorates, designed to raise awareness of the concepts and goals of decentralization, the directorates sent official letters to their HQs, suggesting the delegation of a number of powers of authority from the center to the provinces. This was repeated in several MoMPW's Directorates.

The Diwaniyah Governor's Office (GO) issued an administrative order forming a decentralization team. The team is headed by the Second Deputy Governor and draws members from ministry departments, the Provincial Council and the GO. The team is tasked with implementing decentralization procedures in collaboration with the USAID-*Tarabot* team.

3.2 Planning Advisory Unit

USAID-*Tarabot* advisors held a workshop for 19 participants, including three women from the Diwaniyah Steering Committee. The workshop covered the selection of projects, and looked at ways of reviewing the objectives of the National Development Plan (NDP). The planning team explained the regional and local dimensions of project's plans, especially the functional links within the province and inter-provinces. The workshop discussed the sector-based dimension of NDP and reviewed the current criteria for the selection of projects, where it found a discrepancy between the goals and projects selected. The goals of service sector in the NDP, for instance, included the industry and energy sector, *and* the agriculture and water resources sector. The planning team facilitated an analysis of the difference between the projects selected, in comparison with the national development strategy and provincial development strategy.

The planning team met with the Muthanna Deputy Governor and the IT manager to arrange the upcoming meeting of the steering committee. The meeting will host top officials from the province, including the Governor, the Provincial Council and all the governmental departments in the province.

3.3 Fiscal Management Advisory Unit

The fiscal management team conducted a five-day knowledgebase workshop for staff from the Ministry of Construction and Housing (MoCH). Participants represented Budgeting, Accounting, and the General Inspector's offices. The fiscal management team explained the lifecycle of the preparation and execution of the investment program in Iraq.

3.4 Project Management Advisory Unit

The project management team completed a feasibility study training course for ten project management staff from the Ministry of Agriculture (MoA). The team also completed the Microsoft MS project training course for 17 project management staff from the MoCH.



The team also concluded several other training courses this month, including training sessions for project management staff from the Ministries of Transportation and Culture, and from Anbar, Ninawa, and Kirkuk provinces. Each course presented the 42 processes of the project management system (PMI).

3.5 Procurement Advisory Unit

The procurement team conducted a six-day procurement competency workshop for 11 participants from the Ministry of Justice (MoJ). The participants, in collaboration with the procurement team, completed an assessment and begun implementing the action plan designed for the Ministry of Justice (MoJ). The team provided overviews on the procurement process, procedures, the preparation of bidding documents, bid opening, bid evaluation, contract award, and contract implementation. All are in accordance with the Standard Bidding Documents (SBD) issued by the MoP.



Procurement Workshops Continue During July

The procurement advisory unit provided technical assistance (TA) to the General Commission of Roads & Bridges at MoCH regarding the Al-Nassiriyah Bridge in Dhi Qar. The team met committee members to provide training on the Standard Bidding Documents normally applied for such a project, and is providing guidance on advertising the project on internationally recognized web portals.

The procurement team conducted a five-day procurement competency workshop for the Ministry of Transportation (MoTr). There were 12 participants, representing various companies linked to the MoTr: one DG, two deputy DGs, two heads of department, and the principals of MoTr's legal, investment, and procurement units. The workshop covered the assessment, and the implementation of the action plan within the ministry. It provided participants with an understanding of several key areas, including the procurement, bidding, awarding and implementation processes, according to the SBDs issued by the MoP. The importance of the standard procurement process and the plan for Iraqi projects was explained, and participants demonstrated their understanding. The procurement team advisor recommended that MoTr contractors should also receive training on the SBDs. The Deputy DG of Planning agreed, and will report the suggestion to the Deputy Minister.

3.6 Organizational Development (OD) Advisory Unit



Focus Group Session

The OD team conducted ten focus group sessions with ministerial department managers in preparation for the proposal to establish a government national center for excellence. The proposal will be presented to PMAC by September.

The OD team held a working session with the Process Development (PD) team at Ministry of Agriculture, (MoA) to discuss the newly developed SOPs. During the month, the DG for Planning and Monitoring approved two new

SOPs. A further meeting took place to discuss the development of new SOPs for the HR Department. Also in July, the OD team conducted a meeting at MoJ with the DG of the Notary Public Directorate to discuss the proposal prepared by the PD team for the improvement of six notarization processes. The ministry requested *Tarabot* support to create a web portal for the Notary Public Directorate.

3.7 Service Improvement Advisory Unit

The Service Improvement team met with the Urban Planning Directorate in Dhi Qar province this month, in response to a letter requesting assistance in improving service delivery. The team suggested two areas of assistance, the implementation of a land allocation base map, and the development of processes to help allocate land for investment projects that occur outside of municipal authority.

The service improvement team, accompanied by the operating department manager from MoE, visited the Karkh central complaint center. The computer center is part of the Electricity Distribution Directorate of Karkh, and falls under the MoE's Directorate of Communication. Samples of complaints about MoE services were discussed, and MoE officials agreed to form a small team from the Ministry, the complaint center, and the maintenance centers to work on improving the service.

3.8 Service Centers Advisory Unit

The service center team attended a meeting held at the Iraqi Commission for Computers and Information (ICCI), part of the MoHE. The team introduced the concepts and the goals of service centers, and suggested a possible location for an integrated services center with a one-stop-shop approach, at the Ministry. Software and automation requirements based on existing services provided by the MoHE were also discussed.

3.9 Quality Management Advisory Unit

As a part of improving the quality management systems at GoI entities, the quality management (QM) advisory unit completed two workshops for the Ministry of Education (MoEd) staff. The unit submitted an overview of quality policy concept, and provided technical assistance for counterparts in drafting quality policy in compliance with the requirements of clause 5.3 of ISO9001:2008. All drafts were presented to the attendees to nominate a consolidated policy for MoEd.

The QM advisor met with the manager of the quality management department, and the manager of the finance department from the Central Organization for Standardization and Quality Control (COSQC). The meeting was part of a series of meetings in preparation for a QM conference in November.



Quality Management Workshop for GoI Counterparts

3.10 Iraq Development Management System (IDMS)

USAID-*Tarabot* and UNDP hosted a two-day workshop in Amman to discuss the progress of the Iraqi Development Management System (IDMS). Participants included representatives from the Ministry of Planning (MoP), USAID, UNDP, USAID-Governance Strengthening Project (GSP), and Synergy, the company that developed and maintains the IDMS. Participants discussed the status of IDMS, impediments to its implementation, and future prospects. The workshop concluded with an MoP agreement to formally accept the system changes within six weeks, providing there are no further data-entry and retrieval issues. The meeting represented a significant success for all parties involved, and for the viability of a system that bolsters governmental transparency, efficiency, and accountability of capital investment projects.



IDMS Stakeholders Meet in Amman, Jordan

The Ministry of Planning (MoP) sent official letters to all GoI ministries, provinces, and government agencies this month, instructing them to start using the IDMS when sending data on 2013 capital investment projects. This exceptional move was the outcome of a series of meetings with MoP decision-makers and IDMS team members under the supervision of USAID-*Tarabot*. The Ministry has always supported the IDMS, and the formal instruction for its use initiates the move toward a capital investment planning process free of corruption, fraud, and wasteful expenditure. The presentation covered government and the economy, instruments and obstacles to controlling the economy, and the arenas of economic policymaking. Advisors were introduced to the basics of economic policy, and covered the relationships and approaches that feed into sound, evidence-based economic policy making.

The Iraq Development Management System (IDMS) team, accompanied by five help-desk employees from MoP, attended an IDMS twelve-day advanced training in Armenia. The workshop was supported by UNDP and USAID. The purpose of the training was to ensure the sustainability of the IDMS system. The training concentrated on using the Synergy IDMS knowledge-builder to maintain and further develop the IDMS system to meet changing MoP needs. The topics of the training course were: IDMS Database Structure, IDMS Knowledgebase Builder, and the On-line Data Entry Creation Center.

3.11 Social Safety Net (SSN)

The Social Safety Net (SSN) team attended the official opening of the Najaf SSN site, presided over by H.E. Mr. Nassar Al-Robaye, the Minister of Labor and Social Affairs (MoLSA). The Senior Deputy of the Najaf Governor, and senior officials from Najaf and other provinces were also present. The Minister said that he expects all the proposed SSN sites to be active by the end of 2012. The



Minister Al-Robaye (center) attending the SSN opening.

installation and deployment of the Najaf site was started during *Tatweer* project, and went live recently. *Tarabot* assisted MoLSA prepare the database for Najaf and other provinces by checking the readiness of the data using a data cleansing system. The Najaf SSN system will serve 20,535 families and will distribute approximately 1,600,000 USD to marginalized and disadvantaged individuals.

3.12 Education Capacity-Building Initiative

The Education Capacity-Building Initiative (ECB) team completed the first advanced project management workshop for 14 participants, including bachelor's degree holders and staff members. The team also met with the education steering committee from the Ministry of Education (MoEd), in order to finalize and approve the fiscal management projections of roll-out courses within the MoEd. The courses will run from September through December, covering Babil, Karbala, Najaf, Anbar, and Basrah.

Tarabot Administrative Decentralization Engagement Tracker



TARABOT
Iraq Administrative
Reform Project



ترابوط
مشروع الإصلاح
الإداري العراقي

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	☑	☑	☑	↔	↔	☐	☑	↔	↔
Muthanna	☑	☑	☑	↔	↔	☑	☑	↔	↔
Najaf	☑	☑	☑	↔	↔	☐	☑	↔	↔
Ninawa	☑	☑	☑	☑	☑	☑	☑	↔	↔
Salah ad Din	☑	☑	☑	↔	↔	☐	☑	↔	☐
Wasit	☑	☑	☑	↔	↔	🕒	☑	↔	↔

☑	Completed
↔	Ongoing
🕒	Scheduled
☐	Pending

Blue Highlights indicate activities completed this reporting month

PROJECT ADMINISTRATION

Staffing and Deployment The project has a staff of 36 expatriate and 238 local personnel as of July 30, 2012.

Security, Facilities The holy month of Ramadan has been observed amidst in an unusually hot and volatile environment.

During this reporting period, Iraq suffered its latest series of apparently sectarian bombing attacks, as more than a dozen explosions struck Baghdad, leaving scores of people dead and hundreds injured. These events did not interrupt the normal project work flow