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# USAID IRAQ ADMINISTRATIVE REFORM PROJECT

MONTHLY PROGRESS REPORT - NOVEMBER 2012

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# USAID IRAQ ADMINISTRATIVE REFORM PROJECT

## MONTHLY PROGRESS REPORT - NOVEMBER 2012

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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)
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
ECBI	Education Capacity Building Initiative
FCSC	Federal Civil Service Commission
FCSI	Federal Civil Service Institute
GO	Governor's Office
GZ	Green Zone (See IZ)
GoI	Government of Iraq
GSP	Governance Strengthening Project (USAID)
HC	High Committee for Civil Service Reform
HR	Human Resources
HRD	Human Resources Division
HRM	Human Resources Management
HRMIS	Human Resources Management Information System
IDMS	Iraq Development Management System
INMS	Iraqi National Monitoring System
ISRAR	Iraq Solutions for Regulatory and Administrative Reform
IZ	International Zone (See GZ)
MoA	Ministry of Agriculture
MoC	Ministry of Communications
MoCH	Ministry of Construction & Housing
MoCu	Ministry of Culture
MoD	Ministry of Defense
MoE	Ministry of Electricity
MoEd	Ministry of Education
MoEn	Ministry of Environment
MoF	Ministry of Finance
MoFA	Ministry of Foreign Affairs
MoH	Ministry of Health
MoHE	Ministry of Higher Education
MoHR	Ministry of Human Rights
MoI	Ministry of Interior
MoIM	Ministry of Industry & Minerals
MoJ	Ministry of Justice
MoLSA	Ministry of Labor & Social Affairs
MoMD	Ministry of Migration & Displaced

MoMPW	Ministry of Municipalities & Public Works
MoO	Ministry of Oil
MoP	Ministry of Planning
MoSPA	Ministry of State for Provincial Affairs
MoSWA	Ministry of State for Women's Affairs
MoST	Ministry of Science & Technology
MoT	Ministry of Trade
MoTA	Ministry of Tourism & Antiquities
MoTr	Ministry of Transport
MoU	Memorandum of Understanding
MoWR	Ministry of Water Resources
MoYS	Ministry of Youth & Sport
MSI	Management Systems International
NCCIT	National Center for Consultancy and Information Technology
NDP	National Development Plan
NGO	Non-government Organization
NIC	National Investment Commission
NPM	National Policy Management Component
OD	Organizational Development
OPD	Office of Policy Development (Prime Minister's Office)
PAR	Public Administrative Reform Committee (See PSM)
PC	Provincial Council
PCSC	Provincial Civil Service Commission
PM	Prime Minister
PMI	Project Management Institute
PMAC	Prime Minister's Advisory Council
PMO	Prime Minister's Office
PSM	Public Sector Management Committee (See PAR)
RFP	Request for Proposal
RG	Regulatory Guillotine™
SAB	Supreme Audit Board
SES	Senior Executive Service
SIDA	Swedish International Development Agency
SoW	Scope of Work
SOP	Standard Operating Procedures
TA	Technical Assistance
ToR	Terms of Reference
UNDP	United Nations Development Programme
USAID	United States Agency for International Development
WB	World Bank

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

## EXECUTIVE SUMMARY

- **Iraq Government Pledges USD\$400 billion at National Development Conference.** A major conference was held in Erbil to consolidate the draft of the second National Development Plan for 2013-2017. Hosted by the Ministry of Planning, in collaboration with USAID and the UNDP, the event was attended by over 350 delegates, including the Deputy Prime Minister, and Deputy Minister of Planning. The government pledged to invest USD\$400 billion for development.
- **ISRAR Introduces Economic Reforms.** The Iraq Solutions for Regulatory and Administrative Reform (ISRAR) initiative presented the first package of economic reforms for business start-up, construction permits and import-export licensing at conference in Baghdad. Held under the auspices of the Prime Minister, in cooperation with the University of Al-Nahrain, 140 delegates attended, including the Prime Minister's Chief of Staff and the head of the political bloc of Nouri Al-Maliki. ISRAR developed 106 recommendations to simplify regulations.
- **Prime Minister Sponsors Civil Service Conference.** The Prime Minister's Office agreed to sponsor a major international civil service reform conference to be jointly held by the USAID-*Tarabot* program and the High Committee on Civil Service Reform, early next year. USAID-*Tarabot* are on the planning committee for the event, which is expected be co-chaired by the Secretary General of the Council of Ministers Secretariat, the Prime Minister's Advisory Council Chairman, and a *Tarabot* Civil Service Reform advisor.
- **Carnegie Endowment to Visit Baghdad.** The Director of the Middle East office of the Carnegie Endowment for International Peace is set to visit Baghdad in December to build partnerships with policy institutes and think-tanks. The director will meet the Presidents of Al-Nahrain and Baghdad Universities to develop research centers and offer students paid research fellowships in Beirut.
- **Focus on Youth and Sports Directorates.** The USAID-*Tarabot* team met officials from the Youth and Sports Directorates of Dhi Qar, Karbala, Wasit, Babil, Najaf, Diyala and Baghdad to promote service effectiveness and decentralization. In Dhi Qar and Baghdad, they examined youth club programs to solicit feedback from beneficiaries.
- **Plans for Second Year of Civil Service Reform in Basrah.** The USAID-*Tarabot* Civil Service Reform (CSR) team met the Deputy Governor of Basrah, and heads of the HR, Training and Development, and IT departments to plan for the coming year of assistance and to provide job descriptions. The officials asked for a work plan and training for human resource management (HRM), requesting at least one workshop per month over the coming year.
- **High Judicial Council Receives e-Guillotine License.** The e-Guillotine license was delivered to the High Judicial Council (HJC). The Director General for Public Relations and Legal Affairs, Mr. Hussein Mohammed Shnawa received the document on behalf of Judge Medhat Al-Mahmoud, the President, and pledged his support. The Iraq Solutions for Regulatory and Administrative Reform e-Registry is now housed in the HJC.

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

**Events:** The USAID-Tarabot project engaged in a variety of activities during November, despite Ashura, and Thanksgiving at the end of the month. The following description accounts for the numbers and types of events delivered.

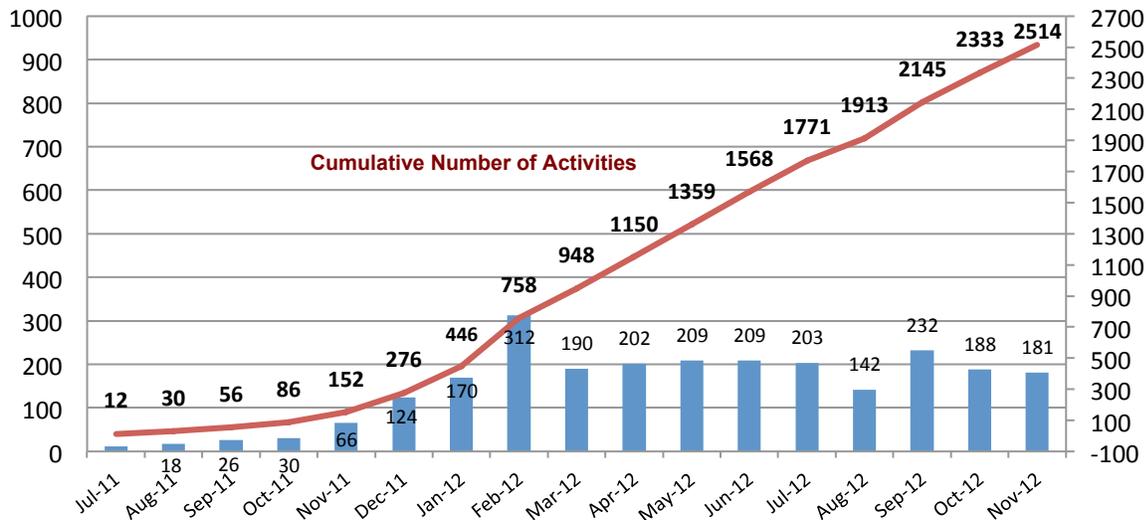
**Total Events:** USAID-Tarabot teams held 181 events (workshops and formal meetings) during November.

**Locations:** 81 of these events were held at locations in Baghdad, while 100 were delivered on location in 15 provinces.

**Type of Event:** 162 events were formal assessment meetings, action planning, or implementation workshops. 19 events were introductory meetings.

**Institutions:** 94 of these events were with 21 ministries; 55 events supported the governors' offices; 16 events were directly with the executive offices, and 10 events were with Provincial Councils, 1 event with the Council of Representatives, 3 events with the private sector and NGOs, and 2 events were attended by a mix of entities specified above.

**Tarabot Components:** 60 events were carried out by the civil service reform component, 22 by the national policy management component, 92 by the administrative decentralization component and 7 by the education capacity team.



# **CIVIL SERVICE REFORM**

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

The Prime Minister's Office issued an official letter confirming its sponsorship of the High Committee's (HC) civil service reform conference due to take place early next year. A preparatory committee, consisting of a Civil Service Reform (CSR) advisor, the HC chairman, and Prime Ministers Advisory Council (PMAC) member, will be formed to coordinate the event. Invitations will be extended to ministries, provinces, parliament members, delegations from Arab countries, and international organizations.

Based on a model provided by the USAID-*Tarabot* Civil Service Reform (CSR) team, the HC continued to draft a work plan for the 2013 Government of Iraq (GoI) fiscal year, focusing on the implementation of Human Resources Management (HRM) in the ministries. The HC asked the CSR program to assist the University of Baghdad to establish a master's degree program in HRM, the first of its kind in Iraq. Graduates will go on to fill essential HR positions in the government. The members agreed that the CSR program should increase their technical assistance to 15 ministries and 10 provinces.

The USAID-*Tarabot* CSR advisor and a member of the HC met the Secretary General (SG) of the Council of Minister's Secretariat (COMSEC) to discuss cost-share funding and the priorities of the government in terms of civil service and budget reform. The SG agreed to allocate cost-share funds for the Human Resources Management Information System (HRMIS), given its importance for managing a large civil service. The SG requested that *Tarabot* and the HC continue the development of the Senior Executive Service program and asked them to create a directorate within COMSEC. The SG and CSR advisor agreed to meet on a monthly basis, scheduling meetings for the next year. It is a unique privilege for the CSR program to have a direct access to the SG and demonstrates his commitment to civil service reform. As a result of the meeting, a Memorandum of Understanding (MoU) is expected to be signed between USAID and COMSEC on civil service and budget Reform. The Deputy Secretary General of COMSEC and was also briefed on opportunities for technical assistance.

## **1.2 Human Resources Management**

The CSR team examined the requirement to provide a system of professional development for HR managers and staff throughout the Civil Service. The Human Resources (HR) team's workshops support the ministries and provincial governorates to implement the new procedures required to deliver the functions of the approved HR divisions. However, a standardized system of professional development in HRM is needed for the development of HR specialists. The system will enable staff to follow a specified career path in which they move between units and sections to develop a range of skills. It should also assist HR managers and staff to gain formal qualifications in HR to become specialists. The CSR team proposes four levels of qualification (certificate, diploma, advanced specialist diploma, Masters Degree), which will require completion of learning programs. The proposal is based on best practices in public sector HRM and accounts for the requirements of Iraqi Civil Service.

This month, the CSR team met the Human Resource Departments of three ministries to discuss work plans and review the status of human resource divisions (HRD) in line with the approved structure. At the Ministry of Communications, the team confirmed that all the sections matched the approved structure,



*Training for Ministry of Planning*

and provided the HRD Manager with 52 job descriptions. The team HRD Manager requested technical assistance on the ministry's network infrastructure.

At the Ministry of Planning, the CSR team confirmed that all sections, except the Recruitment & Staffing Section, were implemented in the Ministry, though most are not fully staffed due to a shortage of suitable candidates. The HRD Manager asked the team for advice on linking computerized systems for personnel data and for personal files and making effective use of IT systems.

The new Training & Development Section (T&D) will hire more staff to deliver training on non-HR functions such as IT and English language. Advisors handed over 52 job descriptions for staff in all sections of the HRD.

At the Ministry of Agriculture, the team found that a ministerial order is needed to form the necessary divisions and sections according to the approved structure. The HRD completed the work plans for most of the sections and will finish the rest next month. HRD staff will attend the proposed CSR workshops on work planning and performance appraisal.

### **1.2.1 Human Resources Management Provincial Coordination**

The CSR team continued assessing the activities and responsibilities of the provincial HRD sections. The Team met the HRDs in Diwaniyah, Dhi Qar, Najaf and Muthanna to discuss progress in implementing the approved HRD structure. The Political Advisor of the Diwaniyah Governor thanked them for their efforts and promised additional support. In Wasit, the Deputy Governor discussed his progress on the implementation of an HRD in the province and the training needs of its staff. In Najaf, the team briefed the Human Resource Department Manager on the duties of the Recruitment and Staffing Section and discussed an action plan.

In Basrah, The team met the Deputy Governor, and the managers of HR, IT, and T&D to discuss the progress made during the first year of assistance. The team explained their goals for the second year and invited the officials to attend a series of workshops in December. The officials requested a work plan for HRM reform and staff training on HRM procedures and their new job descriptions. Government officials asked for at least one workshop per month, in addition to regular CSR team progress meetings.



*Meeting with Deputy Governor of Basrah*

In Babil, the CSR team met the Governor and HRD staff to offer technical assistance on the implementation of a modern HRD. They agreed to provide assistance to restructure the HR planning and

studies section. Upon the Deputy Governor's request, the CSR team agreed to provide training for a new procedure for HRD work planning. The team also completed an action plan for the Head of the Retirement Section, the final action plan for the six sections of the HRD in the province. The team followed up on an assessment of the manpower and office layout for the Governorate HQ building, Governorate Counsel building, and other district offices for which the Governor's Office issued an order for support.

In Baghdad, the team met the head of the Data and Personal Files Section to follow-up on the section's progress in building an electronic archive for personnel information. In Anbar, they visited the HRD Manager to follow-up on a HR workshop held in Erbil in September. They suggested that they train those who did not attend workshop, so that all staff are equipped with the same HR management knowledge. The Governor approved the suggestion.



*Meeting with COMSEC coordinator in Dhi Qar*

The CSR team is currently working with the provinces to produce job descriptions for staff. In Maysan, Najaf, Basrah, Muthanna, the team produced job descriptions for the HRD and asked for comments. They are currently producing job descriptions for Dhi Qar and Babil.

### **1.2.2 Human Resources Management Information System**

The CSR team finished mapping, transforming, and graphically representing the following business processes: job analysis and job description, recruitment and selection, and performance management and appraisal.

In preparation for the establishment of a HRMIS in the provinces, the CSR team spent this month assessing the layout of government buildings. In Basrah, provincial officials provided the final layout for the HR and IT offices inside the Governorate Building. Following a CSR meeting on network infrastructure of the governorate building, the Deputy Governor officially requested assistance to upgrade the province's IT system to implement the HRMIS. The team continued to follow-up with the Baghdad Governorate on the assessment of the office layout for the old governorate building and other remote offices. In Babil, CSR advisors introduced their services to the Governor of Babil Province, the DG of the Governor's office, the HR Manager, and IT staff.

### **1.3 Federal Civil Service Commission**

The Civil Service Reform team finalized 166 job descriptions for the Federal Civil Service Commission (FCSC). Drafted on the basis of the defined functions and structure of the FCSC's, the job descriptions are to be created for the non-managerial positions of the FCSC's six departments: Finance and Administration, Administration Studies and Research, Public Administration Development, Coordination and Follow up, Legal, and the Chairperson's Office. Job descriptions have been created for the following posts: Executive Assistant- 80 posts (Grade-4), Civilian Motor Driver- 10 posts (Grade-8), Office Assistant- 20 posts (Grade-8), Hygiene and Sanitation Worker- 6 posts (Grade-9). In particular, 18 job descriptions were completed for the Recruitment, HR policy, Training and Development Divisions and

the Senior Executive Service Unit of Public Administration Development Department. The job descriptions will allow the commission to recruit the most qualified candidates and will provide the basis for the performance management, career planning, and training & development of HRD staff.

## **1.4 Provincial Civil Service Commissions**

Following the team's drafting of model legislation to establish Provincial Civil Service Commissions (PCSCs), last month, they prepared a briefing on PCSCs for provincial officials. The presentation outlines the legal provisions, framework, and functions of PCSC, and the requirements to establish a PCSC, and includes the organizational structure, staffing needs, responsibilities, and reporting relationships. The goal of the initiative is to develop a professional civil service in the provinces based on merit and transparency. In Babil, the CSR team met the Governor and Provincial Council Chairman to offer their services to draft legislation for a PCSC in the province. The team offered to help develop terms of reference and to define the PCSC's relationship with FCSC and



*Meeting with Provincial Council Head of Basrah*

provincial entities. It was agreed to form a task force to develop a PCSC, with CSR assistance. In Diwaniyah, the Director General (DG) of the Legal Department agreed to draft PCSC legislation and asked the CSR for assistance. In Basrah, Deputy Chairman of the Provincial Council agreed to work with the province's designated task force to develop a PCSC.

## **1.5 Federal Civil Service Institute (FCSI) and Training Sections**

The CSR team is developing an implementation strategy for Training Management Systems (TMS) activities within new HRDs. The four core activities of the system are training needs analysis, curriculum design, training delivery, and training evaluation. This month, CSR advisors completed a strategy paper on training management systems (TMS) implementation for the ministries and provinces. It recommends training needs analyses, job description writing, and training centers for HRDs. Performance appraisal forms and job description formats were updated for the advanced HR management course and the material will be presented to the Ministry of Finance next year.



*Training for Babil Governorate Staff*

The team developed a briefing for the T&D sections of ministries and provinces on establishing a training center. The briefing includes a model that can be replicated for government entities of all sizes. In Babil, the CSR team met the Governor, who asked for an estimate for the cost of building and equipping a modern training centre, so he could include it in the upcoming Governorate budget. The team prepared an estimate and is focusing on developing a civil service curriculum and training instructors. In Anbar, the Deputy Governor and HRD Manager also expressed an interest in a training center, and asked for an estimate for inclusion in the upcoming governorate budget.

The team is working with T&D sections of various ministries to perform training needs analyses and provide technical assistance. In the Ministry of Higher Education, a training needs analysis was carried out and the team provided technical support to develop criteria on prioritizing training and development programs throughout the HRD. Advisors agreed to deliver an induction workshop on the T&D section for the new manager of the T&D Section from the Ministry of Communication. The HR Manager agreed to double the section's personnel and the team advised on the requirements and selection criteria for new staff members. In the Ministry of Agriculture, a training needs analysis workshop was conducted including the development of questionnaires. The Director General of Administration formed a training needs analysis working group. In the Ministries of Planning and Communications, the CSR team delivered a workshop to new employees of the Training and Development (T&D) Sections. The workshop identified the appropriate T&D processes for each section and linked its functions to other HR Divisions, facilitating a coherent approach to management and employee development in the ministries.

# NATIONAL POLICY MANAGEMENT

## 2.1 Regulatory Reform

National Policy Management (NPM)/Iraq Solutions for Regulatory and Administrative Reform (ISRAR) completed a package of regulatory reform recommendations that will generate over \$1 billion in cost savings for the government. The package will help Iraq dramatically improve its position on the World Bank's Doing Business ranking and will help lead to increased employment, diversification, and competitiveness.

On November 26, the reform package, developed under Phase 1 of the ISRAR project, was delivered to the Iraqi government during a conference for more than 140 participants at Al Nahrain University. Over 100 reform recommendations were put forward, which are expected to save the government and economy over \$1 billion over the next 5 years by simplifying the process of company registration, international trade, and construction permitting. During the conference, the Prime Minister's Chief of Staff, the Head of the National Investment Commission, and Head of the State of Law bloc in parliament endorsed the recommendations and their importance to Iraq's future.



*Conference participants at the Al-Nahrain University*

who all indicated their support for the recommendations. The Prime Minister's Deputy Chief of Staff, in particular, voiced strong support for the reforms and requested assistance to develop a presentation to brief the Prime Minister.

In November, NPM advisers met the institutions responsible for implementing the ISRAR reforms, including the Offices of the Deputy Prime Minister for Economic Affairs, the Deputy Prime Minister for Services, the National Investment Commission, several key ministries, Parliament, and the Shura Council,

With the completion of the Phase 1 reform package, ISRAR is rapidly moving into Phase 2. The government of Iraq committed to staffing a central unit for ISRAR and to form specialized reform teams in each of the Ministries. Over the course of Phase 2, ISRAR will reform all regulations that affect the private sector. In preparation, the NPM team developed an online legal registry and legal review system. Licenses for the system were delivered to the High Judicial Council in November, and the software application should go live next month. NPM advisors coordinated with the Prime Minister's Advisory Council (PMAC) to procure additional ISRAR staff and resources under the cost share agreement between the Iraqi Government and USAID.

## 2.2 Office of Policy Development in PMO

The NPM team met the advisors of the Prime Minister's Office of Policy Development (OPD) regularly this month to discuss their progress in developing policy papers. OPD advisors began research on the root

causes of problems in several sectors. The advisor working on “Admission Regulations for Universities” discovered that the admission procedures set by the Ministry of Higher Education’s Central Office for Admissions, have changed little since the 1970s. The final decision for admission to public university is determined by the Central Office of Admission, which uses a quota system with no regard for market needs. The advisor working on “Desertification” concluded that the budget of the offices responsible for combating desertification need to be increased, and the technology used by other nations affected by the problem should be employed. The advisor researching “Groundwater Policy” found a lack of awareness among farmers, landowners, and even employees of the Ministry of Water Resources, that contributes to poor groundwater management. Advisers in OPD are about to begin the phase of policy consultation with interested ministries, provincial councils, universities, NGOs, private sector, business persons, and parliamentary private committees. Depending on the policy issues of their paper, advisors will also consult with the other global institutions and US agencies.

In two meetings with Dr. Hamid Ahmed, Chief of Staff of the Prime Minister, NPM advisors briefed him about the progress made by the OPD advisors in drafting new national policies for the country. The Chief of Staff was pleased to see how much OPD had evolved as the newest institution in the office of the Prime Minister. He agreed to deliver the keynote speech for the USAID Public Policy Development and Implementation Program Graduation ceremony on December 1 at the University of Al-Nahrain and co-sign the Graduation Certificates in Public Policy.

The Prime Minister’s advisor, Dr. Jowan Masum, has completed her research on the policy issue of postal services in Iraq. She undertook extensive consultations with stakeholders, including the Ministries of Communication, Foreign Affairs, Interior, and Finance, in order to solicit their views and assess support for a new policy governing Iraq postal service. Dr. Masum also reached out to the Arab League to brief the Committee on Arab Postal Services about Iraq’s desire to renew its membership and exchange ideas about how best to institute a private sector mail system. Her discussions with the Post Master General of the UAE, who have adopted a private sector mail system where the government’s role is restricted to regulation, confirmed her view that it is a vibrant and robust model, providing excellent customer service. Dr. Jowan will conduct a second round of consultations before conducting public debates on the policy.

In addition, Dr. Masum, the Chairwoman of OPD’s website task force discussed the transfer of the OPD website with NPM advisors. The design of the site is complete, and the content being uploaded and tested. The team discussed hosting solutions outside of Iraq for better reliability, and a new domain name for email addresses. Dr. Jowan thanked the team for their work and promised to discuss the issues with Thamer Ghadban, Chairman of Prime Minister’s Advisory Council.

## **2.2.1 Office of Policy Development in the Ministries**

The NPM team worked with three economic ministries to refine public policies, develop work plans and discuss the technical assistance to be provided over the next year.

The Ministry of Industry & Minerals (MoIM) discussed implementing the Industrial Strategy of Iraq (ISI), including a package of five procedural policies: structures and policy coordination within the ISI framework, the restructuring of MoIM and respective policy coordination mechanisms, the rules of

procedure for policy making in MoIM, professional development in the policy-related competencies of MoIM mid-level management, and the synchronization of policy planning and budgetary processes. In a series of meetings, members of the Public Policy Unit of the Ministry of Electricity (MoE) discussed energy efficiency policies. The NPM team agreed to assist the policy unit to produce a policy paper on energy efficiency as the first step in the development of energy-efficiency standards. The team provided a research framework to account for all levels of government, based on international best practices in energy efficiency (EE) application, highlighting the linkages between government entities.

Following discussions with the Ministry of Trade’s (MoT) policy leadership, the NPM team met the Public Policy Committee (PPC) to develop trade policies that facilitate international economic relations. The team offered to review Iraq’s international agreements to ensure they promote investment and economic growth. In particular, they recommended focusing on institutional arrangements and compliance with agreements. The review would identify the gaps between the commitments and actual compliance of international agreements, as well as assess if implementers have the capacity to enforce such commitments.



*Deputy Minister of Environment introduces NPM*

In November, the NPM team worked with newly identified social ministries to offer public policy training. NPM introduced their services to the Deputy of the Ministry of Environment, Mr. Hikmat Jabril. On November 20, sixty civil servants from the Ministry of Environment attended NPM’s lecture on the function and purpose of public policy in government affairs. The lecture outlined the technical training provided to the Prime Minister's Office of Policy Development, the President’s Bureau of Public Policy, and various Ministries. It also discussed USAID-*Tarabot* assistance to think-tanks, NGOs, women organizations, businesspeople, universities, provincial councils, and the media - all essential stakeholders in the policy making process.

Mr. Kamil A. Hashim, the Director General for Performance Monitoring at the Ministry of Human Rights visited the NPM team to request training workshops in public policy. He expressed the Minister’s interest in policy making and thanked them for their assistance. Hashim said that he will be responsible for the new policy unit in the ministry, and that he expected seven staff from various departments will participate in the training sessions.

### **2.3 Office of Policy Development in President of the Republic’s Diwan**

The Chief of Staff of the Diwan, Mohammed Shaker, asked advisors to develop a national policy to encourage the return of the Iraqi academics from abroad. Thirty years of political and economic strife has forced many teachers and education professionals to flee the country. Prior to the 1980s, Iraq was considered one of the most advanced Arab nations in terms of higher education, agriculture, health, and the arts.



*Presidency advisors discuss return of Iraqi academics*

In addition to a wealth of natural resources, it boasted a huge human resource. Since there is limited data on the number of Iraqi academics living overseas, NPM advisors, along with Diwan's advisors, developed a survey questionnaire to distribute to the academics in order to identify their skills and determine what the government can do to encourage their return. If they can be convinced to teach in Iraqi universities, and apply their global experience to improve educational standards, it will hasten the reconstruction of the country.

The presidential advisors also shared the results of their research and a list of stakeholders from which to gather more information and support for the policy, including the OPD, several ministries, parliamentary committees and other government entities; and a variety of organizations from the education, civil society, public policy, and the private sector. They also suggested creating a Facebook page to increase communication with stakeholders. The Prime Minister's Advisor, Dr. Arkan Rashid Ma'alof, an economist working on the same policy, joined the working group. His membership signals the support of the President and the Prime Minister.

## 2.4 Policy Communication and Outreach

The Director of the Middle East office of the Carnegie Endowment for International Peace, Dr. Paul Salem, announced a visit to Baghdad in December. The NPM team and Carnegie representatives will meet with Iraqi think-tanks with a view to forming partnerships, and discuss the establishment of research centers with the Presidents of Al-Nahrain and Baghdad Universities. Carnegie will deliver a lecture on the role of academia in policy-making, meet students interested in a fellowship in Beirut, and hold talks with advisors from the Prime Minister's Office of Policy Development.

Dr. Mohammed Jabir, the President of Al-Nahrain University, agreed to host three important *Tarabot* NPM events during November and December. The first event was the ISRAR conference held on November 26, the second, a ceremony for graduates of a NPM team public policy course planned December 1, and the third event will be on December 11, where Dr. Jabir will meet and host a lecture for the Director of Carnegie's Middle East Office on "The Role and Contributions of Academia in the Process of Policy Making".

The NPM team met two think-tanks and one NGO to discuss their role in public policy. They also met Al-Noor Universal Foundation (NUF), the Information Center for Development and Research (ICDR), and the Association for People Prosperity (APP) to explain their work with the PMO, ministries, universities, provincial councils, NGOs and the private sector. All three organizations welcomed the technical assistance of NPM advisors to develop their knowledge of public policy, and asked to be included in any trainings or activities for NGOs.



*Meeting with Dr. Intisar Al-Jobouri, Chair of the Committee on Women Affairs*

Ms. Intisar Al-Jobouri, Head of the Women, Family and Children Committee from the Council of Representatives, discussed the cooperation between NPM and parliament on women's role in policy-

making. NPM advisors briefed her on their work with women's NGOs and the Ministry of Women Affairs. Ms. Al-Jobouri requested the NPM team to arrange a series of roundtables for women NGOs and members of parliament on their role in public policy.

## ADMINISTRATIVE DECENTRALIZATION

### 3.1 AD Component Wide

During the second week in November, the Administrative Decentralization component delivered the Second National Development Plan conference, in cooperation with the Ministry of Planning and UNDP.



*National Development Plan Conference*

The National Development Plan Conference was held in Erbil from 11-13 November to develop one unified vision for the future of Iraq. This conference, held under the auspices of the Prime Minister, His Excellency Nouri Al-Maliki, convened high-level delegates to discuss the strategic priorities to drive Iraq's development over the next five years. The conference, hosted by the Ministry of Planning in partnership with USAID-Tarabot and UNDP, employed an open participatory

approach unique in the region. Some of Iraq's most senior public servants came together with representatives from the public sector across Iraq, as well as delegates from major donor agencies, the private sector, and civil society. The conference generated commitment from UNDP, USAID and the EU to align their strategies in Iraq with the upcoming National Development Plan, thus entrenching Iraq's commitment to sustainable, and democratic development.

The conference was attended by several high-level government officials. These included the Deputy Prime Minister for Economics, His Excellency Dr. Rouge Shaways; the Minister of Planning for the Kurdistan Regional Government, His Excellency Dr. Ali Sindi; the Senior Deputy Minister of Finance, and the Deputy Ministers of several prominent ministries, including the Ministries of Planning; Municipalities and Public Works; Oil; Electricity; Health, and Transportation. In total, around 450 delegates attended, drawn from the most senior ranks of Iraq's public sector; from major donor agencies including 72 representatives of several UN entities, as well as delegates from USAID and the EU; from the private sector, academia, and a number of NGOs; and from USAID-Tarabot.



*Conference VIPs*

Over the next few months, USAID-Tarabot advisors will continue to support the Ministry of Planning as it drafts the final Plan prior to its presentation to His Excellency the Prime Minister in the first half of 2013.

Also this month, a trilateral meeting between USAID, the World Bank and the Ministry of Labor and Social Affairs (MoLSA) took place in Istanbul between November 21-23, chaired by MoLSA's Deputy Minister of MoLSA, Mr. Dara Hasan. The parties discussed the progress achieved in activating the Social Safety Net (SSN) software in the 21 sites across Iraq in preparation to disburse around US\$500 million to around 1.5 million beneficiaries. The work is almost 95% accomplished, and a launch conference to take place in the presence of His Excellency, the Prime Minister is now being prepared. The director of the Capacity Building Office at USAID, Ms. Rodeina Abdel Fattah, and *Tarabot's* Deputy Chief of Party, Mr. Nael Shabaro, participated in the meeting and expressed their ongoing support to this important project. They also committed to enhancing the social welfare directorates at the 21 sites by converting them into one-stop shops. The new SSN software has already proved its effectiveness by eliminating existing duplicates in names, which in turn has saved the Government of Iraq more than \$20 million to date, allowing this money to be redistributed to the truly needy.

During this month, as a result of an Order from COMSEC, the Office of the Minister of State for Provincial Affairs acknowledged local governorates' requests for enhanced powers and administrative decentralization in line with the draft, but not yet enacted, changes in the federal law for provinces. The Minister's Office requested feedback from the provinces on their decentralization needs. This significantly alters the operating environment for the decentralization process, strengthening the potential avenues for sustainable and meaningful devolution of power in the provinces.

This month has witnessed many changes that will have a long-lasting effect on the performance of public procurement. During November, the Council of Ministers agreed to allow the publication of the project estimates at the tender stage; this will prove vital to ensuring the participation of eligible bidders, and provide the foundation of pre-qualification, by providing a transparent statement of what a project is likely to be worth. Also during this month, the Procurement Advisory Unit supported and progressed the work on a procurement web portal for implementation by the Office of Government Public Contracts and Policy (OGPCP) in the Ministry of Planning. This work, sponsored by the World Bank, involves input from an international consultant tasked with preparing the Terms of Reference for the software which will enable GoI entities to post on the portal their procurement opportunities for the local and international private sectors. To support this work, the Procurement Advisory Unit also conducted sessions with the portal's stakeholder groups, including ministries, governorates and the contractors' union, to ensure that the portal meets their needs and expectations. Both of these initiatives will significantly affect the operating environment for procurement across government, opening doors to the private sector in a way not seen before.

Also during November, the Council of Ministers approved the 2013 federal budget, which allows for IQD 55 trillion for investment. This significantly informs the operating environment for USAID-*Tarabot's* efforts, demonstrating the Government of Iraq's commitment to delivering sustainable change, and should therefore provide ever more momentum for the project's objectives.

### 3.2 Planning Advisory Unit

During the first part of November, staff from the Planning Advisory Unit provided intensive support to the preparation and delivery of the National Development Plan (2013-17) Conference held in Erbil. This work included the finalization of GDP estimates for presentation at the conference, as well as ongoing technical and logistical support to ensure the successful delivery of this major event. Following the event, Planning Advisory staff continued to provide support and advice to the Ministry of Planning to ensure the seamless integration of conference findings and recommendations into the draft Plan, and to consolidate their own contribution to the economic chapter of the Plan document.

Also in November, Planning Advisory Unit staff discussed the preparation of the provincial projects list for 2013 with the Babil Governor's Office Steering Committee, and developed and delivered a work plan to link the goals of the National Development Plan with those of the committee. Planning advisors followed this up with a suite of meetings with staff from the Babil Governor's Office to support project allocation, implementation and financing at the district and township levels. Such streamlining is essential to ensure that Governors' Offices deliver results that are consistent with the strategic priorities of the Plan which, in turn, facilitates an even development process across the country. The Unit will continue to assist with the compilation of project lists for each department, evaluate the proposed projects, and help to eliminate redundant activities.

### 3.3 Administrative Decentralization Support

November proved a highly successful month for the Decentralization Support Unit. During November, as a result of an Order from COMSEC, the Office of the Minister of State for Provincial Affairs acknowledged local governorates' requests for enhanced powers and administrative decentralization in line with the extant, but not yet enacted, federal law for provinces. The Minister's Office requested feedback from the provinces on their decentralization needs. This significantly alters the operating environment for the decentralization process, strengthening the potential avenues for sustainable and meaningful devolution of power in the provinces.



*Decentralization workshop for Ministry of Youth and Sports*

As a result of this, the Unit supported the Wasit Provincial Council to formulate an official request for powers to legislate for revenue collection via the levy of duties and fines; to control operational human resources issues; to permit the Governor to manage the province's operational budget, and to permit the provincial councils to plan general policy. This demonstrates a significant shift in the provincial resolve to drive a decentralization process that will prove both efficient and effective in the delivery of provincial priorities.

In a similar vein, the Governors' Offices of both Babil and Najaf issued official letters to USAID-Tarabot requesting their suggestions for administrative law reform to facilitate administrative decentralization, particularly with regard to



enhancing the powers of the Governor. These letters demonstrate the growing confidence of the governorates in the administrative decentralization process and its potential for facilitating strong provincial growth.

The Decentralization Support Unit also conducted meetings with provincial Directors General at the Ministry of Youth and Sport to explain the advantages of the decentralization process and the services that the Unit can offer. In Anbar, Diwaniyah, Najaf, Diyala, Dhi Qar and Wasit, two-day workshops were delivered to provincial ministry staff on decentralization and the requisite attendant powers required to enable it. In Karbala, Unit staff provided advice on the implementation of a decentralization process, including providing the Director General with an institutional questionnaire to identify priorities and needs. They also agreed to deliver a two-day workshop on decentralization to ensure full understanding of the process and its advantages to a range of local staff in the province. As a result of these discussions, the Directors General in Karbala agreed to send an official letter to the Minister of Youth and Sport requesting additional provisions to permit the decentralization process. This will provide significant momentum to the decentralization process and bodes well for other mid-Southern provinces.

Also during November, the Decentralization Unit's staff discussed cost share allocations within a number of ministries. At the Ministry of Industry and Minerals, allocations were discussed and agreed with the Deputy Minister Monketh Al-Baker, as well as the Minister's Advisor for Economic Affairs, Mr. Majed Butrous. As a result of these discussions, it was agreed that the Decentralization Support Unit would be allocated 40% of the total cost share allocation for the Ministry, thus entrenching the concept of, and commitment to, the decentralization process, an integral element in ensuring the Ministry's delivery of responsive services. A similar arrangement was agreed with the Ministry of Electricity, another critical ministry in which to embed decentralized governance.

### **3.4 Fiscal Management Advisory Unit**

During November, Public Fiscal Management (PFM) team completed draft manuals on Program Budgeting Program Budgeting, and Developing a Medium-Term Budget Framework. These will be translated into Arabic for use by ministries. An outline for ministerial "Standard Operating Procedures" is also being prepared. PFM is also currently developing a Project Financial Appraisal manual and a workshop for undertaking financial assessments for infrastructure projects. These activities will help to standardize the approaches taken between ministries, creating alignments with strategic priorities and facilitating systemic efficiencies.

Also this month, PFM unit staff attended the Ministry of Planning where they met with the Deputy Minister for Administrative Affairs, and the Director General of the Administrative and Finance Directorate. They discussed national and sub-national objectives, an action plan, and areas for potential collaboration. This was a first step in aligning Ministry of Planning activities with core imperatives of public fiscal management, ensuring that the strategic objectives laid out by the Ministry cohere with sound financial management principles.

The Unit also conducted similar meetings with the Ministry of Justice, the Ministry of Trade and the Ministry of Industry and Minerals (MoIM). At MoIM, the PFM gained the agreement of the ministry to work with them in the alignment of their budget with strategic objectives, in the drafting of a multi-year

budget framework, and the development of a Budget Standard Operating Procedures Manual. A similar commitment was achieved from the Ministry of Construction and Housing, and the Ministry of Municipalities and Public Works, where the Deputy Minister was particularly interested in receiving support on the integration of the investment (capital) budget with the recurrent budget, and in project appraisal.

Advisory and assessment work was also undertaken at the provincial level, with visits taking place with the Directors General of seven provincial offices of the Ministry of Municipalities and Public Works, and six of the Ministry of Water and Sanitation. Similar meetings were held at the Ministry of Trade's provincial offices in Diwaniyah, Najaf and Wasit, and the Maysan office of the Ministry of Health. These meetings provide an essential foundation for the establishment of standard financial management processes across national and sub-national entities.

### 3.5 Project Management Advisory Unit

During November, the Project Management Unit continued its work to build ministries' and Governors' Offices' capabilities in project management processes that comply with international best practice. In this context, the PMU agreed the terms for the establishment of a Project Management Office (PMO) in the Ministry of Oil. This Office will apply international standards in project management and is intended to deliver improved efficiencies in project management across the ministry. At the Ministry of Health, PMU advisors reviewed the project management assessment and action plan with Directors General and other senior staff. The MoH is expected to correspondingly adopt a new project management system, introducing system-level efficiencies to complete projects on time and to budget, and according to quality standards. The team also worked with Directors General at the Ministry of Construction and Housing (MoCH) to agree ways to embed project management principles within the ministry, including the restructuring of the ministry's project management department. The adoption of these methodologies by this big-building ministry will be critical to the efficient delivery of their projects in line with national objectives.



*Project management site visit in Ninawa*

The PMU also worked to establish Project Management Offices at the Governorate level, agreeing on the



*Wasit Governor agrees to PMO*

establishment of a PMO in the Wasit Governor's Office, following extensive negotiation and advisory work.

Later in the month, the Wasit Governor's staff were supported to review the PMO's needs and agree a priority action plan for capacity building, including via the provision of a 5-day workshop. The possibility of establishing a similar office in Kirkuk was also

developed during this month, with the Kirkuk Governor's Office agreeing a pilot site for applying the

42-step Project Management Institute's methodology. As a result of this, the Kirkuk Governor's Office will issue an instruction for the implementation of project management methodology, ensuring that project managers can manage their portfolios according to time, budget and quality. In the Governors' Offices of Salah ad Din, Ninevah and Basrah, the team met with officials to discuss the application of the PMI methodology to streamline and facilitate efficient implementation of projects, agreeing an action plan in Salah ad Din and developing an evidence-base for work in Ninevah.

Finally, during November, staff from the Project Management team continued their extensive program of delivering workshops in Project Management Processes; MS Project, Estimation Techniques and Feasibility Studies to staff in several ministries, including the Ministries of Transportation (MoTr); Education (MoEd); Science and Technology (MoST); Environment (MoEn), MoIM; Health (MoH); and Youth and Sport (MoYS). These workshops constitute a critical capability building component that will enable staff to implement internationally-recognized project management methodology to facilitate efficiencies at the system and operational levels.

### 3.6 Procurement Advisory Unit

During November, the Procurement Advisory Unit supported and advanced the work on a procurement web portal for implementation by the Office of Government Public Contracts and Policy (OGPCP) in the Ministry of Planning. This work, sponsored by the World Bank, involves input from an international consultant tasked with preparing the Terms of Reference for the software which will enable GoI entities to post on the portal their procurement opportunities for the local and international private sectors. To support this work, the procurement team also conducted sessions with the portal's stakeholder groups, including ministries, governorates and the contractors' union, to ensure that the portal meets their needs and expectations.



*Procurement Conference in Najaf*

Also during November, Procurement Advisory Unit staff held a series of technical meetings with several ministries to support their preparation of a Standard Procurement Process and the preparation and submission of Procurement Plans for 2012. This work will help to streamline and standardize procurement practices across government, and participant ministries including the Ministries of Industry and Minerals (MoIM); Labor and Social Affairs (MoLSA); Education (MoEd); Higher Education (MoHEd); Tourism and Antiquities (MoTA); Agriculture (MoA); Communications (MoC); and Electricity (MoE). At MoIM and MoLSA, staff were sufficiently advanced in their work to permit the PAU to support the preparation of Plans for 2013. At the Ministry of Transportation's General Company for the Ports of Iraq, procurement team commenced an extensive program of technical support via a capacity assessment of the Company's implementation processes. Lastly, the Ministry of Higher Education, the Commission of Technical Education were provided with advice to strengthen their standard procurement process and further prepare their Procurement Plan. It was also agreed that PAU staff would deliver an advanced workshop on consulting services contracts to support the new Ministry practice of retaining consultants to design projects.

At the governorate level, procurement team continued their work to support the implementation of Standard Bidding Documents (SBDs) and standardized procurement process at the local level. In the Najaf Governorate, the procurement team convened a conference on SBDs for contractors. This conference was based on a plan laid out by the Ministry of Planning, aimed at training contractors on the layout of bidding documents, the preparation of bids, and tender evaluation criteria.

Continuing their technical support to several Governors' Offices, the Procurement Advisory Unit provided support for their preparation of the Standard Procurement Process and Procurement Plan documents for submission to the Ministry of Planning. In this context, the procurement team worked with Governors' Offices in Karbala; Anbar; Diwaniyah; Salah ad Din; Kirkuk; Muthanna, and Babil. In Karbala, the team provided support for the Governorate's plans to prequalify contractors using Standard Bidding Documents for a major infrastructure project that is included in the 2013 investment budget, and in all cases the procurement team has committed its support to the governorates in preparing their 2013 documents.

### **3.7 Organizational Development Advisory Unit**

During November, the Organizational Development Advisory Unit (OD) met with senior staff from several ministries, negotiating and agreeing scopes of work for organizational development at the ministry level. These included the Ministry of Planning, where OD advisors met with the ministry's Organizational Development team to agree the final work plans for administrative reform. At the Ministry of Transportation, the team worked with the ministry's OD team to refine the administrative reform solutions maps, and conducted a workshop with a team from the General Company for Ports of Iraq in Basrah, producing a benchmark report. At the Ministry of Environment, the final provisions for the establishment of an Organizational Development team were agreed, whilst at the Ministries of Agriculture and Labor and Social Affairs, meetings were held to finalize details of establishing such teams in those ministries. The establishment of these teams will fundamentally inform ministries' abilities to structure themselves in an efficient manner that best aligns ministry structure and reporting lines with ministerial and national objectives.

Also during November, the OD conducted several workshops to assist GoI entities to develop their organizational development work programs. As well as the workshop conducted with the General Company for Ports of Iraq in Basrah, the team also delivered the fourth workshop in the Phase 2 implementation to staff from the University of Mosul. Similarly, OD staff delivered Workshops 1 and 2 of Phase 2 to staff from the Ministry of Transportation in Erbil, facilitating the analysis of the performance assessment report from Phase 1 and formulated an action plan to address issues arising from that. Lastly, 20 participants from the University of Babil completed the Phase 2 second workshop, facilitating the development of detailed work plans for administrative reform programs. Such training will provide essential support to organizational development teams in the harmonization of evidence-based organizational development with strategic objectives.

This month, the Training and Development Department from the Council of Ministers' Secretariat (COMSEC) asked the OD for advice on organizational and process development. Possible areas for collaboration and capability building will be finalized in the coming weeks, subject to the availability of cost share funding.

Lastly, during November, the OD team continued its capability-building efforts with the Foundation for Technical Education; the University of Baghdad; and the University of Babil. In this context, the unit supported universities to implement an organizational development methodology to align organizational structure with operational and strategic objectives, providing advisory support and conducting workshops to lift awareness and build capability.

### 3.8 Service Effectiveness Advisory Unit

During November, Service Effectiveness Advisory Unit (SEU) staff advanced the development of a public service users' survey to measure the perceptions and effectiveness of public services. This includes a questionnaire and accompanying methodology that was originally based on Canada's internationally acclaimed Citizens First survey. However, due to licensing and other contextual restrictions, this has now been remodeled to address the needs of specific ministries in identifying areas for improving services. SEU advisors met with the Ministries of Transportation; Youth and Sport; MoLSA and Electricity to prepare them for this work. This survey will begin implementation at the end of 2012 for early reporting at the end of the first quarter 2013.

Also this month, the SEU followed up with the Ministry of Agriculture in Dhi Qar, subsequent to their participation in a public accountability workshop delivered by the team in October. This meeting acknowledged the participation of staff in the workshop and consolidated the workshop's objective to strengthen the role of public servants in ensuring accountability for service delivery.



*Youth Club Visit*

The SEU also advanced the population of the database of GoI services, and continued their work with the Ministry of Electricity to follow up on the implementation of the action plan to develop an integrated customer complaints and feedback system within the ministry. The team also met with the Baghdad Water Directorate to continue in the development of a customer complaints and response mechanism and develop an action plan for the water centers.

In the context of improving services, the SEU met with provincial teams of the Ministries of Labor and Youth and Sport. At MoLSA, the SEU supported the Dhi Qar Labor Center to integrate its activities with the Vocational Training Center to ensure that the ministries directorates provide more effective services to job seekers. At MoYS, SEU advisors assessed the provision of youth services in Dhi Qar and Baghdad with the objective of ensuring that these services meet the needs of youth in terms of promoting social integration and preventing anti-social behavior. This is part of a suite of work intended to improve the capabilities and capacities of the youth club service to ensure that it is reaching the most vulnerable sub-populations and achieving its objectives in terms of re-engaging youth in pro-social activities. Going forward, the SEU will be supported by the Organizational Development and Process Management Advisory Units to ensure that any service-level improvements are sustainable and streamlined with ministry and national objectives.

### **3.9 Quality Management Advisory Unit**

This month, Quality Management Advisory Unit (QM) staff worked principally to prepare for, and support, the COSQC Conference, Quality as an Input to Performance in the Public and Private Sectors, to be held at the Ishtar Hotel, Baghdad, on the 3rd and 4th of December. This conference is expected to reach 300 delegates drawn from across the public and private sectors, and the Ministry of Planning will be represented by senior public servants who will formally recognize the achievements of a number of entities in terms of their quality management systems. The QM supported COSQC in the collation of 22 research presentations to be delivered over four sessions at the conference.

Also in preparation for this conference, QM advisors conducted a two-day seminar with COSQC's Chairman, its Heads of Department of Finance and Quality Control, and other senior staff. During November, QM advisors also completed a two-day gap analysis with 22 members from the Ministry of Transportation's General Company for the Ports of Iraq to evaluate their quality management system's compliance with ISO9000:2008 requirements. This support forms part of a suite of initiatives conducted by other advisory units, including Procurement and Organizational Development, to ensure that USAID-*Tarabot's* work is integrated and seamless.

### **3.10 Iraq Development Management System**

During November, the Iraq Development Management System Unit (IDMS) continued its work to support ministries to ensure the inclusion of all projects and relevant data in the IDMS. In this context, the IDMS unit met with several ministries, working with the Ministry of Justice to identify proposed projects for 2013 in preparation for supporting the upload of those projects for the Ministry of Planning's 2013 capital investment portfolio. They also met with staff at the Ministries of Culture (MoCu); Electricity (MoE); and Water and Resources (MoWR) to support the implementation of CoMSec's directives on projects for 2012 and 2013, including the provision of complete and accurate data on each project entered into the system. Workshops on IDMS, including reallocation, yearly allocation, base year method, procurement, financial information, expense codes, monitoring and follow-up were also conducted at the Ministry of Construction and Housing, enabling the ministry to deepen their understanding of the system's full potential.

This month, in support of the province-level implementation of the IDMS, the unit's staff worked with the Ministry of Planning to establish a framework for provinces to manage the IDMS, conducting site visits in eight provinces to provide user names for IDMS online accounts, and support users to manage portfolios in the online environment.

IDMS unit advisors also worked at the Governor's Office level in Kirkuk, Ninawa, and Anbar, all of whom had requested technical assistance to implement the IDMS and begin uploading the 2013 projects. All of these initiatives will significantly strengthen government entities' ability to track and implement capital investment projects, ensuring the efficient utilization of public funds and the successful implementation of projects key to national objectives.

### 3.11 Social Safety Net

This month, a trilateral meeting was held in Istanbul between the World Bank, the MoLSA, and USAID to discuss progress with the Social Safety Net (SSN), the accompanying SSN system, and the service center model that will support them. This meeting not only underlined the importance the GoI and international community places on the SSN, but also generated their commitment to ensuring its ongoing success in ensuring the disbursement of funds to Iraq's needy.

Also this month, the SSN system team trained Muthanna engineers to solve connection problems between the province's SSN site and Baghdad. The SSN system is now active in ten sites: Baghdad Central; Baghdad - Karkh; Baghdad - Rusafa; Al-Sadir; Najaf; Diwaniyah; Diyala; Karbala; Wasit and Muthanna. Seven more sites are planned to be activated in the coming months. The Social Safety Net now benefits almost one million individuals, and the efficiencies delivered by the supporting system are estimated to have saved the GoI over US\$20 million.

The SSN will now be supported by the Service Centers team, taking the work into its next important phase: the establishment of one-stop-shop service centers.

### 3.12 Education Capacity-Building Initiative

This month, the Education Capacity Building Initiative (ECBI) team held seven workshops in Baghdad and the provinces on all five core areas and conducted a follow-up visit to Baghdad High School.



*Baghdad School*

Following a case study, the team met the principal of Baghdad High School for Girls to discuss the challenges faced by public schools in Baghdad. The ECBI Fiscal Management advisor met officials from the Karkh Directorate to solve the issues raised by the school principal.

After witnessing the impact of the Education Capacity Building Initiative's customized web designing course, the Deputy Minister announced that the MoEd will improve service delivery by creating a website for each directorate. He asked the team to offer additional courses in web design. Two IT workshops were held this month, a Microsoft Office course and a Web Design course.



*IT Education Workshop*

A course in micro-procurement was launched this month in Anbar, following a request from the Deputy Minister of Scientific Affairs. This is a new topic for procurement core area which focuses on the procedures for government procurements less than 100 million IQD (~USD\$85,400).

	May	Jun	Jul	Aug	Sep	Oct	Nov	Total
<b>Completed Classes / Focus Groups</b>	<b>2</b>	<b>6</b>	<b>6</b>	<b>3</b>	<b>12</b>	<b>6</b>	<b>7</b>	<b>42</b>
<b>Participants</b>	<b>64</b>	<b>86</b>	<b>78</b>	<b>41</b>	<b>174</b>	<b>103</b>	<b>118</b>	<b>664</b>
FM	44	0	20	20	44	20	14	162
CL	0	30	16	21	52	31	45	195
IT	0	0	0	0	38	24	22	84
PM	0	14	42	0	9	28	15	108
Pro	20	24	0	0	12	0	22	78
Other	0	18	6	11	19	0	0	54

## PROJECT ADMINISTRATION

**Staffing and Deployment:** The project has a staff of 37 expatriate and 254 local personnel, as of November 30, 2012.

**Security, Facilities:** Our security contractor's extension of its travel authority has again expired. We are waiting for either a resolution of the granting of licenses or an additional travel authority extension. Meanwhile, our travel is at times restricted by the limited number of subcontracted convoys available.

The two new training rooms associated with the new Sumer residence house are now "on line" and greatly alleviating the shortages of training/meeting space during recent months. We often have up to ten events a day on the compound with hundreds of officials and participants.