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IRAQ ADMINISTRATIVE REFORM PROJECT - *TARABOT* MONTHLY PROGRESS REPORT OCTOBER 2011

2 NOVEMBER 2011

This publication was produced for review by the United States Agency for International Development. It was prepared by Management Systems International.

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Contracted: AID-267-C-11-0005
Iraq Administrative Reform Project



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Acronyms

AD	Administrative Decentralization
COM	Council of Ministers
COMSec	Council of Ministers' Secretariat
Cos	Chief of Staff
CSR	Civil Service Reform Component
DG	Director General
FCSC	Federal Civil Service Commission
Gol	Government of Iraq
HC	High Committee (for Civil Service Reform)
HR	Human Resources
HRM	Human Resource Management
IDMS	Iraqi Development Management System
MoC	Ministry of Communications
MoC&H	Ministry of Construction and Housing
MoHE	Ministry of Higher Education
MoHR	Ministry of Human Rights
MoInd	Ministry of Industry
MoLSA	Ministry of Labor and Social Affairs
MoMD	Ministry of Migrants and Displaced
MoMPW	Ministry of Municipalities and Public Works
MoP	Ministry of Planning
MoT	Ministry of Trade
MoU	Memorandum of Understanding
MSI	Management Systems International
NDP	National Development Plan
NPM	National Policy Management Component
OD	Organizational Development
OPD	Office of Policy Development
OSTP	Organizational Self Assessment Transformation Tool
PFM	Public Finance Management
PCSC	Provincial Civil Service Commission
PMAC	Prime Minister's Advisory Council
PMO	Prime Minister's Office
PSM	Public Sector Modernization (Committee)
RG	Regulatory Guillotine™
UNDP	United Nations Development Programme
USAID	United States Agency for International Development

This report summarizes project activities and accomplishments under the Iraq Administrative Reform Project (USAID/Tarabot¹) for the period October 1 - 31, 2011. The next Monthly Report for November is due on December 2, 2011.

Summary

Following USAID/Tarabot's successful start up in its first quarter, October marked the beginning of the implementation of the project's ambitious agenda. The Civil Service Reform (CSR) team began its work in establishing modern Human Resource (HR) practices with two successful workshops with HR teams from the Ministry of Communications, and is on track in its collaboration with the High Committee for Civil Service Reform to deliver the revised draft civil service law by the end of 2011. The President of the Republic inaugurated the first Public Policy Office, together with a USAID-sponsored English language laboratory, both of which are located in the Presidency Diwan. USAID/Tarabot National Project Management (NPM) team provided assistance in the establishment of the President's public policy office. The NPM team also held two well received workshops – one at Al Nahrain University and another at Baghdad University – introducing public policy curricula to Iraqi universities for the first time in the country's history. The Administrative Decentralization (AD) team began its implementation program across the provinces, engaging with GoI officials in Basrah, Ninawa, Maysan, Anbar, Muthana, and Babil, and initiating assessments in Ministries including the Ministry of Municipalities and Public Works, the Ministry of Migration and Displaced, the Ministry of Human Rights, the Ministry of Planning, and the Ministry of Higher Education. With the project now in full swing, USAID/Tarabot looks forward to expanding its implantation activities in Baghdad and the fifteen provinces in the coming months.

Component I: Civil Service Reform

High Committee for Civil Service Reform. Throughout October, USAID/Tarabot's CSR team worked with the High Committee (HC) for Civil Service Reform to achieve its objective of delivering the revised draft civil service law by the end of 2011.

The CSR team's senior advisor attended two work sessions with other HC members during which members discussed the draft Senior Executive Service (SES) legislation. Discussion is still ongoing as to whether the senior executive service should be under the Federal Civil Service Commission (FCSC) or the Council of Ministers' Secretariat (COMSec). A joint management between the FCSC and COMSec may be envisaged. USAID/Tarabot presented the committee with an example of successful SES legislation from the United States. Several principles of the Iraqi code are directly taken from the US example, namely a mixed system that is both career-based and position-based, accountability, linking SES compensation to performance, tenure, training and merit recruitment of SES members.

The team also coordinated with the committee Chairman towards his first participation in the Public Sector Modernization (PSM) meeting, representing the civil service reform from the Government side. The team reviewed the PSM meeting minutes and discussed the content of the presentation on civil service reform to be made at the next meeting.

In other discussions with the HC, the CSR team reviewed the PSM proposal to establish a Public Finance Management (PFM) task force. The counterpart expressed desire that USAID be represented on the task force given the Agency's previous experience in this field with the Government of Iraq (GoI) as any PFM decision may impact public sector reform including civil service reform.

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

Legal Reform. USAID/Tarabot's Civil Service Advisors worked with the HC on technical aspects of the FCSC Law # 4 and its corresponding provisions, namely the institutional performance appraisal and the FCSC mandate to report to Parliament on the ministries' annual performance. Working in collaboration with the CSR team, the HC finalized the chapter on annual leave, sick leave, and maternity leave. Substantial amendments were also made to the chapter on training, taking into account the future role of the Civil Service Institute in establishing training policies. The individual performance appraisal system has been linked to the ministries' performance and the planned introduction of management by results principle in the Iraqi government.

Civil Service Commissions. The CSR team this month worked on the drafting of an implementation plan for establishing the FCSC. The implementation plan will guide USAID/Tarabot's counterparts in explaining the FCSC's functions, organization structure, systems, procedure, staffing, strategy, work plans and staff skills. An organizational structure of six departments is being designed, with each department's tasks distributed among fifteen divisions and twelve units. Separate organizational charts of each department are also being developed to further define the roles and responsibilities of each.

USAID/Tarabot then began defining the duties and responsibilities the first of the six Departments. The Finance and Administration Department will have four divisions: the Planning, Finance and Budget Division; the General Administration Division; the Human Resource Division; and the Information and Communication Technology Division. Duties and responsibilities of departments and divisions will provide the basis for the identification of staffing needs of the FCSC.

The team is also drafting an institutional mechanism to define the Commission's relationship with the Council of Ministers (CoM). This mechanism will clarify the process of establishing priorities and overseeing the implementation of the Commissions' activities. USAID/Tarabot will support the FCSC in the preparation of an annual report to the Parliament as well as to the CoM. The report will outline challenges faced by the Commission, suggest ways its policies and services can be delivered, and make recommendations for future improvements. The FCSC will also submit a report on the performance of each ministry/agency to the CoM, along with its recommendation for improvements of the ministry or agency's performance. The Commission will also analyze the budgetary demands, with particular reference to the cost of civil service wages and administrative operations, for every ministry/agency and submit its recommendations for consideration to the CoM.

Throughout October, the CSR team worked on defining and drafting an institutional mechanism for accountability of the FCSC to the parliament for the use of public resources and the way in which its policies and services are delivered.

After defining a framework for the mandate, jurisdiction, line of authority and functions of the Provincial Civil Service Commissions (PCSCs), the team travelled to Basrah province for discussions with Governorate officials. Initial talks centered on the challenges of provincial civil service management with particular reference to the lack of clarity on the creation and strengthening of the system and the absence of a framework for establishing PCSCs. It was agreed that the CSR team will work closely with the Basrah Governor's office in defining the PCSC's framework and in establishing a Commission in the province. It was also agreed that the official representative of the Governor's office will attend the next meeting of provincial representatives, to be held in November 2011, along with the representatives of other provinces to exchange their views and develop a framework for establishment of the PCSCs.

Updating HR Management practices in line ministries and provinces. USAID/Tarabot's CSR staff reviewed the approved organizational structure of the Human Resource Management (HRM) divisions of Ministries and Governorates. Functions of the component HR sections were defined in accordance with the best practice in HR and the requirements of the Iraqi Civil Service. This initial work is based on the assessment of the status of HRM in the Iraqi Ministries identified by USAID/Tatweer and current consultations with national counterparts in two Ministries. Job descriptions for the heads of the HR section and their staff are now being prepared for discussion with the five identified Ministries, three identified Governorates and five further Ministries.

A number of examples of the current formats and use of job descriptions and person specifications in Ministries were considered in order to develop a standard template for use throughout the Civil Service. This format is being developed to meet the requirements of merit based recruitment, transfer and promotion. The format also provides a basis for determining training and development needs, and appraising performance. The proposed job descriptions will be used, together with a standard format personal specification, in the training workshops for Ministries and Provincial Governorates.

After an initial assessment of the requirements for introducing merit based recruitment, transfer and promotion throughout the Civil Service a program of activity-based learning was developed for HR managers as well as recruitment specialist staff in the identified ministries and provinces. The first workshop was conducted for the Director General (Administration), HR Manager and Deputy HR Manager of the Ministry of Communications (MoC). The Ministry of Communications differs from other ministries in several ways. It is only recently established and is not governed by the provisions of a specific law. It is also a small organization with line functions of a highly technological nature, delivered through a large number of external organizations.

Workshop participants discussed and analyzed the current nature and future role of the Ministry's HRD and reviewed those functions against the examples of established best practices of Human Resource Management. Participants' expectations from USAID/Tarabot in terms of developing and establishing the management of HRD functions were also agreed. This activity comprises a twelve month program of working together to meet the Ministry's needs including regular workshops and progress meetings with the Director General (Administration), HR Manager and Deputy Manager.

The CSR team conducted a second workshop for the Ministry's HR Manager and four HRD staff selected to be the Ministry's "HR Champions". During the course of the workshop, participants discussed current practices in the Ministry and understood the implications of Federal Civil Service Law for delivery of specified HR services by HRDs, and reviewed all HR functions of the approved HRD structure for the ministries and provinces. Key changes to be made to provide the defined HR functions were also identified in the workshop. USAID/Tarabot noted a considerable need to deliver training in both the current as well as new HR functions.

A follow-up meeting was held with the Ministry's HR officials to discuss the issues raised in the workshops. The Director General (Administration) and the HR Manager confirmed that both workshops had proved of great value, particularly the opportunity to further explore the nature and implications of HR reform for specific functions. Of particular use was the explanation of the probable consequences of the implementation of Federal Civil Commission Service Law #4 of 2009, which assisted Ministry officials understanding of the HR structure and operations. The most substantial change would be the establishment of the complete range of training and development functions within the HR division, including training planning, assessment and delivery.

A separate – and substantial - task would be to train the managers and staff of the HRD in all aspects of HR. The CSR team explained that this would be done through the program of workshops for HR managers and staff from the pilot ministries and provinces. In addition to this training, the CSR team will visit the pilot ministries and provinces to assist with the implementation of specific HR policies and procedures. The members of the Ministry's HR management team appreciated this approach, as it would take into account their particular needs.

At the end of the month, the CSR team completed a detailed schedule for its program of human resources management workshops in November and December. This program will follow the initial workshops held for the MoC and the Provincial Governorate of Basra. The training has been planned for up to 100 HR managers and staff each month from the ten pilot Ministries and three pilot Governorates and comprises of two types of workshop. The first, Managing Human Resources, will provide opportunities for the senior managers of Human Resources divisions to meet regularly with expert advisors from the USAID/Tarabot to support the managers in developing, directing and delivering all the functions they are required to provide to their Ministries and Provinces. The second, Human Resources Functions, will consist of separate workshops held for HRD staff to develop their knowledge and skills in key aspects of HR Management such as recruitment, promotion and transfer based on merit, performance

management, job descriptions and work force planning. Participants will discuss and analyze issues and opportunities related to their own departments, including how to adapt and apply best practice in the local context.

Federal Civil Service Institute (FCSI) and Training Centers in Ministries. USAID/Tarabot CSR team began developing a workshop for training center managers. The workshop will provide the opportunity for participants to develop their skills and knowledge in Human Resource Development needs assessments, strategic planning, and monitoring and evaluation in their Ministries and Governorates. It will also provide the opportunity to review the current organizational structure of the Training Centers and suggest future improvements in their design and delivery. The workshop will also provide a platform for participants to exchange their views and expectations for the future FCSI, which will further assist USAID/Tarabot and the Joint Coordination Committee in designing and developing the Institute. USAID/Tarabot's CSR staff also began developing a methodology for baseline HR assessments in ministries and provinces in order to gather information on the current HRM structure, capacities, business processes and practices. This information will serve as a baseline of current capacities of HRDs and will assist in tracking the outcomes of future HR interventions in the Governorates.

The CSR team also initiated the process of developing a methodology for assessment of stakeholders' expectations of the future Civil Service Institute. The methodology will assess different elements of current and required Human Resource development and administrative processes in line-ministries. The main elements of the methodology are the quality of candidates aspiring for ministerial jobs, current leadership and management capacities in the ministries, and current training capacities. The final product from this assessment will be a report specifying the stakeholders' expectations from the future Institute.

The process of developing a methodology for assessing Training and Human Resource Development providers continued this month. This methodology will collect information on the capacities of external training providers (such as private companies, NGOs and training institutes) to develop and deliver training and other human resource development services to government entities. The results of this assessment will be used to support the implementation of Human Resource Development plans of the line ministries, and provide a baseline for the FCSI for creating standards, guidelines and certification procedures for using external providers for training and development of the civil servants. A database of providers has also been drafted.

As part of its work with the MoC, the CSR team continued its assessment of the staffing and capacity development needs of the training center. An assessment of the current activities and management processes within the ministry was initiated, and a follow up workshop scheduled for November 16 - 17, during which the capacity development needs will be further assessed and concepts of Human Resource Development and Training Management will be introduced.

Component 2: National Policy Management

Presidency Diwan. The President of the Republic inaugurated the first Public Policy Office, together with a USAID-sponsored English language laboratory, both of which are located in the Presidency Diwan. As part of its current work plan, the USAID/Tarabot National Project Management (NPM) team provided assistance in the establishment of the President's public policy office. The formal inauguration, with all of the dignitaries from the Presidency Diwan assembled, together with USAID officiating, reflected the great importance to the President of the Republic of fulfilling its constitutionally mandated role in the policy making process and his appreciation for USAID's commitment both for establishing the physical facilities and for providing, through USAID/Tarabot, technical assistance in standing up that function.



Inauguration of the first USAID/Tarabot office of public policy.

Prime Minister's Office (PMO). The NPM Team and the Advisor on the Regulatory Guillotine™ (RG) held a lengthy discussion with the Chief of Staff (CoS) of the Prime Minister, on the subjects of public policy and of the RG for Iraq. The RG Advisor laid out the needs for support from the GoI going forward including an MOU and a Prime Ministerial decree, a budget (for which a draft budget is soon to be prepared), unit staffing, a list of ministries to be included in the scope of the RG and a clear statement of what subject matter to include. The CoS made clear his full support and that of the Prime Minister. He intends now to identify ministries to be included in the RG, so that this decision can be communicated to those ministries by COMSec.

The CoS also requested the NPM team take the lead in meeting with eighteen Iraqi university chancellors and deans of political science to explain the role of academia in the policy making process, including the operation of think tanks for public policy. He also asked the NPM team to arrange for foreign think tank and university experts to attend an event organized for these university chancellors and deans to help them take steps toward organizing public policy activities, including establishing local think tanks. Responding to this request is a huge opportunity for the project to take a major step forward in achieving results for the outreach function for public policymaking, by equipping universities with the capacity both to teach the discipline and to use it in an advisory role in support of public policymaking.

Workshops at Al-Nahrain and Baghdad Universities. The USAID/Tarabot NPM Team rolled out its capacity building program for Iraqis by delivering its first workshop at Al-Nahrain University on the public policy making process. The two-day event was attended by faculty members from the College of Political Science, the College of Business and Economics, the Law School, and from the Departments of Psychology, of Sociology, and the local media. Several students also attended, as did the Senior Director General from the Presidency Diwan bringing the total number of participants on the first day to forty four. On the second day, fifty nine participants also included representatives from the Ministries of Interior, of Health, and of Oil, as well as from the Universities of Kirkuk and Diyala. Presentations included "The Process of Policy Making", following the two models known as "rational" and "process", as well as "Constitutional Justification", "Merits of Doing Public Policy in Iraq", "Definitions of Public Policy", "Public Policy and Strategic Planning", and "Political Mapping", "Consultations", "Policy Formulation", "Policy Analysis", "Policy Decision-Making", "Policy Implementation", and "Policy Evaluation".

The President of Al-Nahrain University told USAID/Tarabot "*I feel that what you have generated in our campus is quite enriching*", and has requested the NPM team deliver a follow-up workshop, for students as well as faculty, focusing particularly on the university's prospective roles in public policy.

The NPM Team delivered a second workshop on public policy process on 30 October, this time at Baghdad University. Sixty-six faculty and students participated from the Colleges of Political Science, Education, Science, Administration and Economics, Medicine, Law, and Languages; the Centers for International Studies, for Continuing Education, for Education and Psychological Studies; the Council of the University, and the Office of the University President.

The participants showed keen interest during lively discussions and expressed a strong desire for follow up sessions spanning a number of days. The University Vice President specifically requested a presentation on public policy in the Iraqi Constitution, which the NPM Team will provide.

Minister of Trade (MoT). At a meeting with the NPM Team, the Minister of Trade was enthusiastic about USAID/Tarabot's role in assisting the Ministry in the areas of policy and of regulatory reform. Briefed on the regulatory reform and the public policy management elements of NPM's activities, the Minister immediately extended his support and strong commitment. He characterized his Ministry as one at the very core of need both for regulatory reform for current legislation and regulations and for as yet non-existent laws to promote trade, laws which would flow from policies designed for a market based economy. He said he looked forward to streamlining and simplifying Iraq's regulatory regime, to promote efficiency and transparency, proudly remarking that he had recently passed a routine anti-corruption review with a clean bill of health.

Told of upcoming public policy trainings to be delivered by the project, beginning this month for university professors, as well as of the interest of the Ministry of Industry in assistance with establishment of a Ministry-based policy unit, the Trade Minister eagerly replied that he and his Ministry would very much like to participate. He also asked if USAID/Tarabot would review for him at an early date a proposal which he had formulated for much-needed reform of the Ministry of Trade-administered food basket. The NPM Team established working points of contact and committed to following up personally with the Minister.

Later in the month, the NPM team, accompanied by the visiting RG advisor, met with the Ministry of Trade's Director General for the Legal Department together with six Department managers. Following a review of the purpose and function of the RG tool, the focus of the meeting was on the operations of the Legal Department and the importance of a full inventory of all legal instruments relevant to the scope of the reform, of which trade issues are central. Discussion covered the MoT Legal Department's perspective on, and knowledge about, the process for making laws and regulations, and on the size and composition of the body of legal instruments - including laws, regulations, orders, and circulars - impacting trade in Iraq. With this relationship now established, the NPM team is now better able to pursue access to information on these questions in greater depth through ongoing dialogue.

Council of Representatives (CoR). USAID/Tarabot NPM team held a number of communications with the Chairwoman of the CoR Committee on Women, Family, and Child Affairs. This initiative is part of NPM's advocacy to involve women in its policy activities and regulatory reform. Together with the visiting RG advisor, the NPM team met with the Head of the CoR Committee on Women, Family, and Childhood together with the coordinator for civil society associations. In response to a short presentation of USAID/Tarabot's project work on legal reform and public policy, the Committee Head responded enthusiastically. Herself a lawyer, she has a keen interest in both activities, graphically evidenced by her showing the NPM team her edits and suggestions for a draft law which would elevate the Minister of State for Women's Affairs to a fully fledged juridical ministry to better serve Iraqi women.

Ministry of Industry (MoInd). The NPM Team, accompanied by the visiting RG advisor met representatives of the Ministry of Industry's Advisory Office including the financial expert and two of his legal colleagues. The session followed previous meetings with the Minister and the Ministry's Senior Advisor for Planning. Following a review of the purpose and function of the RG tool, the meeting focused on the operations of the Ministry, including the Legal Department, and on the importance of a full inventory of all legal instruments relevant to the scope of the reform, for which industrial issues are central. The MoInd provided a list of laws relevant to the Ministry including both those directly and indirectly related to MoInd work.

Later in the month, the NPM Team participated in a roundtable discussion on Iraqi trade inspection, licensing, customs, and quotas, hosted by the USAID/Tijara Project and included officials from the MoT and from the State Company for Commercial Services. Topics included the status of efforts to reduce government regulation of trade and to increase the efficiency and transparency of licensing and inspection procedures.

Private Sector. Having delivered in September a roundtable on the RG to a full range of private sector participants, this month the NPM Team hosted a follow-up event with selected business organizations during which the visiting RG advisor delivered a presentation and led the discussion. The event addressed how private sector actors can and should engage as participants, particularly as members of the one of three independent review committees reserved exclusively for private sector participants, with each committee making its own recommendations for deletion, adjustment, or maintenance of each regulatory instrument within the scope of that legal reform activity. The private sector representatives were encouraged by the RG approach.

The NPM Team met with six representatives of the Iraqi Group for Strategic Studies. The organization, which began this year and includes university professors and media consultants with backgrounds in political science, generates independent strategic studies to address political issues to contribute to the unity, stability, and prosperity of the Iraqi nation. As the organization is planning a 2-day conference for November, the NPM team took the opportunity to explain the role played by the private sector in the public policy making process.

Database of Iraqi Legal Instruments. The NPM Team, accompanied by the visiting Regulatory Reform advisor, met with the UNDP Senior Program Advisor for Rule of Law and Legal Reform. The purpose of the meeting was to review the online database of Iraqi legal instruments which UNDP has administered for the last three years, for use in building an inventory of legal instruments for review in the legal reform activity of the RG, as well as for use for public policy issues.

The database currently administered by the UNDP is the most complete known to be available, despite some gaps. The UNDP Advisor indicated that UNDP work on the project will end this year, at which time the project will be handed over to the Iraqi High Judicial Council, whose head has shown a keen interest in its success. In the interim, the UNDP is having the High Judicial Council trained in Beirut on the operation of the database. NPM will follow up with the key points of contact within the High Judicial Council for information about database details, about plans for further development of the data base and to seek to arrange for its use for RG and for the Prime Minister's Office of Policy Development.

The Prime Minister's Advisory Council (PMAC) In October, the NPM team held several working sessions with the DG of the PMAC on the subjects of the RG and the establishment of an Office of Policy Development (OPD). The DG was pleased to have been formally mandated by the Chief of Staff of the Prime Minister to be the point of contact in PMAC for work on policy, as well as for the RG, and expressed her great and ongoing interest in the policy process. The NPM Team met with the Chairman as well as the DG of the PMAC to finalize arrangements for moving forward in establishing a functioning Office of Public Policy for the Prime Minister in PMAC. The Chairman confirmed that PMAC advisors will staff the office and develop policies for the Prime Minister, the basic components of the structure of the Office, the substance of a draft work plan for the first three months, his support for the signing of a MoU for the establishment of an OPD, and the timing for the work plan implementation, including an introductory session scheduled for next week. Turning briefly to the subject of the RG, the Chairman acknowledged that the success of activity would require an effective full-time head, and he voiced his preference for the name "ISRAR" (Iraq Solutions for Regulations and Reforms) for the activity. NPM suggested the acronym which means in Arabic "determination".

The NPM Team and the RG Advisor held a second meeting with the Chairman of PMAC during which the RG Advisor submitted a list of activities that should be completed by the Government by December 2011. The Chairman agreed to all the requests. He asked the RG Advisor to provide him a two page description of the Central Unit, Business Advisory Council, Ministries Unit and the IT equipment necessary to manage the e-Guillotine, along

with a draft budget. The Chairman promised to seal the RG project with the approval of the Prime Minister. He also stated that he would obtain the approval of the CoM since the latter will play a role in the review of regulations.

COMPONENT 3: ADMINISTRATIVE DECENTRALIZATION

Throughout October, USAID/Tarabot's Administrative Decentralization (AD) team continued its round of introductory presentations with GoI officials in both Baghdad and the provinces. These included:

- Presenting the AD component's menus of services to the MoHE. The AD team also gave an extensive presentation to all DGs of the ministry and explained in detail the services provided, and the steps and methodology of the project's work. Both presentations were enthusiastically received with the Minister welcoming the partnership with USAID/Tarabot.
- Presentations to the MoHR, the MoMD, the MoMPW, and the Ministry of Education detailing the services provided by USAID/Tarabot. Following the meetings, each ministry signed official letters formally committed to working with the project.
- A successful presentation to the Minister of Environment, after which the minister gave his full commitment to working with USAID/Tarabot.
- Presenting an introductory briefing with the Minister of Justice. The Minister expressed a keen interest in working with USAID/Tarabot.
- Conducting an introductory presentation for approximately sixty representatives of the Ministry of the Environment, including the deputy minister and DGs from Baghdad and the provinces. Although the meeting was interrupted by an explosion nearby and the discovery of an un-detonated car bomb in the vicinity of the ministry this did not deter Ministry officials from expressing interest in the AD team's offerings, particularly in Project Management.
- Presenting the project to officials in Maysan province during a conference attended by more than 120 high level participants including the deputy governor and DGs representing all ministries. At the end of the conference, the governor pledged his interest in working with the project.
- Follow up meetings in Basrah where USAID/Tarabot presented the project to senior management of governor's office and secured their commitment for cooperation.
- Meeting with 35 representatives from the provincial Government of Ninawa. Attendees included the Governor, Deputy Governors for Administrative and Technical Affairs, Advisors, and representatives from the Ninawa Provincial Council. Advisors from the AD unit will complete individualized consultations with Ninawa provincial Governorate representatives, and follow up with a needs assessment prior to beginning formal activities in the province.
- Meeting with officials from the Anbar provincial Governorate. The group met privately with the Deputy Governor to discuss the presentation of USAID/Tarabot's services, as well as with the larger group which included representatives from several line Ministries, Governorate Officials and Advisors.



First Deputy Governor of Maysan welcomes USAID/Tarabot.

Agreements Reached. Following earlier meetings, a framework of cooperation between the MoP and USAID/Tarabot was reached. Under the terms, USAID/Tarabot will collaborate with the Ministry in the areas of public procurement, capital investment projects, National Development Plan (NDP) monitoring, and NDP review.

USAID/Tarabot received a signed Letter of Endorsement (Cooperation Approval Letter) from the Ministry of Labor and Social Affairs (MoLSA), formalizing the collaboration between the two partners. The letter came in advance of the Memorandum of Understanding being developed between the two parties and focused primarily on the Social Safety Network. USAID/Tarabot received a similar letter of approval to begin work with the Ministry of Housing and Construction (MoH&C).

At the end of the month, the project also received a letter from the Ninawa Governor's Office indicating a request for technical assistance in the areas of Planning, Project Management, Procurement, Organization Development, and Service Delivery Improvement.

On November 1, the project received a letter from the Maysan Governor's Office in response to the introductory session on October 6. Significantly, the letter indicates the First Deputy Governor's authorization for USAID/Tarabot to begin implementing programs across *all three* of the project's components – Civil Service Reform, and National Policy Management, and Administrative Decentralization.

Technical Assistance Begun. Following introductory meetings held through August and September, this month USAID Tarabot's AD team began providing the following technical assistance:

- An initial assessment of the public procurement system at the Babil Governor's office. USAID/Tarabot will work with governorate officials in the fields of public procurement and project management.
- Working with the MoLSA to issue a payment distribution report for beneficiaries of the newly developed SSN system in Baghdad. This report covered welfare distribution of more than \$18million to 66,794 families.
- The initial assessment of the MoHE. The AD team will work with the Ministry in the areas Organizational Development and Service Center improvement as well as provide technical assistance in the field of procurement.
- A first assessment meeting with representatives of the Ministry of Municipalities and Public Works to discuss mechanisms for working with USAID/Tarabot. The project will collaborate with the Ministry in the areas of planning, procurement, project management, budgeting, service center improvement, and the Organizational Self Assessment Transformation Program (OSTP).
- Assessments in the MoMD and the MoHR, highlighting the procurement systems in place in these smaller ministries. The assessments will allow the AD team to identify areas of weakness and develop action plans for each respective ministry, as well as inform USAID/Tarabot's knowledge on different GoI institution procurement practices.
- The AD team's Senior Procurement Advisor met with the MoP's DG of Public Contracting in order to share his review and comments on the latest edition of the MoP's Standard Bidding Documents. The DG was extremely receptive to the points made by USAID/Tarabot. Further meetings are scheduled to ascertain next steps.
- A key assistance workshop began at the end of the month for officials in Babil province. The two goals of the workshop are (1) to introduce the concepts, practices, and ultimate benefits of decentralized planning, and (2) provide an assessment of the province's current planning system and practices with the attendees. More than fifty people attended the workshop, including the Governor and his deputy responsible for planning in the province. Continuing into November, the workshop will tailor itself to addressing some of the technical issues highlighted in the assessment phase, including plan preparation, prioritizing projects, and avoiding project duplication.

Tools Developed. USAID/Tarabot completed a draft version of the new Organizational Effectiveness Criterion to align it with the core service offerings of the Organizational Development (OD) Unit which will serve as the

technical basis of the unit's work. Work was also completed on the draft of the new Organizational Effectiveness Snapshot Assessment Tool to be employed through initial engagement phases with ministries and their provincial directorates, governor's offices, and other counterparts.

The AD team also developed a model for the governmental Project Management Offices, and completed the assessment plan. Two presentations have been drafted for use by planning advisors in USAID/Tarabot's hubs for their work with line ministries and provinces. The presentations cover needs assessments and decentralized planning. Reception to the materials developed so far has been positive, with Diwaniya and Muthanna provinces requesting assistance in establishing Management Offices within their provinces.

The AD team also finalized its assessment tool for Service Centers, translated it into Arabic, and began implementing it in partner ministries including MoMPW and MoHE. The team also began to assemble a list of counterpart-provided public services to be used as candidates for service centers. Once finalized, services on this list will be evaluated for their overall impact and suitability for incorporation into a service center delivery model.

IDMS Workshop. A fourth workshop in the Iraqi Development Management System (IDMS) was concluded this month with participants from the Commission of Integrity, the MoHR, the MoH&C, and the MoP. The total number of participants in the IDMS workshops to date is now seventy.