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USAID IRAQ ADMINISTRATIVE REFORM PROJECT

MONTHLY PROGRESS REPORT
NOVEMBER 2011

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Iraq Administrative Reform Project



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ACRONYMS

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

This report summarizes project activities and accomplishments under the Iraq Administrative Reform Project (USAID - *Tarabot*¹) for the period November 1 - 30, 2011. The next Monthly Report for December is due on January 2, 2012.

Summary

Following its start up phase from July through October, USAID – *Tarabot* turned the corner in November and the project is now fully engaged in implementing its ambitious agenda across all three components. Working with the High Committee for Civil Service Reform, USAID – *Tarabot*'s **Civil Service Reform** (CSR) team made significant progress this month towards the Committee's goal of delivering the revised draft civil service law by the end of 2011. Following the extensive development of its human resources management workshops, the CSR team facilitated its first sessions in the provinces this month and began the process of designing the institutional architecture of the Federal Civil Service Institute, producing a draft incorporating the Institute's organizational structure.

Under its mandate to develop the policy formation and dissemination skills of the central executive, November marked the beginning of the **National Policy Management** (NPM) team's schedule of workshops with the Prime Minister's Office of Policy Development. With participants showing a great deal of interest in these workshops and making significant progress in building organizational skill sets to complement their extensive technical expertise in their respective areas of specialization, the NPM team is now actively seeking broader participation from other executive offices.

Following its introductory work throughout September and October and securing of formal agreements of cooperation, USAID - *Tarabot*'s **Administrative Decentralization** (AD) team this month began working with a number of key ministries and provinces, initiating assessments and developing action plans for long term assistance. The project continued its program of introductions to many of the remaining ministries, including the Ministry of Finance (MoF), and drafted letters of introduction to the Ministry of Oil, Ministry of Electricity, and Ministry of Industry and Minerals introducing the project, and opening a channel of communication to initiate cooperation.

All revisions for the workplan and Performance Management Plan (PMP) were completed this month. Workplans for Component 1: Civil Service Reform and Component 2: National Policy Management have been cleared by the COTR. Component 3: Administrative Decentralization and the PMP are awaiting final decisions on the division of responsibilities between the USAID Governance Support Project (GSP) and USAID – *Tarabot*, and are expected in the first week of December.

Key administrative issues this month were the expiration of the operational licenses for USAID - *Tarabot*'s security provider, Sallyport, after the Government of Iraq (GoI) ceased renewal of all licenses for Private Security Companies on or about November 1, and the GoI's undertaking the strict verification of project end-dates and therefore visa extensions, ensuring the only visas extended are to those who have legitimate reason to be in country.

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

COMPONENT I: CIVIL SERVICE REFORM

High Committee (HC) for Civil Service Reform The HC made significant progress towards delivering the revised draft civil service law by the end of 2011, revising key elements including the disciplinary code, the Senior Executive Service (SES), HR management, and the role of the Federal Civil Service Commission (FCSC). The HC also reviewed the role of the executive branch of the GoI in managing the two levels – federal and provincial – of the civil service system.

The HC met with the Secretary General (SG) of COMSEC at the end of the month to discuss the draft. The SG praised the committee's efforts and its collaboration with USAID – *Tarabot*, noting that the draft law, particularly the SES, is an important step in building an accountable and transparent Iraqi public administration. The SG made suggestions regarding political decisions on governing the Senior Civil Service, and will discuss the issue with the Prime Minister in order to present the draft at the Council of Ministers meeting.

The committee also took the decision that the SES be managed by the executive branch of the government, COMSEC. However, in order to select the best candidates based on merit, SES members will be hired by an ad hoc independent committee composed of representatives of different institutions. The FCSC will assist with technical issues such as performance evaluation techniques and job descriptions. The Federal Civil Service Institute (FCSI) will play a major role in establishing and providing mandatory training for newly appointed SES members and selecting training for existing members.

Legal Reform Following October's finalization of the chapters on annual leave, sick leave and maternity leave, and amendments to the chapter on training, USAID - *Tarabot's* CSR team this month focused on the SES legislation and the introduction of the principle of result-based management (RBM), a significant modification that emphasizes the accountability of senior civil servants. This will be the first time the RBM has been introduced, by law, into Iraqi public administration. The RBM, which utilizes organizational and individual performance to determine tenure, promotion, and compensation, has consistently proven to be an effective tool for managing government institutions, monitoring and evaluating their performance, and ensuring managerial accountability.

The HC is also considering a performance evaluation plan for SES advisors that takes into account the performance of the entities for which they are responsible. As part of its support to the HC in reviewing key sections of the new civil service legislation, the CSR team is assisting the committee to formulate an initial plan for a national performance management system. At the suggestion of the CSR team, the HC has included the creation of an Administrative Appeals Division (AAD) within the FCSC to review grievances related to civil servants. The AAD will act as the intermediary between the service and the Disciplinary Council's Judicial Court.

The HC also finalized the draft provisions that will replace the current disciplinary law and made other adjustments recently suggested by Prime Minister Al-Maliki.

Civil Service Commissions The CSR team continued its progress towards the establishment of the FCSC by defining and drafting an institutional mechanism for the commission's relationship with the line ministries and federal agencies. This follows October's work on the implementation plan, departmental structures and the Commission's relationship with the Council of Ministers. The institutional mechanism will clarify the process of establishing the Commission's priorities and implementation activities relating to public administrative reform, civil service management, and civil service training and development, in accordance with the FCSC Law #4 of 2009.

A key document defining the institutional relationship between the FCSC and the Parliament, Council of Ministers, Federal Ministries/Agencies, Provincial Governorates and the Provincial Civil Service Commissions (PCSC) was finalized. Accountability is central to ensuring that the FCSC performs its functions effectively, efficiently, ethically, and in the best interests of Iraqi citizens. It is incumbent upon the FCSC to define and establish its relationship with these public institutions to ensure the successful performance of these functions. The FCSC has a number of obligations to ensure accountability for the way in which its policies and services are delivered while, at the same time, other public institutions are obliged to adhere to the FCSC's guidelines relating to public administrative reform, civil service management, and civil service training and development. Also defined were the duties and responsibilities of the FCSC's second department - the Legal Department - and its three divisions - Legal Drafting Division, Legal Services and Litigation Division, and Equal Opportunities - as well as the AAD. The duties and responsibilities of departments and divisions will provide the basis for identification of staffing needs of the Commission.

The CSR team met with representatives of the Baghdad Provincial Council to introduce USAID - *Tarabot's* work, including the provisions of the FCSC Law, the FCSC's functions as regards public administration reform, organization development and civil service management, and its relationship with provincial governorate and provincial civil service commission. During its visit to Basrah province, the team met the Deputy Chair of Basrah Provincial Council to discuss the creation and strengthening of the provincial civil service management system in the province, and brief him on USAID - *Tarabot's* work with Basrah Governorate officials. The Deputy Chair agreed that the official representative of Basrah Provincial Council will attend the conference of provincial council representatives in Baghdad, to exchange their views and to deliberate on a framework for PCSCs.



USAID - *Tarabot's* CSR team travelled to Basrah this month, introducing the project's work to local representatives.

The team also visited Mosul to initiate its collaboration with senior officials of Ninawa Governorate as well as the Provincial Council. During a series of meetings, the CSR team explained the provisions of the FCSC Law, the FCSC's functions in public administration reform, organization development and civil service management, and its relationship with provincial governorates and PCSCs. The team also outlined its role as facilitator in addressing the challenges of provincial civil service management. The creation and strengthening of the provincial civil service management system and the absence of a framework for establishing PCSCs were also discussed.

The Council of Ministers, in order to move forward on the appointment of the Civil Service Commissioners, appointed a new selection committee, as the previous slate of proposed commissioners was seen as unlikely to be approved by the current Council of Representatives.

Establishing modern Human Resources (HR) Management practices in line ministries and provinces

Following the extensive development of its Human Resources Management (HRM) workshops, the CSR team facilitated its first sessions in the provinces in early November. During its mission to Basrah, the team outlined the program of workshops and introduced the work of USAID - *Tarabot's* CSR component, discussing some of the challenges in implementing modern HRM. The Deputy Governor - Administrative explained that the concept of HRM is not clearly understood by the line managers, nor were they aware of the implications for the Governorate. He welcomed the workshops, saying that the Human Resources Division (HRD) personnel needed considerable

training, and confirmed that both he and the Deputy Governor would support the CSR team's request that the Governorate should sponsor the staff to attend training in Baghdad.

The first of the workshops - Managing Human Resources - was attended by the Deputy Governor - Administrative, the HR Manager, the Head of Training and Development and the five HR staff nominated as "HR champions". Topics included an explanation of the background to the establishment of HR divisions in all Governorates and federal Ministries, the functions provided by HRDs, and the implications for the Governorate. The second workshop - Human Resources Functions - was attended by ten staff of the HRD including the HR Manager and the Deputy Governor, and included discussions of the functions of the standard HRD structure approved for ministries and provinces, and some of the changes needed to provide them. Participants agreed that all HRD staff needed training in the skills and knowledge required to successfully perform both their current and new tasks.

Returning to Baghdad, the team conducted two more workshop-based assessments of the Ministry of Communications' HRD, reviewing participants' progress in implementing all the HR functions of the new HRD structure. The workshops followed meetings held with the Ministry's HR officials in October and form part of the CSR team's ongoing facilitation with the Ministry's HRD. The results of the November assessments will be used to enable the CSR team to continue this support.

The CSR team also began working with Baghdad province's HRD, completing two workshop-based assessments. The Governorate officials welcomed the CSR team's offer to use the results of these assessments to support the development, through workshops and facilitation, of the province's HRD.

In its visit to Mosul, following a meeting with the Deputy Governor (Administrative Affairs), a workshop on 'Managing HR' was held for the HR Manager and Deputy HR Manager. The CSR team delivered a second workshop on the role and functions of the HRD for nine HR staff. The Deputy Governor expressed his appreciation of the continued support by USAID, from the *Tatweer* project through *Tarabot*, in the formation of the HRD and looked forward to attending future workshops to exchange experiences with his colleagues from other Governorates.

Also in November, the CSR team began work designing a comprehensive procedure for the compilation of job descriptions for all positions in ministries and governorates. This will form part of a draft HR manual for the HR managers, their staff and line managers. Using job analysis, this procedure defines the processes of preparing accurate job descriptions and person specifications. The job descriptions will form the basis of implementing aspects of modern HR management practices, including merit based recruitment, transfer, promotion, performance management, job-grading, and training and development.

Federal Civil Service Institute and Training Centers in Ministries November marked the beginning of USAID - *Tarabot's* design of the institutional architecture of the FCSI, producing a draft that includes the institute's organizational structure, in accordance with its role in Strategic Human Resource Development and its relationship with the FCSC, as well as the division of responsibilities between the FCSI and Training Centers in line ministries. The CSR team presented the draft organization structure of the provincial training centers, aligned with its HR development functions, to the Human Resource Department in Basrah province. The draft includes the relevant functions of Research and Curriculum Development, Organizational Development, Training and Assessment and Evaluation. While in Basrah, the team assessed the current staffing needs, activities and training management procedures of the Governorate. A follow up workshop will take place in early January.

Two workshops on Training and Development were held for staff of the Ministry of Communications. The workshops offered an opportunity for participants to learn about different functions of Human Resource management, and Training and Development. A Capacity Assessment Tool for Training and Development was also presented, and a mission statement developed outlining a strategic direction for their activities.

The team also met with the Director General (DG) of the National Centre for Consultancy and Management Development (NCCMD), outlining the legislative background for the establishment of an FCSI, and explaining USAID – *Tarabot's* role in the process. The DG explained his views on widening the scope, functions and reporting structure of the NCCMD, and agreed that options for the role, functions, organization structure and institutional links of the FCSI should be further explored and further deliberated at the HC.

The CSR team prepared a framework for proposing the mandate, overall structure and core functions of the FCSI, listing the next steps required in the process. Recommendations were also made for ways in which the different types of training programs could be funded. Continuing its work on developing the methodology for collecting information on external training providers including private companies, colleagues, NGOs and institutes, the team drafted a database format and the process of gathering the relevant information initiated. The team also drafted a performance indicator framework for Training Centers in line ministries. The performance framework defines deliverables for the HR and Training functions and will measure their performance and progress towards fulfilling their mandate.

COMPONENT 2: NATIONAL POLICY MANAGEMENT

Regulatory Reform

Office of the Prime Minister The NPM team, including the Senior Advisor for Regulatory Reform the met with the Chief of Staff (CoS) of the Prime Minister on the Regulatory Guillotine™(RG) for Iraq. The CoS reiterated his full support for and commitment to the success of the RG, and confirmed his commitment to having executed a Prime Ministerial decree, for which he was provided a proposed draft, that would mandate the cabinet of ministers to engage in the work required to implement the process. He confirmed his support for appointing an able, full-time RG project head, and reiterated that the RG would be located in PMAC (Prime Minister's Advisory Council). Significantly, he requested a special week-end session to ensure that he could participate in final decision-making discussions about the parameters of the RG, prior to the departure of the NPM Team's Senior Advisor for Regulatory Reform.

The Prime Minister's Advisory Council The NPM team and its Senior Advisor of RG, joined by a new senior advisor also met with the Chairman of the PMAC and the NPM team's point of contact for RG, during which the Chairman affirmed his enthusiastic commitment to the success of RG in Iraq. The Chairman emphasized the great importance of achieving buy-in across a broad range of the public sector and the importance of recruiting an effective full-time head of the RG. He also strongly advocated establishing a Steering Committee composed of influential members to provide political support for sustaining the effective functioning of the RG working committees reviewing and evaluating legal instruments, in the face of resistance. Significantly, he readily embraced the request of the CoS of the PM to meet together in a special week-end session to engage in final decision-making discussions about the parameters of the RG, prior to the departure from Iraq of the NPM Team's Senior Advisor for the RG.

The Ministry of Justice (MoJ) The NPM Team, including its Senior Advisor for Regulatory Reform, held a working session with a MoJ Professor of Law to initiate discussions with the Ministry on the legal landscape in Iraq and the central role which the Ministry can be expected to play in the current regulatory reform initiative. Follow up

sessions are planned in order to broaden further the dialogue and to enlist the Ministry's active participation in leading this initiative.

Workshop for NGOs and the Private Sector The NPM team delivered a workshop specifically tailored for twenty seven participants, including five women, from NGOs, the media, and business and industrial organizations, on the role of NGOs and the private sector, featuring the Regulatory Guillotine as its lead topic. Participants included the Center of Strategic and Public Policy Studies, the Iraqi Group for Strategic Studies, human rights groups and the Female Iraqi Lawyers' Organization, university professors, and two representatives of the Minister of State for Women's Affairs. Participants seized on the opportunity for serious dialogue on their potential role as stakeholders in the RG. While a number were skeptical about public sector willingness to accede to the removal of the maze of legal obstructions to the development of prosperous economic activity, they were generally responsive to the challenge of seeking as stakeholders to promote legal reform. This workshop formed part of the NPM Component's Communication and Outreach activity for November.

RG Briefing for USAID Project The NPM team hosted a working session led by the Senior Advisor of RG, with staff from the USAID - *Tijara* project. The session included a briefing on current and forthcoming RG activities and explored methods of approach for including a broad array of private sector stakeholders in the RG.

Coordination with the World Bank The NPM Team, with the Senior Advisor for Regulatory Reform, provided an update briefing on the RG for the World Bank's Senior Private Sector Development Specialist. The ensuing discussion focused on current World Bank private sector initiatives and channels which could bolster the effectiveness of non-governmental entities in their roles as stakeholders in the RG legal reform initiative.

Prime Minister's Office of Policy Development (OPD)

The Office of the Prime Minister The NPM team met with the CoS of the Prime Minister on the NPM public policy initiative. The CoS reiterated his enthusiastic support for this initiative and affirmed his commitment to move forward with dispatch on a series of public policy initiatives: A Prime Ministerial Decree officially creating the Office of Public Policy of the Prime Minister, for which he was provided a proposed draft; an invitation from the PMO to all ministries to participate in a workshop on the Process of Policy Development; invitations for the three deputy prime ministers to send participants to workshops on public policy delivered at the Prime Minister's Advisory Council (PMAC); sponsorship of a roundtable on "The Role of Academia in the Process of Policy Making", for the deans of political science, economics, and law schools of all Iraqi universities; and invitations for three international think tanks in public policy to speak with the same university deans about setting up university-based think tanks in Iraq.

Workshops for the Prime Minister's Office of Policy Development Under its mandate to develop the policy formation and dissemination skills of the central executive, November marked the beginning of the NPM team's schedule of workshops with the OPD. Throughout November and December, the team is delivering two-hour sessions, two days per week, on the subjects of strategic planning and project management for the OPD, and, from January through March, on the public policy making process.

During the two-hour introductory session on the process of public policy making with fourteen of the Prime Minister's policy advisors held at the PMAC, questions were asked and hopes and concerns shared about the prospect of effectively developing and utilizing policy-making skills to successfully deal with the difficult issues facing the Iraqi nation. The PMAC Chairman opened the session by heartily welcoming the event



USAID - Tarabot presents the first of its ongoing series of workshops with staff from the Prime Minister's Office of Policy Development in Baghdad.

and thanking USAID - *Tarabot* for its assistance in establishing and operating the recently inaugurated Prime Minister's OPD in the PMAC. The Chairman also hinted at his expectation that PMAC itself would be redefined as the Office of the Prime Minister's Advisors, the Prime Minister's brain trust and the clearinghouse for policy development for the GoI, in coordination with the ministries.

Instruction began in earnest the following week with a workshop on strategic planning. Twelve participants were led by the Chairman of PMAC, a member of the *de facto* Office of OPD of the Prime Minister. Also participating was the woman who is NPM Team's point of contact for the OPD, together with ten OPD policy advisors, including two other women. The lively and interactive workshop, delivered in Arabic, set the stage and tone for developing a Strategic Plan for the OPD of the Prime Minister, laying out strategic planning principles, methodologies, and procedures and displaying with practical examples a full array of benefits of using strategic planning to better enable effective policy development in the Prime Minister's OPD.

Twelve policy advisors, including two women, participated in the next workshop along with the NPM team's point of contact for the OPD. This session – on utilizing strategic planning - again featured comprehensive presentations, with lively exchanges, first focusing on instruction with illustrations of the concepts of "Mission", "Goals", and "Values" and the criteria used in formulating them. The NPM team delivered its third strategic planning session, as well as the first in a series on project management in the last week of November. Eleven policy advisors, including two women, participated along with the Chairman of PMAC and the NPM team's point of contact for the OPD. Comprehensive presentations on SWOT analysis and Project Management Conceptual Framework were interspersed with active dialogue.

With participants showing a keen interest in these workshops and are making significant progress in building organizational skill sets to complement their already formidable technical expertise in their respective areas of specialization, the NPM team also is actively seeking broader participation in these workshops with the inclusion of other executive offices. The team met with the Chief of Staff by Proxy of the DPMO-EA at USAID - *Tarabot's* offices to finalize arrangements for DPMO-EA participation. A similar initiative is underway with the two other DPMOs so as to ensure the participation of the offices of each of the deputy prime ministers in the Prime Minister's policy development process.

The Prime Minister's OPD website The NPM team participated in a working session with the PMAC Chairman, the team's point of contact for the OPD, and the PMAC IT specialist, to discuss the structure for the forthcoming OPD website. The website will address several functions of the policy process including policy development and outreach, complemented by instruction on implementation. The NPM team presented a mock up of a model website which would be sufficiently flexible and can be elaborated to provide a wider range of functionality as additional content for the website becomes available. The website is a vital tool for the OPD, enabling it to provide access to information, data, and currently generated documents for the policy making process, and to inform the public about the OPD's work and facilitate feedback on policy proposals. The Chairman responded favorably to the model, stating that key first steps for proceeding with an OPD website included determining who would manage it, who would control it, and whether it would be linked with a live PMAC website or would stand alone. In preparation for the next steps, NPM technical advisors conferred with the PMAC IT advisor about past work done in preparation for a PMAC website and followed up with an examination of the PMAC website CD provided by the Chairman. At month end, the Prime Minister's Chief of Staff informed the NPM team that the OPD website would stand alone and would ultimately be located in the Office of the Prime Minister.

The Presidency Diwan The CoS of the Presidency Diwan and the Director General of the Development and Planning Department received the NPM Team in the Presidency Diwan's Bureau of Public Policy (BPP), inaugurated in November, for an extended organizational and planning session for that Bureau. The CoS and the DG expressed the Presidency Diwan's ongoing keen interest in developing public policy capacity and utilizing it to support the President of the Republic in the discharge of his Constitutionally-mandated responsibilities for public policy. Discussion focused on specific activities on which a functioning BPP in the Presidency Diwan could usefully focus, including the example of document classification.

To staff the BPP, the Presidency Diwan will hire three or four part-time advisors from Al-Nahrain University to complement a team of six full-time advisors from within the Diwan, with workshop trainings for advisors and BPP organization both to begin in December. Workshops will initially teach strategic planning and work to formulate an operational strategic plan for the BPP, which will provide the guidelines for setting up a functioning BPP, complete with defined functions for the office and for its staff. The CoS intends to meet with the CoS of the President's Office to invite him to participate in workshops, which will address public policy development and implementation following completion of strategic planning, and to brief him on the status of the BPP. The NPM team requested, and the COS graciously provided, a copy of the letter promulgated by the Secretary General of COMSEC, on November 3, to all ministries, which enumerates activities of the USAID - *Tarabot* Administrative Reform Project and enlists the ministries to participate with USAID - *Tarabot* in working for the achievement of the Project's administrative reform objectives. At month-end, The NPM team provided the Presidency Diwan with a complete schedule for training workshops on strategic planning and project management to be delivered in December and January.

Ministries' Policy Units

The Ministry of Industry (MoIn) In the culmination of a series of working sessions with the MoIn over the past three months, the NPM team concluded arrangements for establishing a public policy unit in the Ministry. Both the Minister and his Senior Advisor for Planning eagerly anticipate utilizing the resources to be provided through this initiative. The Minister's Senior Advisor for Planning heralded this public policy unit's founding within his still nascent Industrial Planning and Reconstruction Unit (IPRU), which is heavily involved in the Ministry's planning the restructuring of SOE's. Referencing law #9 of 2011, "Commission of Ra'y", as the basis for the unit, he emphasized that his Ministry could greatly benefit from policy development assistance for this most important initiative. He also expressed great interest in having this newly founded public policy unit bring clarity to the relationship between Federal ministries and the provinces, thereby contributing to much-needed progress toward orderly and effectively functioning service delivery. He suggested that at least four of the six-person staff in the IPRU participate in the unit, with the prospect of also including one or more of the three alumni of the USAID - *Tatweer* masters degree program who are now working on State Owned Enterprises for the Ministry.

Plans were made for a schedule of public policy working sessions to begin in December with project management training. Also agreed was a system for ongoing communication between the NPM team and the ministry, with meetings two or three times per month, either in the ministry or at USAID - *Tarabot* offices, and with a system of action memoranda with timelines. The meeting provided the opportunity to identify specific areas of focus for the new policy unit in the MoIn, so as to tailor its activities to meet effectively the Ministry's key policy priorities.

The Minister of Electricity (MoEl) The MoEl warmly received the NPM team in an introductory meeting. In response to a presentation of the team's public policy activities with ministries, the Minister commented that he liked the proposed idea of a policy unit within his ministry, but for more detailed discussion he called in his Director General for Planning and Studies, with whom the team then met separately. A working session will be held at a date to be determined.

National Investment Commission (NIC) The NPM team followed up on an earlier meeting with the Chairman of the Iraq NIC, who is also a member of the Prime Minister's Economic Committee, to identify NIC participants for training on public policy by the NPM team in a unit to be established in the NIC. The Chairman once again expressed his full support and eagerly looked forward to the benefits for his Commission of public policy capability for investment activity.

Policy Communication and Outreach

Minister of State for Provincial Affairs The NPM team once again met with the Minister of State for Provincial Affairs, focusing principally on firming up the components of a technical collaboration plan for holding public policy roundtables for his Ministry during the coming months. The Minister enthusiastically welcomed this public policy initiative, voicing a keen desire to expand participation in activities with NPM, which are already well

underway for regulatory reform. A schedule of dates, times and venues were confirmed for the NPM team to lead two roundtable discussions, one for the Baghdad Council and the other for the councils of three other provinces to be selected.

The Minister of State for Women's Affairs Continuing the dialogue begun in mid-August, the NPM Team met again this month with the Minister of State for Women Affairs, who expressed her desire to continue to be engaged with the NPM, particularly about formulation of policy for women's issues. The session provided an opportunity to introduce to the Minister the NPM advisor who is the point of contact for women's affairs, as well as to review current initiatives. Very significant, she indicated, is the prospect of finalizing in the Parliament by year-end, by vote, following the first two readings, the law which would elevate her Ministry to a fully fledged juridical ministry to better serve women. At present, the Ministry is an office of the PMO, limited to eighteen in number, including service personnel, and lacking the political and legislative powers enjoyed by other ministries.

Baghdad Provincial Council As part of its work plan, the NPM team held the first in a series of workshops for Iraq's provincial councils, beginning with Baghdad. Some seventy Provincial members, together with a representative of the Federal Minister of State for Provincial Affairs, participated in discussions about the mechanics of undertaking the public policy process and the role of provinces as stakeholders. The Baghdad Provincial Council President emphasized the importance these discussions, in conjunction with current legislative initiatives to amend Provincial Law #21, for establishing and implementing the guidelines for more effective service delivery in the governorates. One of the most significant factors in determining the effectiveness of GoI policies is in the quality of service delivery where people live - in the governorates. It is therefore essential that provincial councils, as representatives of their people, be informed so that they can effectively participate as stakeholders in the public policy process. The keen interest displayed by Baghdad Provincial Members in this week's public policy workshop bodes well for their successfully undertaking that responsibility.

COMPONENT 3: ADMINISTRATIVE DECENTRALIZATION

Following its introductory work throughout September and October and securing of formal agreements of cooperation, November found the USAID - *Tarabot's* AD team working with a number of key ministries and provinces, initiating assessments, developing action plans, and beginning programs of long term assistance.

November also marked the AD team's first steps towards engaging with a new set of ministries including the Ministry of Communications (MoC), the Ministry of Culture (MoCu), the Ministry of Transportation (MoTr), and the Ministry of Youth and Sports (MoYS). The team also drafted letters of introduction to be sent to the Ministry of Oil (MoO), Ministry of Electricity (MoEl), and Ministry of Industry (MoInd) introducing the project, and opening a channel of communication to initiate cooperation. The project continued its program of introductions to many of the remaining ministries, including the Ministry of Finance (MoF). The AD team presented its introduction to the project to the minister's special advisor and a selection of DGs as well as descriptions of each of the AD components' services on offer, their objectives and activities.

USAID - *Tarabot* also continued to expand its reach throughout Iraq's provinces. In Karbala, the team facilitated an introductory meeting with the provincial government. Twenty four participants including the Governor, Deputy Governor, Department Directors, and several advisors and assistants to the Governor, discussed the AD component's menus of services, and how administrative decentralization can apply in their province through systematic de-concentration, delegation, and devolution of responsibility from



Introducing USAID – *Tarabot* to officials from Karbala Governorate.

ministry-level, to the local government level. The Governor expressed interested in presentations from the Decentralization unit and the Project Management unit.

Following an excellent introductory meeting and initial presentation to the MoJ, USAID - *Tarabot* received an approval letter from the Minister of Justice welcoming the project and expressing the Ministry's readiness to work with USAID - *Tarabot* to improve the Ministry's performance. USAID - *Tarabot* is now exploring areas of coordination and complementarity with the programs of other donors working with the Ministry, including the US Department of Justice and the World Bank.

The Ministry of Planning (MoP) also issued a letter this month formally agreeing to cooperate with the project. The letter notes several specific areas of cooperation including assisting the Ministry's pursuit of the goals laid out in the National Development Plan 2010-2014, continued assistance to the Ministry's implementation of the Iraq Development Management System (IDMS), strengthening Iraq's procurement system at the national and local levels, and incorporating concepts of decentralization into national and local development planning.

A number of assessment workshops and meetings also took place throughout November. The Senior Deputy of the Ministry of Construction and Housing (MoCH) established a working panel with representatives of the AD team to assist in the assessment process. Several fruitful meetings took place at the MoCH in which all necessary data for the general assessment was collected including information regarding ministry structure, administration, HR data, and maps. The various departments at the MoCH are very enthusiastic about their collaboration with USAID - *Tarabot*.

The AD team began formal work with the MoCH with the Ministries Team Leader facilitating the initial meeting and assessment workshop for the two senior Deputy Ministers and twenty DGs in the final week of the month. The workshop addressed a number of issues including actions required by the ministry to move forward, best mechanisms to collect data for the assessment process, and overall preparation to ensure a smooth assessment process. USAID - *Tarabot* will complete all technical assessments of the ministry over the coming weeks, and use this information to assemble action plans to improve key ministry functions over the course of the project.

At the request of the Ministry of Higher Education (MoHE), the AD team held two overall assessment meetings with Ministry officials. Taking place at the MoHE headquarters, the first gathering involved USAID - *Tarabot's* planning advisors meeting with six key Ministry personnel, including the Inspector General and his deputy, while the second meeting included the AD Component's Organizational Development, Fiscal Management, Service Center, and Procurement core area advisors meeting with more than thirty MoHE staff. A third assessment meeting took place later in the month between twenty six ministry staff and the AD team's Planning, Procurement and Service Centers core area advisors. The information gathered is being used to create detailed action plans to provide targeted assistance to key ministry functions. The MoHE also provided detailed information about the ministry's overall organization and functions, including organizational structures for the ministry and universities, a map of the ministry and staffing charts.

Project Management The AD team's Project Management unit completed its initial assessments in Babil, Diwaniyah, Najaf and Muthanna provinces, and continued its analysis of the assessments of Anbar, Diyala and Najaf. An initial assessment is a rapidly-conducted exercise that enables USAID - *Tarabot* to appraise overall management practices and functions. A subsequent, comprehensive assessment is then undertaken, tailored to the client's needs. Following the initial assessment in Najaf, the PM unit has begun its comprehensive assessment in the province.

Following requests from the Governors of the Diwaniyah and Muthanna, the unit is providing preliminary assistance to each province to establish Project Management offices within their areas. The unit completed its needs assessment for the Governorate of Ninawa. This is the first phase of project management assistance, following the Governor's official request for technical assistance to the project. Six attendees from the Ninawa Governorate participated in the session, representing the provincial Project Management Department, Engineering, Planning, as well as the Al-Yarmook Bridge Project. The Project Management unit is now studying the findings through a

standard system of ranking and scoring. Their appraisal will drive efforts for the next step of strengthening the Governorate's organizational capacity in project management.

The unit also completed the first step towards providing technical assistance to the Dhi Qar local government, meeting with officials including the Technical Deputy to the Governor and the Heads of Planning and Procurement. The unit highlighted and documented the provincial Project Management departments, and reviewed the size and types of projects within the province. The meeting provided important insight into the province's challenges, and its strengths and weaknesses in project management. The unit also completed its assessment of Diwaniyah province, and continued its analysis of the assessments for Anbar, Diyala and Najaf governorates.

In Baghdad, the unit completed its assessments of the MoHE, and met with key officials including the heads of the Projects Directorate, the Engineering Directorate, the Follow Up unit, and the deputy head of the Engineering Department, to review the completed assessment and discuss developing an action plan for the Ministry. The meeting also addressed the cost sharing concept. The unit also completed its assessment of the Ministry of Municipalities and Public Works (MoMPW), which will inform its planning as USAID - *Tarabot* moves forward. Both the MoHE and the MoPW, large capital-investing ministries and providers of direct service to the Iraqi people, are enthusiastic about working with the project in this field.

Following an earlier presentation to the Ministry of Environment (MoEn), USAID - *Tarabot* received a formal request for assistance in establishing a Project Management unit. USAID – *Tarabot* is now determining how to best allocate resources to address this request.

Procurement The team's Procurement unit completed a number of assessments this month including the Ministry of Migrants and Displaced (MoMD) and the Ministry of Human Rights (MoHR), highlighting the procurement systems in place in 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 of different GoI procurement practices. Assessments of the Ministry of Labor and Social Affairs (MoLSA) as well as the MoMPW and MoHE were also finalized.

The Procurement unit presented the results of its assessment to representatives of the MoMD, in a meeting that included the Ministry of Planning's head of government public contract and policy. The MoP representative actively endorsed USAID – *Tarabot's* program at the meeting, highlighting the MoP's support of the project and its value as a counterpart as the procurement program engages multiple ministries.

In the provinces, USAID - *Tarabot* met with the Najaf Procurement Director, responsible for the provincial Contracting Department (Project Commission), to initiate the process of delivering the needs assessment of the Najaf provincial government. This assessment has now begun. The unit also conducted a workshop for seventeen participants, including the Head of the Government Public Contract and Policy Department, the Diwaniyah Governor, and several engineers and legal advisors from the Diwaniyah Governorate, discussing international procurement best practices, identified weak points in the province's previous contracts, and discussed how USAID - *Tarabot* can work with the province to provide solutions. Needs assessments in Diyala and Najaf provinces were completed, and work begun on assessments for Anbar and Ninawa.

The AD team's Senior Procurement Advisor met with the MoP 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*, and endorsed regulation coordination activities. In the week following this meeting, the DG sent his deputy to accompany the *Tarabot* Procurement Team to an assessment meeting in the MoDM and the introductory meeting with the MoF. This represents an unprecedented level of buy-in and cooperation from the ministry responsible for regulating procurement for the entire government.

Additionally, from a programmatic coordination perspective, a successful meeting was facilitated by USAID - *Tarabot's* Senior Procurement Advisor, bringing together the head of the MoP's office of government public

contracts and policy and representatives of the World Bank to discuss ways of collaboratively strengthening public sector procurement in Iraq.

Organizational Development (OD) The OD unit conducted its final assessment meeting with more than fifteen key representatives of the MoHE. The team completed its interviews with staff working at different levels throughout the ministry and will use the information to develop an action plan over the coming weeks. The unit also undertook a second assessment meeting with the MoMPW, meeting with relevant ministry staff from the administration directorate, explaining the methodology of the assessment and providing criteria for the selection of forty ministry candidates from across the institution. In the provinces, the OD unit conducted its first assessment meetings with staff from Diyala governorate, discussing OD methodology and obtaining assessment approval.

Importantly, the team began reaching out to counterparts within the ministries partnered with USAID - *Tarabot's* predecessor project, USAID - *Tatweer*. These teams are located within a number of key partner ministries and are well-versed in the organizational development tools introduced by *Tatweer*. To that end, the unit successfully negotiated with the MoHR to reactivate the ministry's internal OD unit which had been active under *Tatweer*. The team will add five more MoHR staff in the coming period to serve as the point of contact for the USAID – *Tarabot*, and will attend regular meetings and participate in activities with the OD unit. This team will be the vehicle through which organizational change is introduced to the MoHR under USAID - *Tarabot*. The unit also held an assessment meeting with the MoHR, assisting the ministry complete the questionnaire providing criteria for selecting candidates to be members of a future ministry OD team

Planning The Planning unit conducted its second assessment meeting with the MoMPW and continued its work with the Iraq National Monitoring System (INMS), a module of the IDMS. USAID - *Tarabot* continues to examine and refine indicators in the system. Twenty eight indicators have been selected and analyzed, and a second set will be chosen shortly. A third assessment meeting with the DG of Planning at the MoMPW was held to discuss the assessment draft process.

The unit participated in the third needs assessment workshop at MoHE as well as the first needs assessment workshop for the MoCH. The unit also met with counterparts from the MoP, including the Deputy Minister, to discuss the monitoring of the progress of the National Development Plan (NDP) 2010-2014. The INMS is the tool with which the MoP will monitor socio-economic development, with USAID - *Tarabot* providing assistance to evaluate and refine the indicators present in the system. In accordance with the Deputy Minister's instructions, the NDP monitoring department will issue an initial progress report in mid December based on information found in the INMS.

In the provinces, USAID - *Tarabot* held a key assistance workshop for officials in Babil province. The goals of the workshop were to introduce the concepts, practices, and ultimate benefits of decentralized planning, and provide an assessment of the province's current planning system and practices with the attendees. More than fifty people attended, including the Governor and his deputy responsible for planning in the province. The workshop addressed some of the technical issues highlighted in the assessment phase, including plan preparation, prioritizing projects, and avoiding project duplication.

The team also completed needs assessment questionnaires from the Babil provincial government. In a process initiated on October 31, the province serves as the pilot for needs assessments for the AD component's planning unit. The team will now collate and analyze the data with anticipated completion of the pilot on December 1.

The Deputy Governor of Muthanna hosted a USAID - *Tarabot* workshop to explain the method for completing the Needs Assessment (Planning) Forms for the province. The twenty one participants represented the Muthanna provincial planning departments, sectors, provincial offices, and ministerial directorates. The workshop explained how USAID - *Tarabot* connects the phases of building local planning and strategies to the NDP through horizontal and vertical dialogue between community and governmental units. In order to ensure consistent planning, and to reduce overlap, the Planning unit recommended the creation of a Coordination Commission for Muthanna province, and the Deputy Governor agreed with the proposal.

Service Centers The Service Centers unit began to assemble a list of counterpart-provided public services to be used as candidates for service centers. This list is derived from experiences and interactions during the official ministry and governors' offices presentations as well as insight gained from discussions with Iraqi citizens. Once finalized, these services will be evaluated for their overall impact and suitability for incorporation into a service center delivery model.

The Service Centers unit also met with the MoHE's Committee of Service Development, finalizing its assessment of the Ministry. The team visited the MoHE's new building in Al-Nidhal Street, Baghdad, currently in the final stages of renovation, to assess its suitability as a possible location for a service center. In collaboration with the AD component's Procurement unit, a draft RFP for the architectural design of a model service center has been developed, and will be used as a model for designing or building service centers at the ministry. The service center unit is also in the process of designing material promoting the idea of service centers and 'one stop shops' in government offices.

The importance of these centers was highlighted this month when USAID - *Tarabot* received a letter from the MoHE outlining its interest and readiness to work in establishing an integrated service center for students at the ministry's new building, and officially requesting the project's assistance.

Decentralization The Decentralization advisor drafted the unit's first "menu of assistance," a tool that the AD team has used with great success in other core areas. The menus serve to simplify the project's technical offerings for high-level counterpart clients, such as ministers and governors. The menu development process also helps to facilitate unified thinking and identify the main points and objectives to be targeted by the unit. Some of the menu offerings include reviewing the relevant decrees, regulations and ministerial orders specific to a target institution, assessing the organization's ability to de-concentrate or delegate authority to improve the quality and efficiency of performance, and to build upon the capacity of appropriate staff to promote administrative decentralization.

Fiscal Management The AD team drafted an analytical report on GoI's 2012 draft budget and is revising a draft report on the GoI's 2011 mid-term capital budget execution. Following the Fiscal Management team's assessment of the office of the MoMPW's DG for budgeting, a draft action plan is being developed. The Fiscal Management unit also conducted a number of assessment meetings, including with the MoHE and the MoF. Fiscal management assessments differ from those of other AD component units, and sometimes vary greatly from institution to institution. The unit is also working on a special assessment of governors' offices to determine their awareness of and readiness to take advantage of opportunities for decentralization that may appear in the 2012 budget law.

IDMS In cooperation with the MoP, USAID - *Tarabot* completed an IDMS workshop with seventeen participants from the Stock Market Bureau, the Endowment of Alwaqf Alsunni, and the MoP. Working with the MoP, the project completed the first joint IDMS survey site visit with the MoCu. The team installed the offline version of the IDMS in four computers, provided technical assistance for two days to five staff members, and delivered the official user name and password to the ministry. The MoCu now has five users on the system with instructions to begin updating all 2011 projects and prepare to enter all 2012 projects following the Iraqi parliament's approval of the 2012 federal budget.

Working again with the MoP, USAID - *Tarabot* completed site visits to the MoHR and MoLSA later in the month to install the offline version of the IDMS in four computers and assist ministry staff in its use, as well as deliver the official user name and password. Both ministries now have four users in the system and have been instructed to update all of their ministry's 2011 projects and prepare to enter all 2012 projects after the Iraqi Parliament approves the 2012 federal budget.

PROJECT ADMINISTRATION

Workplan All revisions for the workplan and PMP were completed this month. Workplans for Component 1: Civil Service Reform and Component 2: National Policy Management were cleared by the COTR. Component 3: Administrative Decentralization workplan and the overall PMP are awaiting some final decisions on the division of responsibilities between the USAID Governance Support Project and USAID – Tarabot, and are expected in the first week of December.

Staffing and Deployment The project has a staff of 26 expatriate and 146 local personnel, as of November 30. Recruitment is continuing for remaining positions.

Security Company License Issue A key issue throughout November was the expiration of the operational licenses for USAID - *Tarabot's* security provider, Sallyport. The GoI ceased to renew all licenses for Private Security Companies on or about November 1. Without the ability to carry arms, operate their vehicles, and provide normal security support, operations on a number of projects were severely hampered. Arrangements were made to sub-contract transport services to a number of other security companies whose licenses had not yet expired. On last report, the GoI is ready to provide an extension letter that allows the PSDs and vehicles to operate and normal support services can resume.

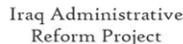
Travel Entry to the IZ is also being controlled more strictly, causing many delays and even cancellations of project meetings with USAID and with government clients located in the IZ. Trips from the compound into the IZ often take well over an hour. Heightened security concerns at the end of the month led to some curtailment of project travel, especially to some ministry locations deemed to be a special risk.

IZ presence The project has finalized arrangements for a villa in the IZ in order to facilitate regular contact between project advisors and their GOI executive office clients. This will especially serve the Civil Service Reform component and the National Policy Management component. It will also alleviate the problems caused by the tighter checkpoints at IZ entry routes. This facility will be fully operational by January 1.

Visas The GoI is also tightening its system for visas. The visa application process involves a series of communications involving the Residence Affairs Directorate of the GoI, the US Embassy, USAID, and the implementing partners. The GoI is undertaking strict verification of project end-dates and therefore visa extensions to individuals. This process has not been fully decided by the GoI, resulting in ambiguity about the renewal status of visas scheduled to expire on December 31. The project team remains in daily contact with the relevant GoI offices in order to stay informed of any new procedures and facilitate renewal of current visas or issuance of new visas for staff members.

Regional and provincial offices USAID – *Tarabot* has received agreements and established office space in 14 governorates, and is carrying out or has already scheduled detailed capacity assessments in nine governorates. The project opened its Maysan office this month, utilizing space is donated by the Maysan Directorate of Health. All furnishings and equipment are now in place, staff established, and the office is now online. It also received the agreements from the governors of Anbar and Baghdad for project staffing and programming.

Annex I: Administrative Decentralization Component Engagement Tracker

 		   						
Tarabot - Administrative Decentralization Component Engagement Tracker								
GOI Offices	Introducer Letter	Introductory Meeting	Official Presentation	Office Space	Assessment Phase	Action Planning	MOU Negotiation	Technical Assistance
Ministries and Central Entities								
Amanat Baghdad	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Diwan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ministry of Agriculture	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ministry of Communications	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Council of Ministers Secretariat	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ministry of Construction & Housing	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ministry of Culture	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ministry of Displaced & Migrants	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ministry of Education	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ministry of Electricity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ministry of Environment	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ministry of Finance	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ministry of Higher Education	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ministry of Human Rights	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ministry of Industry & Minerals	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ministry of Justice	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ministry of Labor & Social Affairs	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ministry of Municipalities & Public Works	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ministry of Oil	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ministry of Planning	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ministry of Science & Technology	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ministry of Trade	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ministry of Transportation	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ministry of Water Resources	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ministry of Youth and Sports	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



USAID | IRAQ
FROM THE AMERICAN PEOPLE

TARABOT
Iraq Administrative
Reform Project



ترابط
مشروع الإصلاح
الإداري العراقي

Provinces

Anbar	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Babil	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Baghdad	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Basrah	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Diyala	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Diwaniyah	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>					
Dhi Qar	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Karbala	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Kirkuk	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Maysan	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Muthana	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Najaf	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>					
Ninawa	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Salah ad Din	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Wasit	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<input checked="" type="checkbox"/>	Completed
<input checked="" type="checkbox"/>	Scheduled
<input type="checkbox"/>	Pending