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USAID IRAQ ADMINISTRATIVE REFORM PROJECT MONTHLY PROGRESS REPORT FEBRUARY 2012

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USAID IRAQ ADMINISTRATIVE REFORM PROJECT

MONTHLY PROGRESS REPORT

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Iraq Administrative Reform Project



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LIST OF ACRONYMS

AD	Administrative Decentralization Component
BPA	Business Process Analysis
BPP	Bureau of Public Policy (Presidency)
CBO	Capacity Building Office (USAID)
CoM	Council of Ministers
COMSEC	Council of Ministers' Secretariat
CoI	Commission of Integrity
COR	Contracting Officer's Representative/USAID
CoR	Council of Representatives
CoS	Chief of Staff
CSR	Civil Service Reform Component
DfID	Department for International Development (UK)
DG	Director General
DPMO	Deputy Prime Minister Office
FCSC	Federal Civil Service Commission
FCSI	Federal Civil Service Institute
GO	Governor's Office
GZ	Green Zone (See IZ)
GoI	Government of Iraq
GSP	Governance Support Project (USAID)
HC	High Committee for Civil Service Reform
HR	Human Resources
HRD	Human Resources Division
HRM	Human Resources Management
HRMIS	Human Resources Management Information System
IDMS	Iraq Development Management System
INMS	Iraqi National Monitoring System
ISRAR	Iraq Solutions for Regulatory and Administrative Reform
IZ	International Zone (See GZ)
MoA	Ministry of Agriculture
MoC	Ministry of Communications
MoCH	Ministry of Construction & Housing
MoCu	Ministry of Culture

MoD	Ministry of Defense
MoE	Ministry of Electricity
MoEd	Ministry of Education
MoEn	Ministry of Environment
MoF	Ministry of Finance
MoFA	Ministry of Foreign Affairs
MoH	Ministry of Health
MoHE	Ministry of Higher Education
MoHR	Ministry of Human Rights
MoI	Ministry of Interior
MoIM	Ministry of Industry & Minerals
MoJ	Ministry of Justice
MoLSA	Ministry of Labor & Social Affairs
MoMD	Ministry of Migration & Displaced
MoMPW	Ministry of Municipalities & Public Works
MoO	Ministry of Oil
MoP	Ministry of Planning
MoSPA	Ministry of State for Provincial Affairs
MoSWA	Ministry of State for Women's Affairs
MoST	Ministry of Science & Technology
MoT	Ministry of Trade
MoTA	Ministry of Tourism & Antiquities
MoTr	Ministry of Transport
MoU	Memorandum of Understanding
MoWR	Ministry of Water Resources
MoYS	Ministry of Youth & Sport
MSI	Management Systems International
NCCIT	National Center for Consultancy and Information Technology
NDP	National Development Plan
NGO	Non-government Organization
NIC	National Investment Commission
NPM	National Policy Management Component
OD	Organizational Development
OPD	Office of Policy Development (Prime Minister's Office)
PAR	Public Administrative Reform Committee (See PSM)

PC	Provincial Council
PCSC	Provincial Civil Service Commission
PMI	Project Management Institute
PMAC	Prime Minister's Advisory Council
PMO	Prime Minister's Office
PSM	Public Sector Management Committee (See PAR)
RFP	Request for Proposal
RG	Regulatory Guillotine™
SAB	Supreme Audit Board
SES	Senior Executive Service
SIDA	Swedish International Development Agency
SoW	Scope of Work
SOP	Standard Operating Procedures
TA	Technical Assistance
UNDP	United Nations Development Programme
USAID	United States Agency for International Development
WB	World Bank

This report summarizes project activities and accomplishments under the Iraq Administrative Reform Project (USAID - *Tarabot*¹) for the period February 1 - 29, 2012. The next Monthly Report for March is due on April 2, 2012.

BRIEF DATA

Events: The USAID-*Tarabot* project continued to expand and accelerate its activities during February. The following statistics show the progress achieved.

- **Total Events:** USAID-*Tarabot* teams held **240** events (workshops and formal meetings) during February, **120** of these events took place during the last two weeks of the month.
- **Locations:** **169** of these events were held at locations in Baghdad, while **71** events were delivered on location in **12** provinces.
- **Type of Event:** **206** events in February were formal assessment meetings, action planning, or implementation workshops. **34** events were introductory meetings.
- **Institutions:** **198** of these events were with **21** ministries; **25** events supported the governors' offices; and **17** events were held directly with the executive offices.
- ***Tarabot* Components:** **31** events were carried out by the civil service reform component, **23** by the national policy management component, and **186** by the administrative decentralization component.

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

EXECUTIVE SUMMARY

The Public Sector Modernization Committee conducted its fourth general meeting this month, chaired by the Director of the Prime Minister's Advisory Council. Over 50 participants representing key GoI ministries and agencies as well as international agencies participated in the all day meeting. The PSM committee was established in 2011 by the Council of Ministers as a conduit of coordination among Iraq's federal ministries and international agencies working on public sector reform. The meeting agenda included updates on UNDP-supported work in education & higher education, health, water/sanitation, national statistics, and private sector partnerships. The USAID-*Tarabot* project and the High Committee on Civil Service jointly presented a progress report on the revisions to the draft Civil Service Law. USAID also reported on its programs in Primary Health Care and education. The open discussions and frank decisions at this meeting demonstrated the seriousness of the Iraqi government to lead and coordinate the important and complex process of public administration reform and modernization. On the legal reform front, this month witnessed close collaboration with the High Committee for Civil Service Reform to review articles of the federal civil service law that received feedback from government agencies to help ensure the smooth implementation of the civil service law. The process of establishing civil service commissions also continued during February as *Tarabot* advisors delivered assistance to GoI officials to develop staffing needs assessment for FCSC's six departments and fifteen divisions and job descriptions for 59 managerial posts. Also, the *Tarabot* CSR Teams continued delivering training for federal and provincial HR officials in term of introducing practical HR management in any effective public sector organization.

The USAID/*Tarabot* CSR team drafted a concept paper for the future FCSI and a training needs analysis manual. The concept paper proposes an institutional framework for training and development of civil servants in Iraq and is based on rapid assessment of current practices and legislation. Moreover, the CSR team finalized a detailed questionnaire to initiate its technical assessment for the HRMIS application for each IT and HR department of the line ministries.

Tarabot NPM advisors extended activities in the area of public policy with regard to the structure and human capacity of the Prime Minister's Office of Public Policy. Working with six ministries to set up public policy units, organizational structures are being put into place and a series of workshops were delivered this month to define these units' functions to meet priority ministerial needs. In the academic arena, *Tarabot* advisors organized workshops and seminars to shape the public policymaking process, including a session with Al Nahrain University professors of public policy, which focused on both the university's needs and on ways in which the professors' talents and their institutions' capability can contribute to the establishment and development of an effective public policy process in Iraq.

Tarabot advisors also worked closely with the Ministry of State for Provincial Affairs and organized workshop on public policy with the Muthanna and Kirkuk provincial councils.

Tarabot NPM team also made some significant progress in the Regulatory Guillotine legal reform initiative, receiving the full endorsement of the Prime Minister's Office (PMO), and four ministries, including the Ministry of Justice, to cooperate in the area of legal reform.

By the end of the month, the *Tarabot* project organized an introductory conference in Kirkuk. The conference was attended by over 46 participants of Kirkuk key officials including the two deputies of the governor and DGs of executive departments in the province.

COMPONENT ONE: CIVIL SERVICE REFORM

High Committee for Civil Service Reform

The HC held a series of working sessions during February dedicated to the review of the draft civil service law, including new chapters on Senior Executive Service, performance management system and other principles inspired by US Code provisions. The CSR advisors met with the deputy Secretary General of COMSEC to discuss the civil service reform and the obtained feedback on the draft law. Comments were submitted to the HC for consideration. The HC also deliberated over the suggestions made by the Prime Minister as well as the secretary general of COMSEC, on their inclusion in the draft law or, otherwise, based on the given constitutional and legal environment in the country. Also, *Tarabot* advisors reviewed with the HC the role of provinces in managing their own civil service system independent of the federal government and providing financial and legal tools to do so.

Legal Reform

The CSR team prepared explanatory notes, comments and answers, and presented them to the HC at COMSEC, to discuss other parts of draft civil service law. The explanatory notes covered the sections of draft law that were reviewed in earlier HC meetings. These answers and clarifications related to modern concepts of civil service and human resources management are being introduced for the first time in Iraq. The CSR team is making sure that these concepts are clear to the Shura Council members so that they can expedite the review of the draft law, once it is submitted officially to the Shura Council for review, leading to the legislative process.

CSR advisors delivered technical assistance to the HC chairman on legal issues related to the draft civil service law having links with other legislation. The current budget legislation at the federal and provincial levels may need amendment and/or comprehensive reform and an intergovernmental fiscal arrangement may need to be established to introduce new concepts in the draft civil service law regarding federal and provincial civil service system to be put in place.

Civil Service Commissions

The CSR team finalized a draft document on identification of staffing needs for the Federal Civil Service Commission (FCSC) that facilitate its establishment and operationalization. These staffing needs were identified on the basis of diagnosed functions, organization structure and the roles and responsibilities of FCSC's six departments and 15 divisions. The document also contains organization charts, reflecting staff-positions of FCSC as a whole, as well as the staff-positions in its various departments and divisions.

Based on the identified staffing needs, the CSR team finalized another document on job descriptions for managerial positions in the Federal Civil Service Commission (FCSC). The purpose of this document is to provide comprehensive job descriptions for the identified managerial positions of Directors General (5 posts), Directors (15 posts) and Deputy Directors (34 posts) in the organization structure of FCSC. These job descriptions were prepared on the basis of diagnosed functions and the roles and responsibilities of FCSC's six departments, 14 divisions and 34 units. They enable FCSC to define requisite competencies (qualification, experience and skill levels) for successfully carrying out duties and responsibilities of each managerial job. They also facilitate FCSC filling these positions through merit based recruitment of suitable candidates, whose qualification, experience and skill sets match the requirements of a particular job. Filling identified

positions according through this systematic approach facilitates FCSC to perform its functions and achieve objectives efficiently and effectively.

During February, the CSR team also worked on the draft civil service law from the perspective of Federal Civil Service Commission (FCSC). Under the provisions of FCSC Law (#4 of 2009), FCSC is responsible for implementation of federal civil service law, as well as other relevant laws and regulations relating to organization and development of the Iraqi civil service. Therefore, provisions of the draft federal civil service law are required to be aligned with the provisions of FCSC law, so that practical difficulties in actual implementation of the law by FCSC could be addressed at the drafting stage.

Establishing Modern HR Management Practices in Line Ministries & Provinces

During the month, *Tarabot* advisors continued assisting GoI national and provincial HR departments through trainings and technical expertise transfer aimed at modernizing their HR methodology. The *Tarabot* CSR team organized five days of HR workshops, which introduced more than 70 managers (including 29 women staff), and HR staff to the practical aspects of HR management in an effective public sector organization.

In this series, the first workshop hosted 22 HR managers and deputies from ten ministries and three provincial governorates and introduced key issues relating to implementation of the approved HRD structure across all thirteen organizations. The other two-day each workshops were dedicated to the job description teams on both federal and provincial levels and delivered practical training on job analysis to enable the HRD staff to produce concise, accurate job descriptions. The CSR team explained that job descriptions should not be used just for recruitment, but also for HR planning, performance appraisal, training needs analysis, career development, promotion and transfer, succession planning and grading; all of which should be based on an objective assessment of merit.

The CSR team also prepared and submitted to the Civil Service Reform High Committee a detailed draft list of recommendations for the redeployment and retrenchment of “excess” civil servants. These proposals define the principles and main procedures to be followed when it becomes necessary to redeploy or retrench civil servants in order to maintain or increase the efficiency of the civil service. The proposals are designed to ensure that all civil servants affected by redeployment or retrenchment are treated fairly in accordance with the draft Civil Service Law and their contracts of employment.

Federal Civil Service Institute (FCSI) and Training Centres in Ministries & Provinces

The CSR team drafted a concept paper for the future Federal Civil Service Institute. The document is based on a rapid assessment of the current practices and legislation related to the civil service training in Iraq. The document proposes an institutional framework for training and development of civil servants in Iraq. Accordingly, it outlines the responsibilities and mandates of various stakeholders (such as Federal Civil Service Commission, Ministries of Planning and Finance, Training Centers and Human Resource Divisions in Ministries and future Federal Civil Service Institute) relevant to this process. The paper proposes the mandate for the Federal Civil Service Institute, its main functions and target groups for the services to be delivered. An organizational structure of the FCSI is also proposed and the role of divisions and their responsibilities outlined. Further, the document proposes budget modality for the institute and outlines the business process and procedures that should be developed once the FCSI is established.

The CSR team also drafted a manual on training needs analysis. The manual provides guidelines on the steps in the process and methods of collecting information, sources of information and elements of training needs analysis plan. It clarifies the levels of training needs analysis such as organizational and individual training needs. It also contains examples of specific methodologies (such as interviews questionnaires, surveys and questioners). The CSR team will introduce the manual to ministries and governorates and will provide technical assistance for implementation of this process.

The CSR team is in the process of drafting a guidance note to outline functions, structure and standard of technical expertise for training centers in five ministries and three provinces. For this purpose, it commenced assessment visits to four ministries (Ministry of Planning, Communications, Finance and Health) and three provinces (Diyala, Najaf and Ninawa) and the progress made is briefly described below;

- a. During the assessment visit to the Ministry of Planning, the CSR team discussed with HR Manager and Training Center Manager the technical training knowledge, skills and experiences of the training and staff development, evaluation methods for training courses, curriculum design, and other training facilities in the ministry under HR Division and managed by the training and development division/centre. The staff of the TDDC in the MOP need training and technical assistance and the CSR Team will assist with preparing an action plan to provide a series of training and TA activities for the staff of the MOP/TDDC to develop their capacities based on real needs identified to enable them to perform their training job effectively and efficiently.
- b. CSR advisors conducted an assessment visit to the MoF Finance & Accounting Center and met with key officials. The assessment included the Center's three divisions of training, administration and auditing and produced some basic information about the Center activities and staffing, including the fact that 177 staff members could accomplish 179 trainings for 3737 participants. The assessment also showed that the Center lacks standardized training needs analysis or monitoring & evaluation procedure, in place.
- c. In the Ministry of Health and the Ministry of Communications, the CSR team discussed the current training and development activities with the respective HR Managers and conducted assessment of the training and development function.
- d. In Najaf Governorate, the CSR team conducted an assessment of the training and development section of HR Division. The assessment covered current capacities of the staff members, organizational structure and responsibilities, training activities, training equipment and infrastructure, and finally training and development management procedures. The assessment identified that the training and development section lacks necessary resources to implement its functions. It needs assistance in Training Needs Analysis and management of training and development activities (such as planning, implementation, and evaluation), to improve the quantity and quality of training delivered. The team also identified the priority training programs for the Governorate, which are: training in establishing and managing HR database for provincial HRD; training in financial management information system for the Financial Department; and staff members of the office's Archives Section need support to create an archive database and improve their computer skills to manage it effectively.
- e. In Ninawa Governorate, the CSR team conducted an assessment for the GO training center managed by the Planning and Studies department. The planning, records and implementation sections' training activities are supervised directly by office of the deputy governor. The Training Center delivers training programs through external providers (such as Mosul University and NCCIT)

and there is no standard procedure for selecting external training providers. The evaluation procedure of the training center is limited to evaluation forms and trainers' and participants' reports about the training program. *Tarabot* advisors plan to assist the Ninawa GO Training Center with training management (including curricula development) and on preparation of annual training and development plans.

- f. In Diyala Governorate, the CSR team conducted an assessment of training and development function. The assessment covered current capacities of the staff members, organizational structure and responsibilities, training activities, training infrastructure, and training management procedures. The CSR team also identified the priority training and development needs for the Governorate, which are: problem solving and decision making; provincial laws and regulation; civil service laws and regulations; job descriptions; strategic planning; and administrative skills.



CSR meeting with Deputy Governor of Services and Municipalities in Diyala

Human Resources Management Information System

Tarabot advisors continued to develop assessment tools for the baseline evaluation of GoI entities. During the month of February, CSR advisors developed a generic detailed assessment questionnaire for IT and HR departments of line ministries. These tools are important as they identify the technicalities and outline prerequisites for the HRMIS application. In addition, the CSR team developed two presentations. One streamlines the best practices for most HR functions for the public sector including the process by which these functions are integrated. The targeted audiences for this presentation are the HR Section heads in all ministries. The second presentation is a thorough explanation of what Enterprise Resource Planning (ERP) means and why an institution should adopt and implement such packaged systems. This presentation targets the HR section heads as well as the IT heads in ministries.

The CSR team conducted an assessment process for the MoF HR department. The assessment identified the current status quo and enhancement needs for the HRD system. It found that the division has two in-house systems catering for administration and personnel records for employees and incoming / outgoing mail database, built and developed using old technology software. The system lacks integration and the data is scattered in different and physically separated databases. The CSR team recommended a specialized technical assessment to be carried out to determine the necessary process to upgrade the infrastructure to ensure proper functioning of the system. This assessment targets the topics of; LAN Switches, LAN Core Switch, WAN Devices, Security Monitoring' Network Management, Power system (UPS), Cooling system, Fire Alarm & Fire Fighting, and Servers & Storage.

During a visit to the COMSEC, the CSR team met with the IT Manager and the Head of Software Section to create a road map for the assessment process and agreed on the content of the assessment questionnaire that would target the following: hardware, infrastructure, applications and manpower.

COMPONENT TWO: NATIONAL POLICY MANAGEMENT

Regulatory Reform

USAID's nation-wide regulatory reform initiative for Iraq took a major step forward this month by mobilizing a nexus of Iraq's leadership from government, the private sector, and universities in a special workshop under the direct auspices of the Prime Minister. The workshop aimed at undertaking a full-scale review of all legal instruments which impact economic activity in order to eliminate those provisions that are illegal, unnecessary, or business unfriendly. This event was the culmination of a series of initiatives proposed over the past six months to secure essential stakeholder buy-in for the reform process.



RG workshop in Al-Nahrain University

Expanding the public policy outreach initiative, NPM advisors also conducted a workshop for 27 participants including 17 women from key private sector actors. The workshop provided an orientation on the concept of the regulatory reform initiative and the role the private sector can play.

NPM advisors continued collaborating with other donors during February. Coordination meetings were conducted with the USAID Iraq's Financial Development Project and Tijara Project in which NPM advisors thoroughly briefed both USAID projects on the Regulatory Guillotine initiative. The meetings went through strategies to be adopted and expertise needed for the initiative to succeed. NPM advisors also briefed USAID senior management, including the mission director and his deputy, on the current status and issues requiring attention in order to facilitate next steps in the RG initiative.

Coordination was also extended to other GoI entities during this month. NPM advisors met with the Prime Minister Advisory Council (PMAC) chair and PM chief of staff to identify means of coordination to implement the Regulatory Guillotine ISRAR initiative ("Iraq Solutions for Regulatory and Administrative Reform"). The attendees agreed that the Prime Minister, in due time, would send out a directive for all relevant GoI entities in support of the ISRAR. The correspondence will state that the ISRAR program is led and housed at the PMAC offices. The Prime Minister's letter is important in order to eliminate any confusion regarding to the World Bank funded project of Regulatory Impact Assessment for COMSEC, an issue that was widely discussed with the COMSEC Legal Affairs DG. It was made clear that the two applications do not contradict or duplicate each other, but rather they complement one another.

Following a series of meetings with the Ministry of Justice officials during the month of February, the *Tarabot* NPM advisors delivered a letter for the MoJ High Judicial Institute requesting full access to the MoJ legal database to enable regulatory reform for the country.

Office of Policy Development in PMO and Ministries

Following a series of presentations on "strategic planning" for the OPD, NPM advisors delivered three workshops on the public policy process. The presenter drew the participants into active discussion of the OPD's full responsibility for addressing the policy issues in the Prime Minister's development agenda for 2011-2014 and the mechanics of the public policy process. The eighteen workshop participants, including seven women and the PMAC Chairman, practiced honing issues to an optimal size and scope for treatment. In addition to PM policy advisors, participants included representatives from the three deputies of the Prime Minister offices. The presence of the DPM offices enriches, complements and completes the PM's OPD.

Moreover, the month of February witnessed larger scale of coordination with the PM and the three deputies offices. NPM advisors received a letter from the Deputy Prime Minister for Economy CoS inviting *Tarabot* advisors to take part in the DPMO Economic Committee meetings. *Tarabot* advisors also discussed with the DPOM- Services the academic role in filling government posts with expertise needed in public policy making. Advisors reviewed with the DPMO advisors the means of improving academic research and the creation of a new curriculum in public policy as a separate discipline in Iraq's universities.



Tarabot Workshop attended by reps of three DPMOs and PMAC chair, Feb 20

In terms of creating a more interactive website for the PMO to receive public feedback on government polices and services, NPM advisors presented an overview for a structurally updated PMO website for the PMAC chair and OPD advisors. The presentation tackled the functions of a newly completed content management system for the website.

NPM advisors also delivered technical assistance to ministries to develop a process for public policy making as mandated in the Constitution. The NPM Team conducted three workshops on policy development and implementation to 19 representatives, including four women, from the policy units of six participating ministries: Trade, Electricity, Agriculture, Oil, Industry and Minerals, and National Investment Commission. The workshops presented strategies and plans for successful public policy units. *Tarabot* NPM advisors ongoing consultation with ministries' senior officials resulted in the MoO decision to establish a section for Planning and Policies in the ministry HQ. The NPM advisors immediately responded to this notable MoO action and designed appropriate interventions including workshops, along with proposed structure, function and operational procedures for the newly born section.

For the sake of developing future actions and plans, the NPM advisors conducted technical sessions with the MoT DG for Foreign Economic Relations. Conduits for overall assessment were discussed and agreed upon.

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

Following a series of technical workshops on the “Strategic Plan” for the Bureau of Public Policy in the presidency, the NPM Team assisted the Bureau of Public Policy in the Presidency Diwan to develop the first ever strategic plan for the office. The plan covers the issues of Vision, Mission, Values, Goals, and SWOT Analysis. The NPM team worked on the new strategy and conducted a workshop on policy development and implementation, to seven representatives, from the policy units of the Presidency Diwan. The workshop is one of a series of 11 presentations titled “Policy Development and Implementation”.

Policy Communication and Outreach

Following a succession of NPM-lead public policy workshops tailored to build the foundations for public policy in two Baghdad universities, a giant step forward now is underway, under the auspices of the Office of the Prime Minister, to bring together chancellors and deans of eighteen Iraqi universities for an NPM-lead two-day workshop designed to mobilize their institutions' role as shapers of public policy. In anticipation of that upcoming nation-wide event, NPM undertook a series of preparatory consultations, including this month's session with six Al Nahrain University professors of public policy. This session focused on both the university's needs and on ways in which the professors' talents and the institution's



Work Groups during the Decentralization Conference, Feb 27-28

capability can contribute to the establishment and development of an effective public policy process in Iraq.

NPM advisors also took part in the two-day Decentralization Conference hosted by the State Ministry of Provincial Affairs in Baghdad in February 27 and 28. NPM advisors presented a paper on the role of provinces in the process of public policy making.

On the provincial level, the *Tarabot* NPM team expanded its public policy outreach initiative with the delivery of a workshop for the Provincial Councils of Muthanna and Kirkuk. Provincial council members, including four women, traveled to Baghdad to participate in this event and explored mechanics of undertaking the public policy process, including the regulatory reform initiative and the role of provinces as stakeholders. This is the third in a series of events for PCs, continuing the progress made to involve provinces in public policy making. The first workshop was convened for Baghdad's PC, and then for the PCs of Ninawa and Babil. Participants from all five provinces responded uniformly, expressing desire to participate actively in the public policy process.

COMPONENT THREE: ADMINISTRATIVE DECENTRALIZATION

This past month saw the AD component begin the final push to complete the engagement phase with all GoI ministries. A number of new and important ministries were brought into the component's portfolio, established partners made substantial progress, and many ministries demonstrated formal buy-in through approval letters and establishing ministry-project steering committees. The establishment of ministry steering committees to guide and approve the complex work of USAID-*Tarabot* is a practice that the project promotes heavily with all ministry partners. A number of high-profile ministries took steps forward with USAID-*Tarabot*, including the MoE, MoF, and MoYS. Technical activities have begun in earnest with the majority of the AD component's partners. The following GoI entities were engaged during the month of February;

- Ministry of Agriculture: *Tarabot* conducted an introductory meeting at the end of January. The MoA has since designated an official point of contact, issued its formal approval to cooperate with the project in a number of fields, and considering establishing a ministry-project steering committee. By the end of February, the AD component initiated its assessment phase with the ministry.
- Ministry of Electricity (MoE): *Tarabot* made the long-awaited connection to the MoE, resulting in a comprehensive introductory meeting in the middle of this past month. Advisors introduced the AD component future plans to develop MoE departments and received some feedback including a proposal from the ministry IT director on creating new windows in the MoE website for all *Tarabot* activities and improvements planned for the ministry.
- Ministry of Finance (MoF): the MoF issued a formal approval letter regarding cooperation and coordination with USAID-*Tarabot*. The ministry's formal acceptance of *Tarabot's* assistance is a major achievement in and of itself. The MoF is poised to become a vital partner in *Tarabot's* initiatives to improve national and institutional-level fiscal management, financial monitoring, and procurement performance.
- Ministry of Higher Education (MoHE): The excellent relationship between *Tarabot* and the MoHE continues to facilitate substantial progress. The ministry has concluded the assessment phase with each of the AD component's advisory units and is poised to begin implementation of the action plans. *Tarabot* also initiated assessments for a number of the MoHE's universities, upon request of the ministry. The assessment process covered the universities of Babil, Basrah, Mosul, and the Baghdad Technology University.
- Ministry of Industry & Minerals (MoIM): AD advisors conducted a comprehensive introductory meeting for a group of MoIM representatives led by the acting Minister. The meeting was held at *Tarabot's* headquarters and introduced all of the services offered by the component through presentation and discussion sessions. The acting minister took care to address virtually every service presented to note how each could have a positive influence on his ministry. The acting minister approved MoIM work with all the AD core areas, and expressed desire to form a steering committee in the ministry to help coordinate the work of the AD Component. The ministry is now scheduled to formally enter the assessment phase in March.
- Ministry of Migration & Displaced (MoMD): The MoMD issued a formal letter announcing that the ministry created a steering committee project to formally coordinate and cooperate with the project. The MoMD is among the project's strongest and most dedicated partners, and the establishment of this committee, while a great success, is not surprising.



- Ministry of Planning (MoP): The AD planning unit attended a meeting with the NDP revision policy sub-committee. *Tarabot* was nominated a member of this committee along with nine other technical committees to serve as a technical consultant on the momentous task of revising the NDP. The meeting was chaired by the DG of the MoP's Economic Directorate, and the outcome was the initial steps to be taken to start the revision. This included compiling updated statistics and conducting preliminary analyses. The NDP revision exercise will, in the simplest terms, revisit the goals laid out in the plan and determine which have been met and which have not. With *Tarabot's* assistance, the MoP and its various technical committees will ascertain the best way forward to achieve the goals stated in the plan, and alter the course of the plan if necessary.
- Ministry of Science & Technology (MoST): The AD component quickly made a partner of the MoST. Following a comprehensive introductory meeting led by the Minister himself as well as a number of other high-level officials, the MoST expressed support and suggested immediate action to create a ministerial steering committee to coordinate *Tarabot's* pending activities with the ministry.
- Ministry of Youth & Sport (MoYS): *Tarabot* continued to develop the relationship with the MoYS through a series of high-level meetings, including with the minister himself. The Minister expressed that his ministry is ready and eager to work with *Tarabot*, especially because the Ministry has more than 400 projects in the initial phases, with substantial budgets for each project but a pronounced absence or weakness in the planning, project management, fiscal management and procurement functions necessary to properly implement them. The MoYS is scheduled to begin the assessment phase in the coming weeks.

Planning Advisory Unit

Over the past month, the *Tarabot* Planning advisors initiated preliminary introductions and assessment activities at the national level while concurrently making significant progress with each respective ministry partner. During the month, *Tarabot* planning advisors completed the needs assessment process for the ministries of Communication, Higher Education (and accompanying universities), Environment, and Construction and Housing. The assessment process was finalized with developing analytical reports and action plans.

In term of revising the National Development Plan, the *Tarabot* Planning advisors worked closely with the MoP NPD technical committee to review technical steps needed to update the national strategy. The *Tarabot* team participated in the MoP committee meetings, along with representatives from a number of other ministries and GoI entities, aimed at developing monitoring indicators and completing sectoral reports. By the same token, the Planning advisors conducted a workshop for MoHE planners to identify areas of disconnect and avenues for opportunity in aligning the ministry's goals with those laid out in the NDP. The unit continued to provide assistance to the ministry's provincial planning departments.

Procurement Advisory Unit

February was a solid month for the AD Procurement Advisory Unit, marked by progress with partner ministries and governor's offices as well as strong developments at the national level. The procurement unit's tremendous relationship with the MoP's DG of the Office of Government Public Contracts and Policy (OGPCP) continued to assist the unit's work in all contracting aspects. The MoP DG previously accompanied the AD procurement team on visits to other ministries and governorates to voice his support for the initiatives, and collaborating with the team to start larger-scale reform.

In this regard, the AD Procurement advisors worked with the MoP DG on a comprehensive action plan for mutual cooperation extending over the next four years. At the central level, the action plan aims at improving and modernizing the country's public procurement system for submission to the Organization for Economic Cooperation and Development (OECD). Subsequent review and approval from the OECD is a target for the

nation's procurement system. The proposed action plan also covers other items in the realms of technical assistance and capacity development. Some examples included:

- selecting MoP staff to work as procurement trainers,
- developing annual training plans,
- encouraging allocation of a budget to train all procurement staff in ministries and governorates, and
- drafting new or improved job description for the OGPCP organization and staff.

At the local level, the plan aims to build capacity of the procurement departments or directorates of *Tarabot* counterparts in procurement implementation including establishing standard procurement process, developing procurement plans, streamlining transparent procurement procedures, bid opening and evaluation, contract management and selection and employment of consulting services.

In term of assessing GoI entities, *Tarabot* procurement advisors initiated and /or completed surveying the ministries of Communication, Justice, Higher Education and Construction and Housing. The procurement team also finalized an assessment process for the Basrah Contracting Directorate and an action plan was developed.

During February, the AD procurement team conducted a ten day workshop for the MoHE and MoP. The workshop aimed at delivering general concepts on international standard procurement procedures to build staff capacities and systems.

Moreover, the AD procurement team was invited to a conference organized by Iraq's International Commercial Arbitration Center, located in Najaf. The conference was attended by the contracts' directorates of a number of ministries, including MoP, MoO, MoJ, MoF, MoA, and MoH. *Tarabot* advisors presented a paper on obstacles facing procurement in Iraq. The MoP presenter notably described the services offered by USAID-*Tarabot* and suggested that the attendees' departments pursue the project's assistance in improving procurement performance.

On the provincial level, the Muthanna Governor's office launched a public contracts webpage. This demonstrates a commitment to improve procurement performance in-line with technical advice of USAID-*Tarabot*'s procurement advisors. Today, visitors to the Muthanna GO official website (www.muthana.gov.com) will find a button for the "Office of Public Contracts." While it is still under construction, there are already more than 100 announcements of tenders, bid opening sessions, and price readings presented on the Muthanna GO site. The Procurement team paid particular attention to develop systems as well as staff capacities to improve procurement transparency and accountability.

Fiscal Management Advisory Unit

The *Tarabot* fiscal management team continued to conduct introductory meetings with federal, academic and provincial entities during the month of February. Advisors presented *Tarabot* fiscal management activities to the ministries of Agriculture, Environment, Municipalities and Public Works, Higher Education and Transportation. The presentations were also extended to the universities of Baghdad, Basrah, Babil and Mosul and have included assessments of the current financial management status quo. The fiscal management advisors are working on finalizing the assessment results to produce a final report to help with developing an action plan for improvement.

On the provincial level, an introductory meeting was conducted with the Muthanna deputy governor for administrative affairs. Advisors presented the fiscal management unit objectives and future plans to the Muthanna provincial officials.

Project Management Advisory Unit

The *Tarabot* project management advisory unit enjoyed a triumphant month from all standpoints. The unit initiated and finalized assessments and action plans for a number of ministries and governor's offices, began

implementing technical assistance with several partner entities, and perhaps most importantly, received approvals from a number of partner ministries and provinces to establish the Project Management Office. This office is an organizational structure that unifies all project management functions under one roof. The establishment of a Project Management Office is a major initiative and systems reform that essentially combines all levels of *Tarabot's* project management assistance, and accordingly demonstrates the entity's total buy-in of *Tarabot's* project management services. The project management team conducted the first meeting with the MoP to ascertain the problems facing project management at the national level, and began to identify potential solutions collaboratively.

In February, Anbar, Basrah, Dhi Qar, Diwaniyah, and Najaf governors' offices all approved and established Project Management Offices. These provinces join the previously established PMOs in Babil and Muthanna, creating a total of seven approved Project Management Offices. Much like a phone network, each office established adds value to the others established throughout the country, as they will be speaking a unified project language and promoting internationally-recognized practices throughout the country. International contractors in particular will be encouraged by the provinces' increased readiness and awareness of international practices. However, each one of these entities will require a substantial technical assistance from *Tarabot's* project management experts over the remainder of the project.

During the month, the assessment process covered the ministries of Communication, Environment, Higher Education and its pilot universities, Justice, and Transportation. In the provinces, the unit made similar progress with Anbar, Basrah, Dhi Qar, Diwaniyah, and Najaf as well as conducting a pre-assessment session with Kirkuk.

On the part of technical assistance delivered, *Tarabot* advisors conducted a ten-day workshop on projects management systems and skills for the ministry of Higher Education & Scientific Research. Staffs from a variety of levels took part in the workshop that aims at developing project management processes, tools and techniques to support implementing ministry practices.



Assessment Meeting in Najaf, Feb 9

The *Tarabot* project management advisors also assisted the MoP identify obstacles facing better budget execution in term of proper project management.

Iraq Development Management System (IDMS)

The USAID-*Tarabot* IDMS unit continued to support the MoP's methodical approach of introducing and implementing the IDMS in all of Iraq's government entities. The *Tarabot* unit assisted the MoP IDMS unit to train GoI entities on the IDMS objectives and usage, to install the IDMS offline version in partner entities, and to distribute log-in information to the appropriate staff members in each GoI agency. The *Tarabot* IDMS advisors also encouraged GoI entities to begin using the system immediately to update their capital investment portfolios within the system.

This month, the MoP-*Tarabot* partnership covered a number of GoI entities, including the MoA, MoCH, MoC, MoED, MoH, MoHE, MoHR, MoJ, MoIM, MoLSA, MoWR, MoYS, Iraq Securities Commission, Board of Supreme Audit, National Olympic Committee and the Christian Endowment. Through workshops and presentations, advisors assisted GoI federal agencies as well as provinces including Kirkuk GO to continue and/or acquire new knowledge on the IDMS application.

Organizational Development (OD) Advisory Unit

The *Tarabot* OD Advisory Unit enjoyed a number of successes with its GoI partners and also took some unique measures to move forward in promoting its national vision for OD in Iraq. The OD unit provides varying degrees of services, ranging from straightforward consultative organizational development activities and process re-engineering, to the more in-depth and longer-term solution of assisting an entity to establish its own internalized OD unit. Ministries expressed interest in both sides of the services offered, but the feedback has been uniformly positive and encouraging. During the month of February and following consultations delivered by OD advisors, the MoHR (including pilot universities) and MoTr officially approved the creation of OD units inside each respective ministry.

On the academic level, the *Tarabot* OD advisors conducted an OD workshop for the University of Mosul.

The *Tarabot* OD advisors also continued assisting the MoMD and MoMPW following the formation of internal OD units. Work plans were developed and the process of gaining official approvals is in process. The *Tarabot* OD unit also proposed to the MoA to revive collaboration with the already-established Organizational Self Transformational Program (OSTP) team that was created under the predecessor USAID-*Tatweer* project. Initial feedback was positive, and the ministry is evaluating this suggestion.



OD Workshop to Mosul University, Feb 21

In February, the OD team submitted a paper entitled “Building a National System for Organizational Development in Iraq” to the Ministry of Oil for the prospective “National Conference on Exemplary Institution”, which is scheduled to be held in May 2012. The fact that *Tarabot* was invited to participate indicates the regard in which the project is currently held in this field, and the event will provide *Tarabot*’s larger-scale objectives to be clearly presented to some of the nation’s most important decision-makers.

Service Improvements Advisory (SC) Unit

The SC unit continued to pursue the improvement of some of the selected, target services with GoI counterparts, including those with the MoJ, MoTr, MoMPW, and MoHE. The SC unit met extensively with those service-delivering partners while also continuing to explore other opportunities to improve specific services. Over the past month, the *Tarabot* service centers advisors assisted the two of the MoJ’s Notary Public sites, in Bab Al-Sharqi and Al-Adhamiya, respectively. The *Tarabot* advisors provided answers to the notary public employees’ questions and took photos of the existing service sites. The assessments were completed, and are being analyzed to present an assessment report to the relevant MoJ staff. The Notary Public is a prime candidate service for USAID-*Tarabot*’s assistance as it affects a great number of people. Advisors also assisted a number of the MoMPW’s provincial directorates for service delivery to conduct thorough assessment processes. The unit met with MoMPW directorates in Basrah, Diwaniyah, Karbala, Maysan, and Salah ad Din. The assessments are either completed (as in Karbala Water Directorate) or still being finalized by the other GoI counterparts.

In term, of delivering technical assistance, the *Tarabot* service centers advisors organized a workshop for MoHE to finalize the Business Process Mapping stage for all MoHE services. A preliminary draft map of the business procedures for services found in the scholarships directorate, inspector general’s office, and citizen affair’s office was completed.

Quality Management Advisory Unit

February was the first full month in which the QM unit was staffed and moving full speed with interested partner institutions. The QM team successfully recruited a pair of additional advisors, nicely rounding out the team and granting it substantially more capacity to respond to the GoI counterparts' inquiries and requests for assistance. The QM unit established ministry partners in the MoCH and MoHE, and is exploring other partnerships in the government. During a meeting with the MoHE, the ministry showed great interest in becoming ISO 9001 certified. The *Tarabot* Quality Management advisors completed an assessment report and work plan for the MoCH, and produced a gap analysis report for the ministry. The gap analysis is the first step on the long path towards ISO certification. Additionally, the *Tarabot* advisors conducted an assessment meeting with representatives from the MoTr. The assessment targeted the internal quality management capacity according to the ISO 9001 standards and the *Tarabot* team is finalizing the assessment report to be delivered to MoTr senior management.

Decentralization Advisory Unit

The decentralization advisory unit continues to work with selected partners in the provinces, notably the MoMPW's various directorates, to raise awareness on, promote, and facilitate administrative decentralization activities. In February, the Decentralization advisors attended an event hosted by the International Republican Institute (IRI) that addressed Law 21 of 2008 revision. Decision-makers from a number of sectors attended the conference, along with key members from all of Iraq's governor's offices and provincial councils with the exception of the KRG. A total of 22 draft modifications and five new articles were prepared for the pending Law 21 revision. As part of the assessment process, the decentralization unit initiated or continued its needs assessment process for the Babil, Diyala, Maysan, and Ninawa provinces. The team conducted assessments with the MoMPW's provincial directorates to ascertain both the authorities that they would like to see transferred to them directly as well as determining their capacity to handle such authorities. Each assessment takes into account the specific needs and challenges faced by each directorate, including improving the decision-making process for maintenance and water projects, or obtaining authority to directly supervise and implement projects through the directorate according to the budget.

Also, the decentralization advisors conducted introductory meetings with the MoMPW's directorates in Anbar. The unit accordingly discussed decentralization concepts and presented the needs assessment process to employees in each directorate.

Social Safety Net (SSN)

The SSN team delivered technical assistance to MoLSA to prepare the system for deployment in Diyala and Wasit provinces. During February, a number of issues pertaining to the designated servers and hardware arose and hindered the timely implementation of these two sites. The issues were addressed by the SSN team when possible, and MoLSA is working to procure new hardware as necessary. These two sites are expected to deploy in early March.

Also, the SSN team completed data cleansing for the Najaf SSN site, and subsequently advised MoLSA of the next steps they need to take. The team has also initiated preparing site servers for Dhi Qar, Muthanna, and Karbala.

Provincial Coordination and Capacity Development

The *Tarabot* project conducted an introductory conference in Kirkuk on February 22nd 2012. The conference was attended by over 46 Kirkuk senior officials, including the two deputies' of the governor and DGs of executive departments in the province. Advisors presented the *Tarabot* project objectives and core area topics including project management, procurement and IDMS.

Also, *Tarabot* project kept expanding during the month of February where two provincial offices have been opened. The *Tarabot* offices in Diwaniyah and Dhi Qar were opened on Feb 2nd and 20th respectively.

Tarabot - Administrative Decentralization Component Engagement Tracker

GOI Offices	Introductory Letter	Introductory Meeting	Official Presentation	Assessment Phase	Action plan	Office Space	MOU	Technical Assistance
Ministries and Central Entities								
Ministry of Agriculture	☑	☑	☑	☑	☐	☐	☐	☐
Ministry of Communications	☐	☐	☐	☐	☐	☐	☐	☐
Ministry of Construction & Housing	☑	☑	☑	⇒	☐	☑	☐	☐
Ministry of Culture	☑	☑	☑	⇒	☐	⇒	☐	☐
Ministry of Displaced & Migrants	☑	☑	☑	⇒	⇒	☑	☐	☐
Ministry of Education	☑	☑	☐	☐	☐	☐	☐	☐
Ministry of Electricity	☑	☑	☐	☐	☐	☐	☐	☐
Ministry of Environment	☑	☑	☑	⇒	⇒	☑	☐	☐
Ministry of Finance	☑	☑	☐	☐	☐	☐	☐	☐
Ministry of Health	☑	☐	☐	☐	☐	☐	☐	☐
Ministry of Higher Education	☑	☑	☑	⇒	⇒	☑	☐	☐
Ministry of Human Rights	☑	☑	☑	⇒	⇒	☑	☐	☐
Ministry of Industry & Minerals	☑	☑	☑	☐	☐	☑	☐	☐
Ministry of Justice	☑	☑	☑	⇒	☐	☑	☐	☐
Ministry of Labor & Social Affairs	☑	☑	☑	⇒	☐	☑	☐	☐
Ministry of Municipalities & Public Works	☑	☑	☑	⇒	⇒	☑	☐	☐
Ministry of Oil	☑	☐	☐	☐	☐	☐	☐	☐
Ministry of Planning	☑	☑	☑	⇒	⇒	☑	☐	⇒
Ministry of Provincial Affairs	☐	☐	☐	☐	☐	☐	☐	☐
Ministry of Science & Technology	☑	☑	☐	☐	☐	☐	☐	☐
Ministry of Tourism and Antiquities	☑	☑	☐	☐	☐	☐	☐	☐
Ministry of Trade	☐	☐	☐	☐	☐	☐	☐	☐
Ministry of Transportation	☑	☑	☑	☐	☐	☐	☐	☐
Ministry of Water Resources	☑	☐	☐	☐	☐	☐	☐	☐
Ministry of Youth and Sports	☑	☑	☑	☐	☐	☐	☐	☐
Non Ministerial Entities								
Amanat Baghdad	☑	☑	☐	☐	☐	☐	☐	☐
Divan	☑	☑	☐	☐	☐	☐	☐	☐
Council of Ministers Secretariat	☑	☑	☑	☐	☐	☐	☐	☐
Provinces								
Anbar	☑	☑	☑	⇒	⇒	⇒	☐	☐
Babil	☑	☑	☑	⇒	⇒	☑	☐	☐
Baghdad	☑	☐	☐	☐	☐	☐	☐	☐
Basrah	☑	☑	☑	⇒	☐	⇒	☐	☐
Diyala	☑	☑	☑	⇒	☐	☑	☐	☐
Diwaniyah	☑	☑	☑	⇒	⇒	☐	☐	☐
Dhi Qar	☑	☑	☑	⇒	⇒	☐	☐	☐
Karbala	☑	☑	☑	⇒	☐	☑	☐	☐
Kirkuk	☑	☑	☑	☐	☐	🕒	☐	☐
Maysan	☑	☑	☑	⇒	⇒	☑	☐	☐
Muthana	☑	☑	☑	⇒	⇒	⇒	☐	☐
Najaf	☑	☑	☑	⇒	⇒	☑	☐	☐
Ninawa	☑	☑	☑	⇒	⇒	☑	☐	☐
Salah ad Din	☑	☑	☑	☐	☐	☐	☐	☐
Wasit	☑	☑	☑	☐	☐	☐	☐	☐

☑	Completed
⇒	Ongoing
🕒	Scheduled
☐	Pending

PROJECT ADMINISTRATION

- Staffing and Deployment: The project has a staff of 29 expatriate and 188 local personnel as of February 28, 2012.
- Travel, Security and Visa: The process for obtaining Iraqi Visas has dominated issues related to security and travel for this reporting period. Changes in visa processes have disrupted the issuance of new visas. With the issuance of a letter from the PM's office authorizing new visas, the project expects that this disruption will be temporary.
- IZ presence: *Tarabot* submitted a request to COMSEC to lease a villa in the IZ. This application was approved and passed on to the Office of the Commander-in-Chief of the IZ who required a space utilization plan of the property. The plan has been submitted and we await the decision from the IZ Commander-in-Chief.
- Baghdad and Provincial Offices: All provincial offices are complete, with the exception of Salah ad Din and Wasit. Of the hub offices, Baghdad, Babil, and Kirkuk are operational and only Basrah remains under renovation.