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USAID IRAQ ADMINISTRATIVE REFORM PROJECT

MONTHLY PROGRESS REPORT - MAY 2012

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LIST OF ACRONYMS

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

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

This report summarizes project activities and accomplishments under the Iraq Administrative Reform Project (USAID - *Tarabot*¹) for the period May 1 - 31, 2012. The next Monthly Report for June due on July 2, 2012.

EXECUTIVE SUMMARY

The most important development this month is the continued return to normalcy of the relationship between the Government of Iraq and the international donor community regarding visas, badges, and security company license. After months of uncertainty in all these critical areas, this progress is having a positive impact on USAID-*Tarabot* initiatives.

May witnessed significant major events and developments for *Tarabot's* program:

- **National Development Plan.** The Ministry of Planning and USAID-*Tarabot* jointly hosted the conference for the creation of the 2013-2017 National Development Plan, at the Al Rashid Hotel in Baghdad. The conference was attended by around 500 people, including a number of the GoI's executive decision makers, and focused on how the country can best leverage its resources to meet national objectives. Speakers included the Acting USAID Mission Director. The MoP's updated projections indicate that Iraq's revenue will top US\$600 billion over the next five years, helping the country meet NDP goals, but also presenting new challenges to the planning and implementation of the nation's goals. The principles of participatory planning were much in evidence at the conference. The MoP continues to rely upon USAID-*Tarabot's* extensive technical and logistical assistance. Over 20 committees will continue working to refine and produce viable plans for the next five years.
- **Provincial Conference in Babil.** On the site of the of the ancient city of Babylon, Dr. Torhan Al-Mufti, State Minister for Provincial Affairs, opened *Tarabot's* first governors' conference. A long-time supporter of decentralization, the minister presented the governors of Babil, Najaf, Karbala, Diwaniyah, and Wasit, and outlined the need for *Tarabot's* technical assistance in the provinces. The conference showcased *Tarabot's* functions and achievements in National Policy, and Administrative Decentralization, focusing on Planning, Project Management, Procurement, Service Centers, IDMS, and Decentralization. What the governors called for was clear: improvement in project management, from start to finish. *Tarabot* advisers demonstrated the ways in which the program's expertise in project management and procurement has already yielded impressive results, helping governors to find solutions to the administrative bottlenecks, and work toward delivering better services to their citizens. There was lively debate between delegates and speakers, and significant media interest in the event.
- **New Linkage to Regional Policy Think-tank.** USAID-*Tarabot's* policy advisor linked the University of Baghdad and Al-Nahrain University with the renowned think-tank, Carnegie

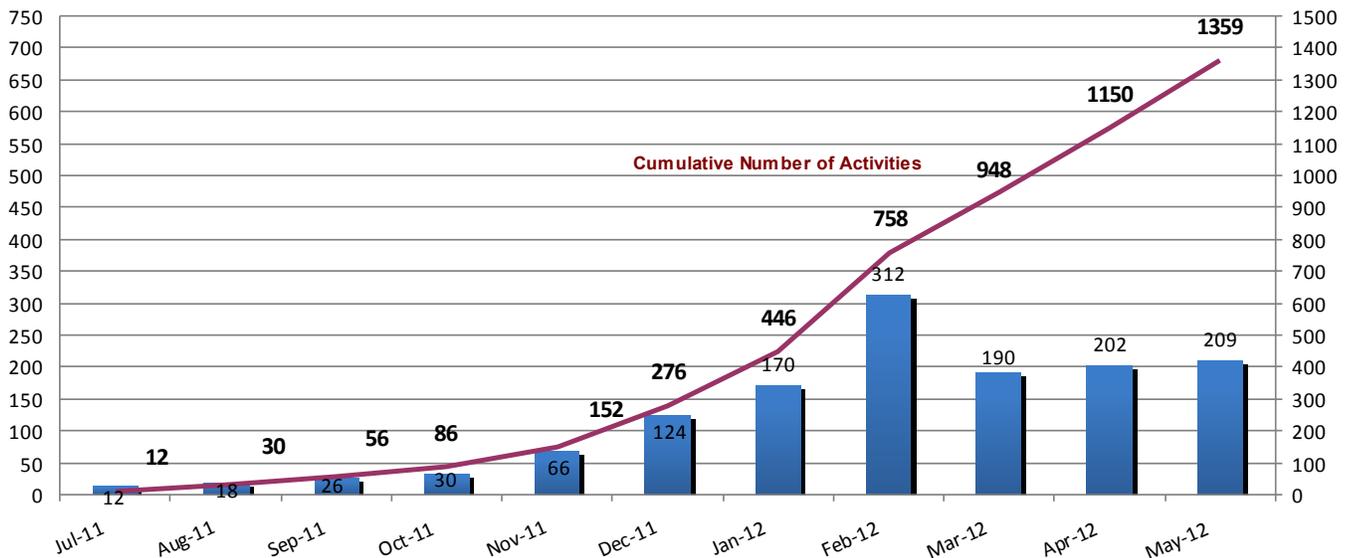
¹ For brevity and convenience the Administrative Reform Project is referred to in text by its Arabic name, *Tarabot*, meaning "Linkage".

Endowment for International Peace, in Beirut. This proposed relationship, provides a valuable presence for Carnegie in Iraq, on one hand, and will accelerate the development of public policy capability within key universities and their research centers, on the other hand. NPM continues to promote this relationship, which will lead to the establishment of study programs at Carnegie in Beirut, allowing Iraqi public policy students access the resources and expertise that is the hallmark of the Carnegie Endowment.

- **Agreement on MoUs.** USAID-*Tarabot's* Civil Service advisor coordinated and attended a meeting between COMSEC's legal department and the USAID legal advisor to resolve the issue of MoUs. The outcome of the meeting was an agreement between the GoI and USAID on the template, language, and approvals for finalizing these agreements with all the ministries and provinces. This paves the way toward reaching overall commitments and more detailed agreements on cost sharing.

USAID-*Tarabot* activities in May:

- Total Events: USAID-*Tarabot* teams held 209 events (workshops and formal meetings) during May.
- Locations: 138 of these events were held in Baghdad, while 71 events were delivered on location in all provinces.
- Institutions: 173 of these events were with 16 ministries; 12 events supported the governors' offices; 11 events were directly with the executive offices, and 13 events were directly with private sector and NGOs.
- *Tarabot*: Components: 26 events were carried out by the civil service reform component, 48 by the national policy development component, and 135 by the administrative decentralization component.



COMPONENT ONE: CIVIL SERVICE REFORM

I.1 Work with HC and PSM on Civil Service Overhaul, Cooperation, and Follow up with Ministries and Provinces on Implementation Process

In May, the *Tarabot*-CSR advisor took part in the High Committee hearing session concerning the implementation of HR management and HRDs in the Ministries of Education, Oil, and Planning. The ministries were represented by the relevant DGs and HR managers, and responded to the HC regarding reported problems and late implementation of HRM and HRDs. The HC pledged to correspond with the Ministry of Oil to solve internal issues that have precluded the establishment of a functioning HRD inside the ministry. The Ministry of Planning made a commitment to establish the missing section of HR Planning in its HRD. The HC learnt that the Ministry of Education (MoEd) also had issues, and had not implemented COMSEC instructions regarding civil service reform; this was due to misunderstandings and internal miscommunication within the MoEd. The CSR team determined to initiate accelerated technical assistance and workshops to the MoEd in order to bring them up-to-date, and assist in implementing the reform.



HC hearing session for ministries of Oil, Planning and Agriculture

Continuing with the HC regular follow up on the CSR activities in ministries and provinces, the HC reviewed the national and provincial progress reports and compared them with the CSR reports. The HC decided to place on record its appreciation of the ministries and provinces, which it considered to be performing well in terms of implementation, restructuring, and attending CSR workshops; in particular the Ministries of Finance, Health, and Communications. The HC also decided to postpone a workshop for five provinces planned in Erbil, until the channels of communication and confusion with some provinces are clarified.

A meeting was also held this month between USAID-*Tarabot* advisors, and an adviser from the Prime Minister Advisory Council (PMAC) responsible for donor coordination, to discuss the upcoming Public Sector Modernization (PSM) meeting. The PMAC advisor officially requested *Tarabot's* contribution to the meeting, which was in the form of a presentation highlighting the CSR reform segments and progress achieved to date.

I.2 Human Resources Management

The CSR team reviewed the current HR Division structure that is due to be upgraded to the HR Department structure. It will be headed by a DG, and be in accordance with the HC instructions and the draft civil service law provisions. A thorough study of the HRM field assessments and civil service requirements were considered, to ensure HR functions are grouped together under the proper divisional HR managers. The proposed HRM structure is a strategic transformation that tackles the duties and

responsibilities that enable HR managers to more effectively direct and coordinate their new and existing HR functions. The proposals will be submitted to the HC for consideration.

In May, the CSR team also drafted a set of standard procedures for the HR Planning, Studies and Development section of HRD, for review by the HC. Once approved, the drafted procedures will be delivered to the selected 10 ministerial and three provincial HRDs. This HR section is responsible for implementing the policies developed by the Federal Civil Service Commission (FCSC) for HR planning, organizational development and improved organizational performance. The proposed procedures have several advantages, and cover two key areas;

- a) HR planning, including developing a workforce strategy and annual workforce plan.
- b) Organizational review, which defines, maintains and updates the organizational structure.

The CSR team accomplished training reviews and development assessments for eight ministries and provinces, as well as attending to issues raised by HRDs during workshops over the last two quarters. These needs fall into two categories - knowledge and skills - both prime requirements for the implementation of all HR functions, according to approved HRD structure.

Accordingly, the HC approved a set of workshops to be conducted for ministries and provinces. In terms of workshops concluded, the CSR team provided two workshops for 32 HR staff (including 14 women) from the Ministries of Planning, Agriculture, Oil, Health, and Higher Education & Scientific Research. The first workshop focused on the purpose, nature and processes of career management and staff transfers in a merit based system of HRM. The second event, conducted for the Ministries of Planning, Agriculture, Oil and Health, and was devoted to visualizing the linkage between career management and transfer, according to draft FCSL.

Regarding the Human Resources Management Information System (HRMIS), the CSR team finalized the drafts of (i) Terms of Reference (ToR); and, (ii) Request for Proposal (RFP) documents. The team also finalized five chapters of the Information Technology Strategy for the FCSC.

On the provincial level, the CSR team visited the provinces of Babil, Diyala, Najaf, Dhi Qar and Muthanna and met with their HR Managers, to follow up on the implementation of the approved HRM structure and job descriptions in each respective province. The teams held meetings with the Job Description Committees and reviewed duties and responsibilities, delivered on previous workshops. In support of the CSR team efforts, the Muthanna Provincial Council (PC) provided the CSR embedded representative with an equipped office within the PC building to enable close work with the Muathnna HRD.

The CSR team further discussed with the deputy governors of Wasit and Ninawa, and the HR managers of Anbar, and Maysan, the progress achieved in establishing the approved HRD structures. The team focused on the writing of job descriptions, general duties and the need for renaming and/or replacing HRD sections, according to



CSR Meeting with Wasit Deputy

the approved HR structure. The CSR team also reviewed annual employee assessment sheets, prepared by provincial HRDs.

I.3 Federal Civil Service Commissions

The CSR team finalized the last five modules of the induction program for the chairperson and commissioners of FCSC during this month. The modules cover a variety of topics;

- a) The first module explains the institutional links of FCSC with the Council of Representatives (CoR), federal government and governorates. In pursuance of Article 107 of the Constitution, the FCSC law has been enacted, which determines the functions of FCSC.
- b) The second module tackles staffing requirements in FCSC, as suggested by the CSR team, and deals with the qualifications, experience and skills required by FCSC staff, and job descriptions.
- c) The third module discusses the FCSC's internal rules, which provide an operational framework for FCSC's internal organization of work; allocation of tasks amongst commissioners, and decision-making, implementation and monitoring mechanisms within FCSC.
- d) The fourth module defines the standard operating procedures (SOPs) for performing each of the 26 main functions of FCSC. Successful performance of the SOPs enables FCSC to lead, monitor and regulate public administration reform and civil service management across ministries and agencies.
- e) The fifth module focuses on developing a framework for civil service management at the provincial level, including the establishment and operationalization of a Provincial Civil Service Commission (PCSC) in 15 provinces. This is according to FCSC Law 4 of 2009, which provides for the establishment of a PCSC in each province, based on 'equality, merit, competency, and fairness', to manage the provincial civil service.. The decentralization of the civil service is in line with the principle of decentralization provided by Article 122 of the constitution.

I.4 Provincial Civil Service Commissions

The CSR team held a meeting with the head of Legal Division in Anbar Provincial Council to discuss the draft FCSL and its relation with the PCSL. The CSR team reiterated commitment to support provinces in their efforts in establishing and developing their own civil service system and institutions.

I.5 Federal Civil Service Institute (FCSI) and Centers

Embarking on the organizational structure of FCSC, the CSR team finalized the functions, purpose and structure of the divisions of Research and Curriculum Development, Assessment & Evaluation, Training Delivery, and, Ministerial & Training Centers Support according to proposed mandate and functions of FCSI. The various positions, responsibilities and purposes were also identified.

The CSR team also designed and developed Monitoring & Evaluation (M&E) procedures for the training centers of five ministries and three provinces. The M&E procedure is an important tool to enable training centers to monitor and evaluate training programs along with tracking activities, effectively and efficiently.

In pursuit of the creation of a future Training Management Information System (TMIS), the CSR team drafted a report on the procedures and requirements needed. The report is based on the survey carried out in the Ministries of Planning, Finance, Communications, Industry & Minerals, and Health, in addition to Baghdad Governorate. The report identifies IT infrastructure, training data management, data auditing and reports generation in the target ministries and governorates, and outlines the requirements and expectations of the functionalities of future TMIS, such as: Training Needs Analysis, Competencies Gap analysis, creation and management of online surveys, questionnaires and report-generation.

The CSR team also conducted a two-day workshop for 34 HR Managers and Heads of Training and Development Sections, including 14 women, from the ministries of Planning, Agriculture, Oil, Health, Industry & Minerals, Communications, Finance and Baghdad Governorate. During the workshop, the participants provided additional information on the status of implementing the approved HR structure, with regard to Training and Development Section.

COMPONENT TWO: NATIONAL POLICY MANAGEMENT

2.1 Regulatory Reform

NPM advisors held a series of meetings with key government officials and World Bank representatives regarding the implementation arrangements for the regulatory reform structure.

2.2 Office of Policy Development in PMO and Ministries

The NPM team concluded 10 workshops on theories of public policy making process with a workshop for eight advisors from the Prime Minister's Office of Policy Development (OPD), including two women. These practice-oriented sessions focused on several categories of public policy: distributive, redistributive, regulatory, self-regulatory, substantive, procedural, material, and symbolic. Remarkably, an advisor representing the Deputy Prime Minister Office for Services (DPMO-Services) took part in the concluding workshop, following a boycott of government meetings. Throughout the workshops, government advisors were introduced to a variety of policy making tools, policy papers, writing styles, and discussed policy issues according to history, legislation, economics, politics, social, demographic, and statistics terms.

During the month, OPD advisors reviewed completed charts reflecting the results of the NPM administered surveys, in which views were identified concerning the prioritization of the components, subcategories, and individual elements of the Prime Minister's Agenda for 2011-2014.

In the OPD website section, the NPM team led three computer lab workshops, providing OPD advisors with the opportunity for hands-on use of the now fully operational website. The website has a good level of content, and covers both policy areas and policy documents in Arabic and English. The OPD advisors are now trained to recognize and propose modifications and to take ownership of their website. During a third website session, the OPD advisors, in collaboration with NPM team, organized a task force to manage the website.

Also during the month, NPM advisors met with the Acting Chief of Staff of the Deputy Prime Minister Office for Economy (DPMO-E), who is a member of the Prime Minister's Office of Policy Development (OPD). The DPMO-E official responsible for ensuring the inclusion of the offices of the PM's deputies in the policy process, emphasized the need for ongoing capacity building of policy makers in methodology, and she was heartened to learn of NPM plans to bring in experienced professionals, with state-of-the-art expertise, to provide guidance in particular areas of public policy.

2.2.1 Office of Policy Development in Ministries

USAID-*Tarabot* advisors took part, along with the PMAC Chairperson, the Minister and the Deputy Minister of Oil, in a MoO conference entitled "Building Excellent Institutions". During the conference, the *Tarabot* Organizational Development advisors presented the methodology and services offered by the unit. Several participants referred to the ongoing work of USAID-*Tarabot*. The NPM team presentation took center stage, as the audience was given a detailed account, not simply of plans and intentions, but of actual work in progress with the MoO policy unit, which is at the heart of the Ministry's critical needs.

The NPM advisors introduced the conference participants to the methodology, components, and the assessment process, as well as to direct outcomes and benefits of the assessment specifically for the MoO. Along with building capacity of newly established policy units in ministries, the NPM team continued consultations with senior ministry officials. The NPM team conducted a working session of the strategic planning role of the Ministry of Industry and Minerals (MoIM) policy unit. The NPM team also met with the MoA's leading expert on the ministerial order no. 36413 of September 26, 2011, which provides for establishment of a policy unit within the Ministry. Dr. Al Hakim indicated that only training, not the formation of a policy unit, has been undertaken pursuant to that order, and these activities could be merged with NPM's current policy work within the Ministry.

The NPM team delivered individual workshops for the staff of policy units from the six key economic ministries that have established policy units with NPM guidance including, MoIM, MoA, MoO, MoT, MoE and the National Investment Commission. Altogether, the NPM team conducted a total of 17 strategic planning sessions this month. The first 10 workshops focused on finalizing needs assessments, then performing SWOT analyses based on the findings, as part of the organizational appraisal exercise of strategic planning. The other seven workshops focused on defining the strategies of the policy units, by conducting gap analysis, identifying the strategic dimensions and pillars that constitute the basis of a strategic plan.



Finalizing MoT Strategic Plan

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

The NPM team delivered a series of workshops on the process of public policy making, technical assistance on the theory, concepts, principles, and tools of public policy, which was begun in November 2011. Seven advisors from Bureau of Public Policy were introduced to the eight categories of public policy: distributive, redistributive, regulatory or statutory, self-regulatory, substantive, procedural, material, and symbolic. The workshop also covered the subject of “Who are the official and unofficial actors involved in the process of policy making?”. The list of official actors included the Executive Offices of the President, Prime Minister, and Ministers, along with the Provincial Councils, regional government, and Parliament. With respect to unofficial actors, it included political parties, lobbyists, business and professional organizations, NGOs, universities, think-tanks, media and citizens.

The NPM team delivered two workshops to finalize the strategic plan for the Bureau of Public Policy of the President. Seven participants, including one woman, represented the President's Office, Vice President Khozaie's Office, and the Presidency Diwan. Following lively discussion and debate, the advisors came to final agreement on a draft strategic plan, which is now ready to be submitted to senior management for approval. Finally, the NPM advisors initiated a task to draft Standard Operating Procedures (SoP) for the Bureau of Public Policy of the President. The first workshop addressing "Code of Ethics for Policy Advisors" was delivered during May.



NPM Public Policy and Implementation workshop to the President's Public Policy Bureau

2.4 Policy Communication & Outreach

In fulfillment of commitments under the MoU for public policy between the GoI and USAID, to develop the role of universities in the public policy process, and to foster the development of think-tanks, the NPM team facilitated an agreement between the Carnegie Endowment for International Peace and Al Nahrain and Baghdad universities. This is the first-ever initiative of its kind in Iraq, and will provide a presence on the ground for Carnegie, establish study programs for Iraqis at Carnegie in Beirut, and expedite the development of public policy capability in both universities, and in the research centers within them. The topic was a prominent theme during NPM's individual working sessions with the President of Al Nahrain University, and the Vice President of Baghdad University. Plans were made for both universities to meet with Carnegie representatives early in June, in order to follow up on this initiative.

Two separate working sessions were conducted to address areas of cooperation, and to move forward with the role of the universities in the policy making process. Participants included: the President of Al Nahrain University, and two of his deputies, the Vice President of Baghdad University, along with the Directors of Development & Continuing Education Center, and the Cultural Relations Directorate. Plans were proposed to organize a two-day conference by end of August, bringing together governmental policy makers with a wide array of policy shapers: universities, think-tanks, businesses, NGOs, and professional associations in the Al Nahrain University. Additionally, the President of Al Nahrain University agreed to a request from the Prime Minister's Chief of Staff to provide the university as a venue for a nationwide, two-day workshop on the public policy process for 23 university deans of political science. The President also agreed, upon NPM's urging, to provide the resumes of PhD graduates in Public Policy major, who would be available to work full time with NPM team. This month, two Al Nahrain professors of public policy began working with NPM on a part-time basis, sustaining the co-participation which *Tarabot* established with both Al Nahrain University, and Baghdad University, at the beginning of the *Tarabot* project.

The USAID-*Tarabot* advisors continued collaboration with local think-tanks to enroll them in the public policy process. During the month, and in preparation of the upcoming June 5th roundtable, the NPM advisors have separately met with the six NGOs of Public Policy Forum: Iraqi Institute For Economic Reform, Iraqi Industrial Group, Business Women's Association, Journalism Freedom Observatory and Iraqi Bar Association. Advisors discussed the role of local think-tanks in the overall process of public policy activities.

COMPONENT THREE: ADMINISTRATIVE DECENTRALIZATION (AD)

3.1 AD Component-Wide

May was marked by the AD component's most impressive successes to date. As the *Tarabot* project approaches its first anniversary, the AD component has experienced the kinds of improvements and developments within the Government of Iraq that the component was designed to carry out. From senior GoI executive office officials, to thousands of ministerial and governor office middle management staff, the AD component has generated unprecedented buy-in, and is now delivering practical change, reform, and systems improvement that is directly impacting the future of the country. The successes are evident in all fields in which the AD component works: national and projects planning, public procurement, project management, organizational development, services improvement, and others. Some of the notable achievements this month include:

- The long running *Tarabot* social Safety Net (SSN) was successfully concluded with the deployment of the 21st site in Dhi Qar province. USAID has been working on this initiative to better the lives of Iraq's poor and marginalized for several years; previously under the USAID/*Tatweer* project. *Tatweer* developed the initial plan to deploy 21 sites in 18 provinces, with central servers at the Ministry of Labor & Social Works (MoLSA). Today, at the conclusion of the project, MoLSA has a SSN system deployed in each province.
- Anbar province established a Project Management Office a few months after USAID-*Tarabot* commenced its assistance, and suggested the creation of such a unit. The Project Management Office in Anbar will be at the department level and report directly to the Governor's technical advisor, demonstrating significant organizational reform. Notably, the Governor gave instructions to start the construction of a new, dedicated building within his headquarters complex to house the newly established office.
- The Ministry of Planning posted online the procurement regulation, instructions and Standard Bidding Documents, along with other relevant information on its official website. This is a major development, addressing a long-standing proposal from USAID-*Tarabot*'s Procurement Advisory Unit, and is another stage towards meeting the Organization for Economic Cooperation and Development requirements for procurement transparency and accountability. With widely-disseminated standardized bidding documents, the MoP is taking practical steps to improve performance, while also preventing fraud and corruption in Iraq's public procurement process.
- On May 10, the Ministry of Planning and USAID-*Tarabot* jointly hosted the kick-off conference for the creation of the 2013-2017 National Development Plan, at the Al Rashid Hotel in Baghdad. The conference was attended by around 500 people, including a number of the GoI's executive decision makers, and focused on how the country can best leverage its resources to meet national objectives. The MoP's updated projections indicate that Iraq's revenue will top US\$600 billion over the next five years, helping the country meet NDP goals. The principles of participatory planning were much in evidence at the conference, despite the nascent stage of the

planning process, and the MoP continues to welcome USAID–*Tarabot*'s extensive technical and logistical assistance.

- The National Decentralization Committee (NDC) recently finalized its research into decentralization opportunities with four targeted ministries: Municipalities & Public Works, Education, Health, and Labor & Social Affairs. With the AD component team leader currently sitting on NDC, *Tarabot* is well placed to provide direct technical perspective and expertise.

3.2 Administrative Decentralization Support

The USAID-*Tarabot* Project officially opened its regional hub office in Babil. The office, representing the five South Central Region provinces of Babil, Diwaniyah, Najaf, Karbala, and Wasit, provides essential coordination and administrative functions for *Tarabot* activities in the region. Dr. Torhan Al-Mufti, the State Minister for Provincial Affairs (MoPA), and Babil Governor, officially opened the office with a formal ribbon cutting. There were more than 30 guests in attendance, representing the Babil local government, DGs, Governor's advisors, as well as USAID Field Monitors, and staff from the USAID-GSP project. Following the opening ceremony, USAID-*Tarabot* hosted a regional conference where teams presented their progress in the south central region provinces to-date, along with briefs on future steps. More than 130 participants attended, representing the MoPA office and the five GOs and their technical teams.



The National Decentralization Committee (NDC) recently finalized its research into decentralization opportunities with four targeted ministries: Municipalities & Public Works, Education, Health, and Labor & Social Affairs. The committee plans to develop conclusions and concrete recommendations, which when finalized, will be forwarded to the Council of Ministers for action. USAID-*Tarabot* is working with all four ministries, exploring avenues and potential authorities to target for administrative decentralization activities. With the AD component team leader currently sitting on NDC itself, *Tarabot* is well placed to provide direct technical perspective and expertise.

The *Tarabot* Decentralization team completed the first list of authorities/responsibilities that the MoEd would like to transfer from the central headquarters to ministry entities in the provinces. This list forms the basis for the MoEd's action plan with the USAID-*Tarabot* project.



Decentralization Work Groups during Discussions, Maysan province

Also during the month, the Decentralization team met with a total of 149 provincial staff members, in 10 provincial MoMPW departments. The objective of these workshops was to increase the participants' awareness of authorities of maintenance, and operation cycles that are necessary to facilitate the decentralization process. Participants represented departments of administration, finance, legal and the maintenance and operations staff from sewage, water, and municipality sections. In three groups, USAID-*Tarabot* discussed powers and obstacles

to the process of transfer of power, and which belong to maintenance and operations, finance, or administrative authorities. Provinces represented by the participants were: Babil, Salah ad Din, Karbala, Dhi Qar, Anbar, Basrah, Diwaniyah, Maysan, Diyala, and Kirkuk.

Lastly, the decentralization advisors conducted workshops with the MoMPW offices in Baghdad, Wasit, Muthanna, and Ninawa. The MoMPW provincial directors of Finance, Legal, Administration, and Operations & Maintenance participated in the workshop, which reviewed the administrative, fiscal, economic, and political dimensions of decentralization. Additionally, the workshop participants discussed practical decentralization approaches, and the legal basis for decentralization in Iraq's laws, especially in law 21 of 2008.

3.3 Planning Advisory Unit

The Ministry of Planning and USAID-*Tarabot* jointly hosted the kick-off conference for the creation of the 2013-2017 National Development Plan at the Al Rashid Hotel in Baghdad on 10 May. The conference was attended by nearly 500 people, including a large number of the GoI's executive decision makers: governors, private sector, civil society representatives, universities, diplomatic agencies and international organizations, including the PM Chief of Staff, COMSEC Secretary, PMAC chair, ministers of Oil and Finance, NIC Head, Najaf and Dhi Qar governors, USAID Deputy Mission Director, and the German Ambassador to Iraq. The conference focused on how Iraq can best leverage its resources to meet national objectives. These objectives included a more robust, diversified economy, through investments in the Agriculture and Tourism sectors, as well as poverty alleviation.



MoP Conference to launch five year NDP

In May, Basrah and Diwaniyah authorized the establishment of Provincial Projects Planning Steering Committees. The USAID-*Tarabot* Planning team has received approval for three out of five targeted provinces for the establishment of the Planning Steering Committees, designed to coordinate provincial capital investment planning in the provinces. Under the leadership of each Governor, and together with line ministries, Provincial Council representatives, and the Governor's Office, the Steering Committees will lead their respective provinces in appropriate project prioritization across government departments, improving project oversight to advance provincial public works projects from inception to completion.

3.4 Fiscal Management Advisory Unit

The Fiscal Management team completed the assessment at the University of Technology. Finalization of the assessment paves the way to develop the action plan to assist the university improve its financial management.

3.5 Project Management Advisory Unit

The Anbar governor has established the Project Management Office and assigned a staff of 10 engineers to the newly established department-level unit. The *Tarabot* Project Management team is providing

technical support to the newly established office in order to achieve the goals set forth in the action plan. The duties of the office encompass all processes including: project initiation, cost estimation, and risk management. USAID-*Tarabot* is assisting the province to build this new Project Management Office by equipping its staff with top-flight, internationally recognized systems and skills. Continuing their forward momentum, the 10 staff members will begin to receive American Institute of Project Management training in early June

The Project Management team delivered a number of workshops aimed at introducing and implementing new and improved systems for numerous GoI counterparts. The team worked on feasibility study techniques with the MoJ, and introduced or further explained the PMI system to the MoA, MoCH, MoHE, MoJ, MoMPW, Babil, Diwaniyah and Muthanna GOs. Also, the *Tarabot* advisors conducted a workshop on MS Project and Estimation Techniques for the MoHE.



**Project Management Systems
Introduced to MoA**

The Project Management team completed and delivered the final assessment reports and action plans for the MoCu, MoTr, MoYS, and the provinces of Kirkuk and Karbala. All counterparts either formally approved or responded favorably to the assessments findings and plans.

3.6 Procurement Advisory Unit

The Ministry of Planning posted the procurement regulation, instructions, and Standard Bidding Documents, along with other relevant information on the recently established MoP Public Contracts website. This is a major development that addresses a long-standing suggestion from USAID-*Tarabot*'s Procurement Advisory Unit. By widely disseminating standardized bidding documents, the MoP is taking serious steps to improve performance, while preventing fraud and corruption in the public procurement process. The information can be found on the following web link:
<http://www.mop.gov.iq/mop/index.jsp?sid=1&id=580&pid=115>.

In addition to the MoP posting the regulations, instructions, and bidding documents, the MoCH, MoMD, and Karbala province formally agreed to adopt the Standard Bidding Documents. In the MoCH's case, the high-level participants also agreed to adopt the standard procurement process, including a suggested timeline for each step. The ministry also agreed to start using 14 key procurement performance indicators.

On the provincial level, the Procurement team worked with the GOs of Babil and Karbala. In the Karbala GO, the team worked to establish the Contracting Department's technical assistance needs, using the Standard Bidding Documents established for the GO's upcoming project for new facilities. The next step will be a sample completion of these forms. In Babil, the contracting department created an account for the Governor's Office on the DG Market, and agreed on how to publish upcoming tenders in the DG market, which will increase the competition of the GO's tenders.

Finally, the Procurement team carried out a number of workshops for MoA, MoHE, MoMPW, and Wasit GO. The Procurement advisors introduced international practices in procurement implementation, the use

of world-recognized commercial terms, letters of credit, standard bidding documents, and bid evaluation-implementation and performance indicators. The team also conducted meetings with the MoJ, MoYS, and MoE to discuss the assessment phase and action plan.

3.7 Organizational Development (OD)

The Ministry of Environment (MoEn) officially approved the establishment of an OD team following the *Tarabot* OD Advisory team consultations. The ministry nominated a team that consists of 21 employees from various departments of the ministry working under the supervision of the ministry's Internal Development Department. This development follows an initial agreement from the Deputy Minister of Environment to change the name of "Development and Planning Department" to the "Organizational Development Department."



Tarabot OD Team Presenting Methodology of Performance Assessment to Babil University

The OD team carried out workshops for the MoCH, MoMPW, MoTr, University of Babil, and the University of Basrah's OD teams. These workshops prepared the counterpart OD team members to start collecting information to produce the Performance Assessment of their organization, and later to analyze the results of the organizational assessment interviews and produce a Benchmark Report.

3.8 Service Improvement Advisory Unit

During May, the Service Centers team continued to work on Business Process Analysis and Re-engineering at the MoJ's Notary Publics, MoHE Student Services, and provincial MoMPW directorates, in Basrah, Diwaniyah and Karbala, to analyze the final version of the business process maps for all the services, and to subsequently redesign the workflows. The redesigned processes streamline service delivery and reduce cost through applying high technology solutions.

Also in Basrah, *Tarabot* advisors conducted the first assessment meeting with the Director of Planning and Follow up, and the Assistant Director of the Port of Umm Qasir (MoTr). This is a crucial starting point in the implementation of an integrated service center with One-Stop-Shop approach in Basrah. This phase is the first step in the assessment process of citizen services.

The Service Centers team conducted a working session with the MoIM's State Company for Systems, which is seeking to evolve into a body that can provide automation and technology solutions to the GoI, including in the realm of services delivery.



Technical Workshop to MoCH Quality Unit

3.9 Quality Management Advisory Unit

As a part of its ongoing quality awareness campaign for the GoI, the Quality Management advisors delivered workshops for the MoST and MoTR, as well as a more technical workshop for the MoCH Quality Unit. These workshops covered the knowledge aspects in local specifications establishment, history, and international standards, including the eight quality management

principles, and ISO 9001:2008. The MoST has an effective quality department with the scope to carry out ISO 9001:2008 standards.

Furthermore in May, the Quality Management team presented the gap analysis and roadmap for improved quality management system to the Minister of Higher Education. The minister took note of weak points and the roadmap's proposed milestones.

3.10 Iraq Development Management System (IDMS)

USAID-*Tarabot* IDMS team assisted the MoP to carry out a five-day workshop for staff members from Ninawa, Salah ad Din, and Baghdad. The workshop was the first introduction to the IDMS for these provinces, and is part of the MoP's IDMS rollout plan. The *Tarabot* team also met separately with the governors of Kirkuk and Ninawa to present the system. Both governors approved the implementation of the IDMS in their provinces, and agreed to the next steps: the assessment of available hardware and installation of the system.

Working with the MoP, USAID-*Tarabot* has organized IDMS-rollout activities to take place in Iraq's southern region in the coming period.

The IDMS team completed workshops for staffs from the MoHC, MoIM, and the MoTr. The workshops included hands-on segments in which the ministry staff practiced entering and retrieving information on the system. The IDMS advisors also met with several other ministries, including the MoC, MoEn, and MoST to make preparations or continue the implementation of the IDMS.

3.11 Social Safety Net (SSN)

The successful deployment of the SSN to the Dhi Qar province marks the conclusion of the USAID-*Tarabot* SSN deployment project. This process was scheduled to take up to a year, but ultimately finished three weeks ahead of schedule. MoLSA now has the SSN system deployed in each province throughout the country, and is ready to load the system with claimant details and "go live" in the provinces outside of Baghdad (which has been "live" for months).

3.12 Education Capacity Building Initiative

May saw the launch of the Education Capacity Building Initiative (CB) activities. The CB office is now fully equipped and staffed. The initiative began with a series of meetings with senior officials from the Ministry of Education (MoEd). Discussions centered on technical issues such as participants' selection criteria and workshop materials. The CB will initially tackle five core areas designed to build the capacity of MoEd: Project Management, Communication & Leadership, Information Technology, Procurement, and Fiscal Management.



Capacity Building Initiative

During the month, the CB team conducted two workshops on Fiscal Management to over 35 participants from various departments, including the MoEd Auditing Director. The practice-oriented workshops witnessed energetic debates regarding the current status quo of the education sector in Iraq. One participant commented: "The course enabled us to better understand the various aspects of our directorate, and we certainly benefited from the information that we received".



Tarabot - Administrative Decentralization Component Engagement Tracker

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

☑	Completed
↔	Ongoing
⌚	Scheduled
☐	Pending

Blue Highlights indicate activities completed this reporting month

PROJECT ADMINISTRATION

- **Staffing and Deployment:** The project has a staff of 34 expatriate and 224 local personnel, as of May 31.
- **Travel and Security:** The Ministry of Interior has now, after six months, has restored full operational authority to SALLYPORT for a period of 60 days, leading toward a granting of a full license. In terms of security issues, while critical incidents have subsided from former levels, the threat level remains high for kidnapping of expats in the area frequently traveled by our teams. The badging process has also returned to normal operations, providing IZ badges to 66 of *Tarabot* expat and local staff members (8 blue badges, 28 green badges, 28 orange badges, and 2 yellow badges).
- **Organizational Growth:** Growth in the *Tarabot* portfolio and activity level has required a re-examination of our housing mix between offices and residences. We find a constant shortage for meeting/training space that is not within our housing mix. Efforts are underway to meet that need in the most timely, cost-effective way.
- **Visas:** The visa process has been restored to normalcy and visas are being issued on about a three-week cycle. All MSI staff members now have visas however the nationality issue is still a future challenge for Asian nationals.