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USAID IRAQ ADMINISTRATIVE REFORM PROJECT

MONTHLY PROGRESS REPORT - JUNE 2012

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Iraq Administrative Reform Project



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TABLE OF CONTENTS

TABLE OF CONTENTS	2
LIST OF ACRONYMS	3
EXECUTIVE SUMMARY	5
CIVIL SERVICE REFORM	8
1.1 Work with HC and PSM on Civil Service Overhaul, Cooperation, and Follow-up with Ministries and Provinces on Implementation Process.....	8
1.2 Human Resources Management	8
1.3 Federal Civil Service Commission	9
1.4 Provincial Civil Service Commissions	9
1.5 Federal Civil Service Institute (FCSI) and Centers	9
NATIONAL POLICY MANAGEMENT	11
2.1 Regulatory Reform	11
PUBLIC POLICY	11
2.2 Office of Policy Development in PMO	11
2.2.1 Office of Policy Development in Ministries	12
2.3 Office of Policy Development in President of the Republic's Diwan.....	13
2.4 Policy Communication & Outreach.....	13
ADMINISTRATIVE DECENTRALIZATION (AD)	15
3.1 AD Component-Wide	15
3.2 Administrative Decentralization Support.....	15
3.3 Planning Advisory Unit	16
3.4 Fiscal Management Advisory Unit	16
3.5 Project Management Advisory Unit	16
3.6 Procurement Advisory Unit	17
3.7 Organizational Development (OD) Advisory Unit.....	18
3.8 Service Improvement Advisory Unit	18
3.9 Service Centers Advisory Unit	19
3.10 Quality Management Advisory Unit.....	19
3.11 Iraq Development Management System (IDMS)	20
3.12 Social Safety Net (SSN).....	20
3.13 Education Capacity-Building Initiative	20
PROJECT ADMINISTRATION	22

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 TM
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 June 1 - 30, 2012. The next Monthly Report for July is due on August 2, 2012.

EXECUTIVE SUMMARY

This month's programming was disrupted for 10 days by a ban on all PSC travel during the annual commemoration of the 7th Imam. Most expatriate meetings and travel were effected, including movements between the project compound and the airport. The ban also caused delays, and in some cases cancellation of project activity, notably the Fiscal Management workshop for MoEd participants. *Tarabot* staff and advisors made every effort to mitigate the effects of the ban, and overall, output has not been greatly compromised. With regard to licenses, Sallyport are now up and running with their own teams and progressing toward a full license. In conjunction with Sallyport, steps also got underway this month to establish an Emergency Medical Center on the Mansour Compound.

June saw much progress across a wide range of activities and events:

Civil Service Reform: USAID-*Tarabot* advisors finished drafting two documents to assist the Federal Civil Service Commission (FCSC) to meet its future objectives. The first document is the HRMIS Information Technology Strategy, and the second the FCSC Identification of Office Facilities.

National Policy Management: Guided by the NPM team, PMO-OPD advisors finalized two important documents, the Strategic Plan for public policy making for the OPD, and 'Prioritizing the Prime Minister's Agenda for 2011-2014'. The two documents were submitted to the PMO Chief of Staff and PMAC Chair this month. Strategic Plans were also finalized for all six key economic ministries Policy Units.

As an immediate result of NPM's contacts and meetings with the office of the Carnegie Endowment for Peace in Beirut, Lebanon, the endowment sent an invitation to Baghdad University requesting the nomination of students and junior faculty suitable to undertake research in Beirut, as interns or fellows.

The NPM team conducted a major roundtable event to introduce provincial councils to policy makers and stakeholders. Individual relationships were also established with an additional 11 think-tanks, NGOs, business and civil society organizations. The breadth of this outreach constitutes the basis for development of a more inclusive nationwide policy making process.

The regulatory reform initiative's downsized Interim Operational Plan was endorsed by the *Tarabot* point of contact in PMAC, this month, and is being presented to PMAC Chairman, for consideration as the basis for a MoU between USAID and PMO.

Administrative Decentralization: A strong relationship between USAID-*Tarabot* and GoI was demonstrated at the First Ministries Development Conference. The event was conducted in Baghdad, with

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

eight of *Tarabot's* partner ministries in attendance. Several high-level officials, including the PMO Chief of Staff, and the Minister of Youth and Sports, attended the conference.

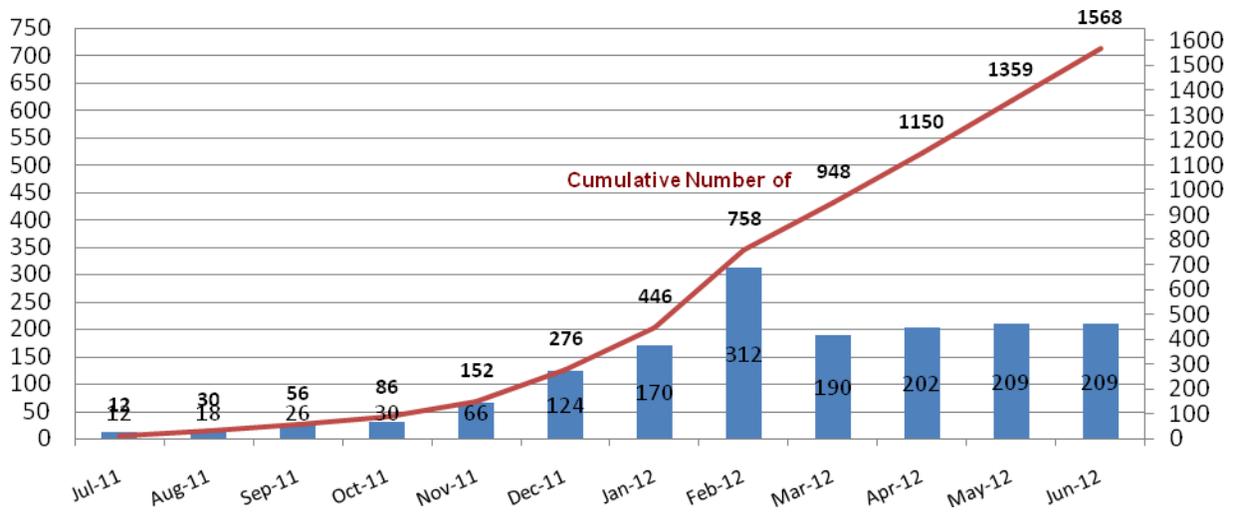
Tarabot also achieved an important milestone this month, by obtaining formal approval for the establishment of a Projects Planning Steering Committee in Muthanna province. This is the fifth steering committee to be established, following Babil, Diwaniyah, Basrah, and Maysan.

Another notable development was the request by the Ministry of Transportation to develop a new directorate modeled after the AD component Service Improvement Unit. In a boost for the administrative decentralization process, the Ministry of Municipalities and Public Works endorsed a list of administrative powers of authority proposed for the decentralization process.

Dr. Thamer Ghadban, Chairman of the Public Sector Modernization Committee, gave his approval for the establishment of the National Center for Excellence, based on the *Tarabot* presentation to the recent plenary meeting of the PSM Committee. The PSM chair wrote, "The Committee supports this idea because of its effect in raising the efficiency of state institutions' performance and motivating them to compete with each other. Accordingly, we ask those who work on the project to develop a general framework and integrated practical mechanisms to implement the concept of government excellence, and to assist to provide the required standards to evaluate the work of institutions".

The USAID-*Tarabot* project expanded its activities this month, despite disruption and travel restrictions caused by the commemoration of the 7th Imam.

- Total Events: USAID-*Tarabot* teams held 209 events (workshops and formal meetings) during June.
- Locations: 115 of these events were held at locations in Baghdad, while 94 events were delivered on locations in 15 provinces.
- Type of Events: 193 events in June were formal assessment meetings, action planning, or implementation workshops. 16 events were introductory meetings.
- Institutions: 134 of these events were with 20 ministries; 58 events supported the Governors' Offices; 8 events were directly with the executive offices, and 9 events were directly with private sector and NGOs.
- *Tarabot* Components: 48 events were carried out by the Civil Service Reform component, 39 by the National Policy Management component, and 114 by the Administrative Decentralization component, and 8 by Education Capacity team.



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

The *Tarabot* Civil Service advisor continued to collaborate with national and international counterparts to follow up on the federal and provincial implementation process. The *Tarabot* advisor held two meetings with the UNDP-Iraq program, USAID COR, and a Government of Iraq representative, to discuss future cooperation between the *Tarabot* CSR program on the upcoming UNDP PSM-2 project. An agreement was reached delineating the plans between the parties. For the most part, the USAID-*Tarabot* project will continue to lead on all aspects of civil service reform in the country. UNDP will use the CSR approach to initiate and implement civil service reform in KRG, and will lead in supporting the GoI implementation of the Senior Executive Service.

I.2 Human Resources Management

In June, USAID-*Tarabot* teams continued to conduct follow-up sessions to determine the implementation of the approved Human Resources (HR) structure for ministries and provinces. On the national level, the CSR team has met with the ministries of Oil, Education, Agriculture, Communications and Industry & Minerals, to walk through the progress achieved to date. Instances of technical intervention and assessment during the month yielded several results; in the Human Resources Department of the Ministry of Oil, CSR advisors assisted in creating four sections and their relevant units, as projected by the approved HR structure. The CSR team also assisted the HR Department of the Ministry of Agriculture (MoA) to draft the duties and responsibilities of vacant positions, following a study of these vacancies.

The team organized a number of workshops to develop HRD staff capacities in national and sub-national levels. The CSR team conducted a workshop for HR heads of sections and staff from the Ministries of Health, Oil, Agriculture, Planning, and Communications, and the Baghdad Governorate. The workshop provided practical training on performance management and merit-based promotion.

On the provincial side, workshops and other technical assistance sessions were carried out in the governorates of Kirkuk, Salah ad Din, Basrah, Muthanna, Anbar, Najaf, Dhi Qar, Wasit, Diyala and Ninawa. They aimed to highlight the approved HR functions and assess the current status quo. Additionally, the Governors' Offices (GO) of Basrah and Anbar approved the establishment of Job Description teams and assigned team members. In Anbar, Dhi Qar and Muthanna, the governors issued formal instructions to implement the approved HR structure in collaboration with the *Tarabot* project. This was followed by a series of working sessions to identify the technical needs of the HR staff. Most HR functions now match the requirements defined by the HR standard organizational structure, in both Anbar and Dhi Qar. Finally, the Diyala GO provided the CSR team with an office inside the governorate building to facilitate the smooth implementation of the HR structure.

In terms of the Human Resources Information Management System (HRMIS), June saw the completion of five out of seven chapters of the HRMIS Statement of Work (SoW). The SoW covers goals and

objectives, project scope, implementation methodology, deliverables, project assumptions, and key success factors. The *Tarabot* team also finished drafting an action plan for the provincial HRMIS system.

The CSR team continued to assess current IT infrastructure, existing applications, software, and technical needs for the provincial HRMIS in the provinces of Najaf, Anbar, Muthanna, Diyala, Dhi Qar, Wasit, Ninawa and Basrah. Both Anbar and Dhi Qar assessments are now completed.

1.3 Federal Civil Service Commission

USAID-*Tarabot* advisors completed drafting two documents to assist the Federal Civil Service Commission (FCSC) to better meet its future objectives. The first document is the HRMIS Information Technology Strategy, and the second is the FCSC- Identification of Office Facilities. The latter identifies the facilities required to establish and operationalize the FCSC, and is based on the basic needs of each department and division of the Commission. The document provides guidelines on procurement and asset management, and an inventory control of office facilities, from the time of purchase, to eventual disposal and replacement.

Follow-up working sessions continued during the month, discussing the tools of strategic management, and the future role of the FCSC in leading the ministries to recruit and promote on a merit basis. The CSR team met with the Administration DG of the Ministry of Minerals & Industry (MoIM), and agreed to stimulate HR planning and development according to the *Tarabot* work plan. It will begin with technical assistance and results tracking, in compliance with the FCSC and its tools. The CSR team also conducted an assessment study with the MoIM HR manager, evaluating the process of each function according to the approved HR structure.



PCSC under discussion with Salah ad Din PC

1.4 Provincial Civil Service Commissions

The CSR team discussed the FCSC Law, and its relationship to the Provincial Civil Service Commissions (PCSC), with the Salah ad Din Provincial Council Chair Office Director, and the Head of Legal Division. The PC requested CSR assistance to define the relationships and responsibilities of the PCSC, and to provide the technical expertise to draft provincial legislation to create PCS.

1.5 Federal Civil Service Institute (FCSI) and Centers

Technical assistance to build an effective Federal Civil Service Institute (FCSI) and its Centers continued during June. The CSR team delivered a three-day workshop on Training Needs Analysis (TNA) for 27 participants (including eight women) from the Ministries of Agriculture, Finance, Communications, Oil, Planning, Higher Education, Industry and Minerals, and the Governorates of Basrah, Ninawa and Baghdad. The participants were introduced to concepts of TNA processes, methods of data collection and

approaches for analyzing and prioritizing training and development interventions. The CSR team facilitated vigorous debates and small work-groups, which analyzed various case studies.

USAID-*Tarabot* advisors also worked on developing a number of guidelines to promote the work of FCSI and centers. During June, the CSR team completed drafting the Terms of Reference (ToR) for the Training Information Management System Request for Proposals. The ToR outlines the purpose and scope of the project, and defines the expected functionalities of the system. The selection of specific functionalities is based on assessments carried out in ministries and governorates previously.

Another guideline on Effective Administration Skills in Training Centers in the ministries and provinces, was finalized this month. The Guideline provides a practical approach for the administrator on how to run the office effectively and efficiently. The guidelines address two parts, the Trainer and the Participant.

As part of defining the baseline needs for understanding future assistance for the implementation of the approved HRD structure, the CSR team met with the Ministries of Finance and Planning HRDs, and conducted HR-relevant assessments. According to the MoF Administration DG and HRD manager, the critical areas for improvement are: Performance Appraisal, Job Analysis and Job descriptions, Organizational Development, and HR planning.

NATIONAL POLICY MANAGEMENT

2.1 Regulatory Reform

In conjunction with the initiation of the downsized Interim Operational Plan, USAID-Tarabot advisors conferred with officials of the Prime Minister's Advisory Council, and the High Judicial Council, on the first phase of implementation for the Iraq System for Regulatory and Administrative Reform (ISRAR) initiative.. NPM's Senior Regulatory Reform Advisors made a start this month, leading three workshops made up of participants primarily from the private sector. A third of these working



ISRAR advisor addresses private sector unit

groups focused on defining the problem of "starting a business"; choosing the goal, and understanding the decisions and issues to be made in reforming business startup practices. The three public and private sector working groups are designed to provide recommendations for legal changes in one of three initial target areas: "Starting a business", "Construction permits", and "Import and export regulations"

PUBLIC POLICY

The NPM team worked with the Prime Minister's Office of Policy Development, the President's Bureau of Public Policy, and policy units in six ministries, to synchronize efforts and to complete their respective strategic plans. With the exception of the Ministry of Oil, which is in progress, the Ministries of Trade, Electricity, Industry & Minerals, and the National Investment Commission, all finalized their strategic plans with NPM guidance. The Plans lay out an action agenda for all eight, and set the stage for a participatory public policy process.

2.2 Office of Policy Development in PMO

In conjunction with establishing the structure and functioning of the OPD, the NPM team led workshop discussions on the procedures for classifying policy documents, and on a code of ethics for policy advisors. Both were enthusiastically received. Document classification decisions have to grapple with the twin considerations of transparency in democratic policymaking, versus the confidentiality required for a system to function. A code of ethics provides rules to govern public policy makers' behavior, and is designed to ensure that advisors focus on achieving the greatest good for the greatest number, transcending sectarianism, political factionalism, and personal self-interest.

The NPM team continued to hold its policy writing workshops for advisors of the Prime Minister's Office of Policy Development (OPD), which started at the end of May. Each advisor selected a specific policy issue from within a broad subject area, undertook background research of the issue's historical, legislative, economic, political, demographic, social, and statistical considerations, formulated policy options, and made a presentation to the group for discussion. Unemployment, groundwater utilization, and the use of steroids in body-building among youth, were among the issues covered. This first step prepares OPD

advisors to engage in undertaking policy development on issues addressed in the Prime Minister's Agenda for 2011-2014. The OPD advisors appreciated the use of real issues and the chance to formulate practical solutions.

The NPM team also finalized and submitted to the Prime Minister Chief of Staff, and the Chairman of PMAC, the policy document: "Prioritizing the Prime Minister's Agenda for 2011-2014". This document reports on and analyzes the results of quick surveys of each of the participating OPD advisors' priority rankings of the components, sub-components, and individual issues of the Prime Minister's Agenda. Survey results show that the gross volume of basic goods and services meeting basic needs are a consistent theme in the OPD advisors' identification of priorities. Deprivation brought on by war, repression, displacement, embargo, and the destruction of physical and social infrastructure, is shown to motivate people to crave the basics, in volume, in order to meet their most fundamental needs.

The NPM team completed the OPD's Website this month, in English and Arabic. The site covers all policy areas, and has policy documents in both languages. It also has a forum and polling capability, and incorporates all the adjustments requested by OPD advisors. This multi-functional and practical website is accessible to advisors at any time. It will be managed under the direction of an OPD Task Force, which is currently being organized by its designated chairperson, and will be assisted by OPD advisors and IT support.

2.2.1 Office of Policy Development in Ministries

June also saw policy writing assistance provided to four key ministries. The NPM team delivered three workshops on the topic for participating policy units' staff from the Ministries of Trade, Industry & Minerals, Electricity, and the National Investment Commission. Using an NPM template, each of the policy writing steps was taught, discussed in groups and practiced. These included: identifying issues, research, and solution options. While developing the "pros" and "cons" of each option, staff members also learnt that each option would involve a cost benefit analysis. The group discussed and analyzed issues such as restructuring, rehabilitation, and the privatization of state owned enterprises, with enthusiasm.

Public policy unit staff from each of six key economic ministries that the NPM team is working with: Trade, Industry & Minerals, Electricity, Oil, Agriculture, and the National Investment Commission, completed their ministry-wide public policy needs assessments this month. These provide them with the information needed to enhance their ministries' capabilities for effective service delivery. Utilizing NPM-designed questionnaires, each policy unit identified key internal strengths and weaknesses, together with important external opportunities and threats, with respect to their ministry's functionality. Armed with these assessment findings, distilled in SWOT analysis forms, each policy unit laid out an action agenda for its strategic plan, which will help implement their ministry's policies.

The NPM team also delivered two sessions on Standard Operating Procedures (SOPs) to advisors representing policy units from the Ministries of Industry & Minerals, Trade, and Electricity, and the National Investment Commission. Participants discussed the subject "*a Code of Professional Ethics for Ministries' Policy Advisors*". Recognizing the importance of having a set of ethical rules to guide them in policymaking, the policy unit staff engaged in discussion of the subject. A second SOP workshop

addressed the management of policy document classifications and protecting the integrity of policy documents. The participants were alerted to the dangers and threats of situations that could "compromise" policy documents.

Along with building the capacity of the newly established policy units in ministries, the NPM team continued consultation with senior ministry officials from the Ministries of Electricity, Trade, and Industry & Minerals. These sessions expedited the conclusion of current tasks and put into place plans for ongoing work with the ministries. In the case of the Ministry of Electricity, for example, counterparts' enthusiasm for NPM results sparked a request for the development of a fully-fledged roadmap for NPM technical assistance for 2012-2014. As another example, MoIM requested NPM to provide guidance on policy documents dealing with industrial strategy, and on COMSEC requests designed to gauge progress in developing and implementing public policies of the Prime Minister's Agenda for 2011-2014. The NPM team has also developed a customized policy framework for consideration, adaptation, and use by ministry's policy units.



Drafting Policy Papers to Ministries

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

After the conclusion of a series of workshops on theoretical study of public policy last month, the NPM team has delivered three policy-writing workshops for the advisors of the President's Bureau of Public Policy (BPP). The participants were introduced to best practices and international standards for drafting policy papers. They learned how to define a policy issue, prepare and present a background discussion, with reference to security, economic, social, political, environmental, legal, and legislative factors. They also learned how to list options, each with its "pros" and "cons", and to identify recommended solutions to problems. Emphasis was placed on using "rational and process models". These first steps in the workshops were preparing BPP's advisors to engage in undertaking policy development for the President of the Republic. BPP advisors participated in each session, and joined in several debates, including "unemployment".

2.4 Policy Communication & Outreach

As the immediate result of NPM's contacts and meetings with the office of the Carnegie Endowment for Peace, Beirut, Lebanon, the endowment sent an invitation to Baghdad University to request the nomination of students and junior faculty suitable to undertake research in Beirut, as interns or fellows. Carnegie is the oldest think-tank in public policy in the world, dating back to 1909. A similar invitation was issued to Al-Nahrain University. Upon learning of NPM's efforts, inspired by the new MoU signed with USAID to link and twin Iraqi universities with think-tank institutes of the caliber of Carnegie, the Chief of Staff of the Prime Minister, wrote to NPM: *"Excellent... Thank you and keep me in the loop for any new development in this sphere"*.



Policy-making Roundtable on June 5

reform initiative, an important public policy issue, the 48 participants, including 13 women, participated in a lively discussion of the public policy process. The roundtable provided participants with first-hand experience in a key phase of the public policy process; consultation. Participation was spirited and there was general agreement on the importance of the policy-shaping role of a broad range of stakeholders. There was also consensus with the imperative of promoting and institutionalizing the consultation process through channels of communication between government policy makers and policy-shapers.

NPM advisors also established, this month, new relationships with eleven think-tanks, NGOs, and business and civil society organizations. The growing breadth of this outreach constitutes the basis for development of an ever more inclusive nation-wide policy making process, with NPM guidance.

NPM's policy communication and outreach activities proceeded energetically this month. The NPM team led a third major roundtable event on undertaking the policy making process. The team introduced provincial councils to the full range of stakeholders: official policy drafters from the PMO Policy Development, officials from the President's Bureau of Public Policy, ministries, Parliament, universities, think-tanks, NGOs, business organizations and media

outlets. Following a workshop presentation to encourage their participation in the current regulatory

ADMINISTRATIVE DECENTRALIZATION (AD)

3.1 AD Component-Wide

Over 150 participants representing key service-delivery ministries attended the 'First Ministries Development Conference', sponsored by the Prime Minister's Advisory Council, and organized by the Administrative Decentralization team from the USAID-Tarabot Program. The keynote speech was delivered by the Chief of Staff of the Prime Minister's Office. Other speakers and delegates represented the Ministries of Labor and Social Affairs, Education, Migration and Displaced, Environment, Justice, Culture, Human Rights, and Youth & Sports. All face similar administrative reform challenges, and shared



PMO Chief of Staff Addressing the Conference, Baghdad-June 10

experiences and plans for achieving their common objective; better public service delivery. A series of presentations from the participating ministries, and energetic discussions, were concluded by a list of 14 suggestions from the ministries, aimed at overcoming challenges and exploiting opportunities.

USAID-Tarabot advisors conducted a number of visits to the conference participating ministries to follow up on implementation. The Tarabot advisors met with ministers and deputy ministers of MoHR, MoJ, MoLSA, and MoCu to ensure that all pending issues were being addressed and that suggestions stemming from the conference were being incorporated. These follow up meetings achieved some good results, including the long-pending formal approvals to establish OD units in MoHR and MoLSA.

During the month, the Ministry of Oil welcomed USAID-Tarabot with nearly every core unit within the AD component on Tarabot giving an introductory presentation to the Ministry officials. MoO is a highly visible ministry with a capital budget over \$9 billion and approximately 57,000 employees. Over a period of five days, nine separate units: Planning, Project Management, Procurement, Fiscal Management, Iraq Development Management System, Organizational Development, Quality Management, Services Improvement, and Service Centers, conducted introductory meetings with the MoO officials. These meetings represent a first step in an ongoing process to evaluate and improve services, organization, and development within MoO.

3.2 Administrative Decentralization Support

Following weeks of collaboration and assistance to the MoMPW and its provincial directorates, a list of proposed powers for decentralization was assembled and presented to the Minister, who approved moving ahead with the proposed changes. These powers largely fell under administrative and financial categories, such as executing certain types of purchases, recruitment and the approval of employee leave. The criterion was clear; the powers of authority must help facilitate basic public services, and streamline the bureaucracy attached to their delivery. It is proposed that the powers on the list will either be de-concentrated to the provincial directorates, or delegated to the Governor's Office (GO).

The Decentralization team conducted a workshop on the concepts of administrative decentralization and methods of activation to Diwaniyah GO staff and officials. The workshop was attended by the Deputy Governor who called for a team to work on raising awareness on decentralization, review laws on the organization of provincial directorates, and help identify the powers of governors and directors. The Decentralization team will work in conjunction with the provincial Health, Service, Education, and Social Welfare Committees, and draw members from the Provincial Council and the Directorates of MoMPW, MoH, MoHE, and MoLSA.

The Decentralization team continued its series of provincial presentations for the Environment Directorates in Kirkuk, Diyala and Najaf, and the Ministry of Industry & Minerals Directorate in Anbar. In each case, the Decentralization team introduced processes with staff representing the Legal, Administrative, Commercial, and Financial departments, the Radiation department in Najaf, and the Urban and Accounting sections in Kirkuk. The Najaf Directorate issued a letter, taking the issue of powers of authority into further consideration. In Anbar, the directorate followed up the meeting with a letter expressing interest in leveraging USAID-*Tarabot* to activate the decentralization program.

3.3 Planning Advisory Unit

The Planning team continued efforts during June to solidify the provincial Steering Committees. A two-day workshop was organized for the Steering Committee in Babil, and the coordination of the first meetings of the Basrah, Diwaniyah, and Muthanna Steering Committees got underway. In Babil, this was the first meeting of the steering committee, and the group reviewed and discussed current criteria used to select projects in the province. All provincial Steering Committees include direct participation from the Governor, Provincial Council representatives, and provincial departments. The Steering Committee improves coordination and prevents overlap in planning and implementation of projects. Acceptance and assembly of the steering committee is a vital part of the approval of the USAID-*Tarabot* Planning Unit work plan.

3.4 Fiscal Management Advisory Unit

The Fiscal Management team initiated assessment processes for two GoI counterparts, the University of Technology and the Ministry of Culture this month. The *Tarabot* team finalized an overall needs assessment for the University of Technology. These assessments are important to decipher proper action plans to meet the institutions needs.

3.5 Project Management Advisory Unit

The Project Management team continued delivering technical assistance, in terms of workshops and assessment processes, for both national and provincial counterparts. During the month, the team conducted two workshops on project management processes. The first workshop was a ten-day session organized for the Ministry of Justice and Babil GO officials. The course was a detailed session on the 42 Project Management processes from the PMI Institute. The MoJ expressed interest in piloting the PMI system on its upcoming Justice Compound capital project. The Project Management team completed the

next phase of PMI-standard courses for 30 project management staff of Najaf province. The course presented detailed sessions on MS Project and Estimation Techniques.

On the side of assessing the GoI departments' potential in project management, the USAID-*Tarabot* team conducted assessment and action plan workshops for Diyala province, the Ministries of Youth and Sports, Industry and Minerals, and Science and Technology. The assessment process and action plans were finalized for MoYS and Diyala province. The assessments identified weak points for each GoI institution, which will decide the appropriate *Tarabot* action to deal with it.

3.6 Procurement Advisory Unit

Aiming at introducing internationally accepted and world-recognized procurement standards to national and sub-national counterparts, the Procurement team continued carrying out workshops and technical assessments in June. The team delivered three workshops for the provinces of Kirkuk, Diyala, Ninawa and Muthanna, in addition to the Ministry of Industry and Minerals. The workshop of Kirkuk gathered 17 staff members from the GO, the Contracting Departments of the directorates of Municipalities, Health, Education, Electricity, Planning, and Sanitation, the Technical College, the University of Kirkuk, and the Commission on Integrity. The workshops provided an understanding of the principles of procurement, its lifecycle, procurement planning, and standard bid management. The MoIM workshop introduced an overview on the selection of consultants, selection methods, contents of the request of proposals, and the types of consulting services contracts, as well as the preparation of Terms of Reference.



GoI Officials attending Procurement Workshop, Baghdad

Additionally, the Procurement team delivered the assessment report, gauging ministry's capacity to implement procurement, to the MoTr deputy minister. An action plan was put forward and approved by the ministry.

Collaboration also continued with the Ministry of Planning, the Office of Government Public Contracts and Policy issued instructions regarding the application of the standard procurement process and procurement planning, requesting that all contracting departments in ministries and governorates use the forms developed under *Tarabot*. The MoP posted the instructions and forms on its web page, providing easy access to Iraqi procurement professionals.

Continuing the positive improvement of procurement competency, the Procurement team followed up on a past workshop, (March 2012), with the Manager of the Public Contract Office in Basrah. The aim of the workshop was to document the practical application of knowledge gained through *Tarabot* procurement trainings. The team put forward three examples of procurement knowledge application:

- a. Reverting to inviting bids on the basis of national competitive bidding, and refraining from the use of direct invitation method.

- b. Improving the bidding environment by increasing the response time. This allows bidders adequate time to prepare bids, which in turn invites increased participation, and therefore improves competition.
- c. Successfully applying the standard pre-qualification criteria to pre-qualify bidders for two major infrastructure projects: the construction of a satellite station building, and a cross-over bridge on Shatt Al-Arab.

3.7 Organizational Development (OD) Advisory Unit

USAID-*Tarabot* received a letter from Dr. Thamer Ghadban, the Chairman of the Public Sector Modernization Committee, informing *Tarabot's* OD Advisor of the committee's official approval for establishing a national center for excellence, based on the *Tarabot* presentation to the recent plenary meeting of the PSM Committee.

The concept of a National System of Organizational Excellence was introduced by the *Tarabot* OD advisors to the High Committee for Decentralization and Services Improvement, headed by the Minister of Provincial Affairs. The OD team will work on developing the criteria, a system of work, and suggested models, based on the Iraqi context. After that, a recommendation will be sent to the Council of Ministers to endorse the system.

On the technical side, the OD team delivered two workshops, phase one for MoP, and phase two for Ministry of Migration and Displaced (MoMD), and the Ministry of Higher Education and Scientific Research (MoHE). The phase one workshop introduced OD methodology to the newly formed OD Team, whereas the phase two workshop helped participants to analyze the results of the organizational assessment interviews conducted earlier and produce a Benchmark Report. The MoMD and MoHE are the first ministries to complete this phase, and move on to action planning and solution implementation.

The OD Process Development team completed the process-mapping of all notary public processes, within the scope of collaboration with the Service Centers team, on the development of One-Stop-Shop concept for the Ministry of Justice.

The OD team also completed the first step of the organizational development methodology with the General Company for Ports of Iraq (GCPI), an affiliate of the MoTr Directorate in Basrah province. This tactic strives to introduce the OD methodology within the OD team established by GCPI, clarify indicators, and prepare members to conduct interviews. The interviews are designed to collect information needed to produce a Performance Assessment of their organization.

3.8 Service Improvement Advisory Unit

In an unprecedented development, the MoTr Deputy Minister for Technical Affairs asked USAID-*Tarabot* advisors to help establish a new directorate for the ministry. Deputy Minister, Bankin Reekani, suggested reorganizing the existing MoTr Research and Studies unit into a directorate, recommending that it models *Tarabot's* Service Improvement Department. The department consists of four units: Service Improvement, Organizational and Process Development, and Quality Management. Establishing a new directorate requires amendment of ministry law and approval from Parliament. Once adopted, the

new directorate will improve service standards, deploy resources more efficiently, and promote a culture of public accountability within the ministry.

The Service Improvement advisor met with the staff of the Nassiriyah Technical Institute (Dhi Qar province), this month, to obtain the list of services that the province provides to the citizens, and to identify services to be targeted for improvement by the *Tarabot* team. During the visit, the head of Accounting Department requested USAID-*Tarabot's* assistance in digitizing the student data and developing processes for daily activities.

3.9 Service Centers Advisory Unit

The Service Centers team finalized a Business Process Analysis (BPA) and Reengineering (BPR) workshop for MoHE staff. The team analyzed the final version of Business Process Mapping for 20 services, and redesigned the workflows meant to improve the service delivery process. Services of the Directorate of Research and Development were covered.

Additionally, the Service Centers team completed a final stage of the BPM process for the Municipality Directorate in Karbala (MoMPW). The workshop was designed to review the final version of maps and results of the Business Process Mapping stage. Meanwhile, the Service Centers team continues to seek final approvals from the directorate officials on the service maps. As the team moves forward to the next phase of the action plan, the directorate staff will participate in business process analysis (BPA), and business process re-engineering (BPR) workshops, designed to improve services delivery through the analysis and re-engineering of service producers.

With reference to the introduction of the Service Centers Advisory Unit to GoI counterparts, the team conducted an introductory meeting with the Public Pension Commission officials. The team presented the concepts and the goals of an integrated services center, which delivers services, based on one-stop-shop approach according to international standards. The DG of State Pension Fund, the Manager of HR and ten other managers attended this meeting along with Project Management team of World Bank. The participants discussed the possibility of building an integrated service center to develop the Pension Services Delivery to Iraqi Citizens.

3.10 Quality Management Advisory Unit

The Quality Management team conducted the first provincial Quality Awareness Campaign events in Diyala province. The event provided an overview of quality, its value to an organization, its history, and the various types of international specifications. *Tarabot* advisors also introduced the eight principles of quality, along with an explanation of the ISO9001 compliance requirements. The campaign goes hand-in-hand with the technical assistance already offered to assist GoI institutions to establish or bolster their quality management systems. Ultimately, this will help provide better quality services to the Iraqi people.

The *Quality Management team* also conducted a meeting with the MoTr Planning and follow-up Directorate to assess the MoTr potential to establish an entire QM unit, modeled on QMS requirements. It determined that the *Quality Management* unit should be on a departmental level, report directly to the Minister, improve service standards and deploy resources more efficiently within the MoTr.

The Quality Management team conducted a meeting with the Central Organization for Standardization and Quality Control (COSQC) to provide all possible assistance for the upcoming quality conference. COSQC's efforts to build national awareness on quality principles, has been greatly bolstered by the door-to-door awareness campaign currently being executed by *Tarabot's* Quality Management team.

3.11 Iraq Development Management System (IDMS)

The IDMS team conducted a technical workshop on the IDMS system for the Sunni Endowment staff.

Advisors presented the skills necessary to make use of the various functions of the system through hands-on practice. The workshop was concluded with a proposal to establish an IDMS unit inside the Planning & Follow-up Department, with a dedicated team to ensure smooth implementation of the IDMS application.

During the month, the IDMS team succeeded in establishing a system of Follow-up and Planning within the MoCH, to manage the IDMS application. A password and the user name were distributed to relevant staff members.

Follow-up visits included the Ministries of Culture, Industry & Minerals and Justice, to define responsibilities for the IDMS within the ministry, and the set of privileges pertaining to the management of the system. In this regard, the MoCH and MoTr initiated the entry of 115 previous capital investment projects into the IDMS, via its online portal.

3.12 Social Safety Net (SSN)

The month also saw the Social Safety Net system in Najaf province go online; there are now five live sites in Iraq. MoLSA plans to complete data input and cleaning, and have the remaining sites online by the end of the year.

3.13 Education Capacity-Building Initiative

June witnessed many activities for the Education Capacity Building Initiative (CB).

The Communication & Leadership team completed the first two workshops for MoEd middle management staff and educational supervisors. The participants expressed enthusiasm for the course, and recognized the importance of the topics in helping to introduce positive change to the Ministry.



MoEd interacts to the Leadership & Communications Workshop

One participant said she would like to share the information gained in the workshop with other colleagues. She felt that it would be useful to use the same manuals that the CB trainers used to train the school principals, and be conducted under supervision from the CB Advisors.

The CB advisors conducted a meeting with the DG of Educational Supervisors to review the feasibility of Communication and Leadership courses to the Ministry. It was agreed that educational supervisors and school superintendents should be targeted, because they have direct contact with schools.

During this month, the CB team facilitated two special workshops on Quality Assurance and Procurement. The two events trained over 40 participants.

The IT lab for the IT training sessions will be installed within three weeks to initiate the IT training for MoEd. Additionally, the Fiscal Management projection of courses starting in August for the provinces was drafted and is pending the Ministry's approval.

PROJECT ADMINISTRATION

- Staffing and Deployment: The project has a staff of 37 expatriate and 231 local personnel, as of June 25.



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