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USAID IRAQ ADMINISTRATIVE REFORM PROJECT

MONTHLY PROGRESS REPORT - APRIL 2013

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Iraq Administrative Reform Project



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LIST OF ACRONYMS

AD	Administrative Decentralization Component
BPA	Business Process Analysis
BPP	Bureau of Public Policy (Presidency)
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
COSQC	Central Organization for Standardization and Quality Control
CSR	Civil Service Reform Component
DfID	Department for International Development (UK)
DG	Director General
DPMO	Deputy Prime Minister Office
ECBI	Education Capacity Building Initiative
FCSC	Federal Civil Service Commission
FCSI	Federal Civil Service Institute
GO	Governor's Office
GZ	Green Zone (See IZ)
Gol	Government of Iraq
GSP	Governance Strengthening 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
PM	Prime Minister
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
T&D	Training and Development
TA	Technical Assistance
ToR	Terms of Reference
UNDP	United Nations Development Programme
USAID	United States Agency for International Development
USG	United States Government
WB	World Bank

This report summarizes project activities and accomplishments under the Iraq Administrative Reform Project (USAID-*Tarabot*¹) for April 1 - 30, 2013. The Monthly Report for May is due on June 2, 2013.

EXECUTIVE SUMMARY

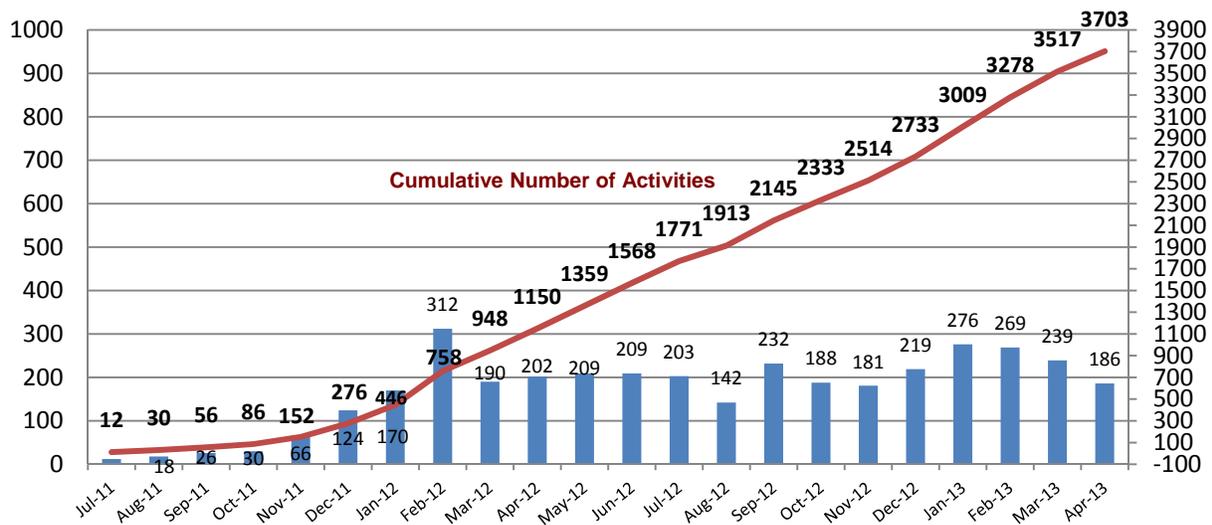
- **MoU Signed with Ministry of Health.** USAID signed a Memorandum of Understanding (MoU) with the Ministry of Health, outlining US assistance in service delivery, transparency and capacity building. The MoU comes at a critical time for Iraq's health sector. Few hospitals have been built in recent years, overwhelming existing ones with increasing numbers of patients. USAID-*Tarabot* advisors are helping doctors and administrators to identify service issues and better manage resources. USAID-*Tarabot* has signed eight MoUs and a cooperation roadmap with the Ministries of Education, Labor and Social Affairs, Municipalities, Migration, Transportation, Oil, and Health and the Prime Minister's Advisory Council and Prime Minister's Office.
- **One-Stop-Shop Service Center Conference.** USAID and the Prime Minister's Advisory Council (PMAC) launched the one-stop-shop service center concept and unveiled the model service center design to 400 government officials and donors. An immense service improvement initiative, 11 pilot one-stop-shops will be created by five ministries across that nation. Senior government officials recommended that ministries include these on-stop-shop centers in their investment budget requests for 2014, and begin to automate systems, and train staff on delivering more efficient services.
- **One-Stop-Shop for Company Registration.** A one-stop-shop for business registration should open in the Ministry of Trade's Company Registration Office in May. The ministry allocated space in the office for the Chamber of Commerce to open a window for trade name reservations, following the recommendations from the Iraq Solutions for Regulatory and Administrative Reform (ISRAR) initiative. It will allow new businesses to reserve a company name when they register a company, eliminating trips to various offices and reducing the time to process a registration by several days.
- **Construction Permit Reforms Begin.** Following a request by PMAC, USAID-*Tarabot* advisors, the Baghdad Amanat, and the Ministry of Municipalities and Public Works developed some rapid reforms for construction permits. They will transfer approvals for building permits less than 1000 m to local government offices, give an automatic approval to a builder if decision is not made by a deadline, and assign a single employee to handle a building application from start to finish.
- **First Policy Debates.** The Prime Minister's Office of Policy Development (OPD), entered a new era of policy development, holding its first two policy debates on the postal service and youth unemployment. Dr. Jowan Masum argued for privatized mail delivery, regulated by an independent commission, and separate from the Communications Ministry. She answered questions from key executive branch, Parliament, and Kurdistan Regional Government officials. Dr. Ali Shammari argued for private sector development to create jobs for youth, the removal or modification of stifling regulations and laws, and the establishment of private employment centers. The advisors will incorporate the comments into the papers and continue discussions with stakeholders. USAID-*Tarabot* will facilitate more debates on desertification, groundwater extraction, budget execution and "Brain Gain" for OPD and the President's Office. Policy papers are also being written by new

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

ministry policy units on issues including energy efficiency, industrial strategy, agriculture, and free trade.

Events: USAID-Tarabot held many critical events during the month of April. The following description accounts for the numbers and types of events delivered.

- **Total Events:** USAID-Tarabot teams held 186 events (workshops and formal meetings) in April.
- **Locations:** 112 of these events were held in Baghdad, while 74 were delivered on location in 11 provinces.
- **Type of Event:** 173 events were formal assessment meetings, action planning, or implementation workshops. 13 events were introductory meetings.
- **Institutions:** 118 of these events were with 22 ministries; 52 events supported the Governors' Offices; 6 events were directly with the executive offices; 6 events with NGOs and the private sector, 3 events with Provincial Councils; and 1 event was attended by a mix of entities specified above.
- **Tarabot Components:** 9 events were carried out by the Civil Service Reform component, 23 by the National Policy Management component, 151 by the Administrative Decentralization component and 3 by the Education Capacity team.



CIVIL SERVICE REFORM (CSR) AND PUBLIC FINANCIAL MANAGEMENT (PFM)

I.1 Public Financial Management

The Public Financial Management (PFM) team conducted beginner (Ministry of Education) and intermediate level (Ministries of Health and Municipalities and Public Works) workshops to assist the ministries in developing a medium-term budget framework under high-level program structures. The workshops focused on results-based management and linking ministries organizational structure to the performance of programs. The next step is to refine the investment and operational budgets.



Budget Framework Workshop for Ministry of Health

The PFM Roadmap on “Introducing Performance Perspective in Budgetary Management” provides an overview of how the introduction of program budgeting could be structured over the next several years. Advisors completed their review of the Arabic translation. The Roadmap will be submitted to the High Committee on Financial Management and Public Budget Reform in the Council of Ministers Secretariat for review.

The PFM Team continues to review the current budget and public financial management legislation (Budget Laws and CPA 95). A proposed working paper, currently in draft, reviews international public financial legislation and presents a gap analysis.

PFM advisors completed their review of the English and Arabic final versions of the “Cash Versus Accrual Basis: Relevance for Iraq” paper. They also finalized the Arabic version of the “Establishing Results Based Budgeting Training Programs” paper.

I.2 Human Resources Management

The Human Resources Division of Baghdad Governorate visited the Amman Greater Municipality (GAM), in Jordan, as part of a study tour designed by USAID-Tarabot. The head of the municipality planning department talked about the organization of the 11 sections of the human resources division, describing their functions. Delegates were also introduced to a set of models and standard forms for recruitment, job descriptions, training and development, performance appraisal, and electronic archiving. The delegation then visited the Jordanian Civil Service Bureau, where they were shown its human resources division and Human Resources Management Information System (HRMIS), which handles all aspects of employee affairs, from recruitment to retirement.



Study Tour in Jordan

I.3 Federal Civil Service Institute (FCSI)

USAID-*Tarabot* finalized job descriptions for the 52 posts identified for the Federal Civil Service Institute (FCSI), based on its functions, structure, and responsibilities. The job descriptions comprise 23 managerial and 29 non-managerial posts. They will enable the FCSI to recruit qualified candidates. FCSI's mandate is to develop a competency based, politically neutral civil service capable of delivering quality public services.

I.4 Federal Civil Service Commission (FCSC)

The CSR team finalized the Federal Civil Service Commission's (FCSC) job description regulation, in accordance with Articles 3, 9, and 15 of the FCSC Law 4 of 2009. The regulation provides statutory guidelines for the preparation and maintenance of job descriptions for civil servants. It outlines the responsibilities of the HR divisions of ministries and agencies for producing job descriptions. It also prescribes a job description format for all civil service positions and provides guidance on job analysis.

NATIONAL POLICY MANAGEMENT (NPM)

2.1 Regulatory Reform

Prime Minister Maliki issued a letter giving the Prime Minister's Advisory Council (PMAC) authority to take the lead in implementing ISRAR reforms. The letter also requested that PMAC move rapidly to complete the regulatory reform initiative and gave it a clear mandate to coordinate regulatory reform with Ministries. Based on this mandate, PMAC is working with ISRAR to host a conference with 24 ministries and other governmental entities to request their participation in ISRAR and kickoff an initiative to inventory all the regulations in Iraq and post them online.



NPM Advisors meet Head of PMAC

Work toward the implementation of reforms to company start-up procedures continued. The Ministry of Trade has allocated space in the Company Registration Office for the chamber to open a window for trade name reservations. This will enable businesses to automatically reserve a company name when they register a company. This will eliminate several trips to various offices and reduce the time required to register a company by several days. Final preparations are currently underway to open the one-stop-shop, and both the Chamber of Commerce and the Ministry of Trade have agreed to begin operations in May. Once the company name reservation service is working, ISRAR recommends adding additional services in order to achieve further improvement of the company registration process.



Construction Permit Meeting

Three meetings were held with representatives from the Ministry of Municipalities and the Baghdad Amanat (Mayoralty) on construction licensing reform. Following a request by PMAC to review the recommendations, and several preliminary meetings conducted by NPM advisors, the working group focused on developing practical approaches to rapidly reforming procedures.

The group agreed to begin implementing the following recommendations:

- Move pre-approval responsibility from building ministries to local municipal offices
- Set official timelines for approvals, with automatic approval after deadline.
- Devolve responsibility for permitting buildings less than 1000 m to local offices.
- Assign single employee to handle a building application from start to finish.

2.2 Office of Policy Development in PMO

In April, the Office of Policy Development (OPD) of the Prime Minister held the first ever policy debate at PMAC on the postal service. Dr. Jowan, an OPD advisor who drafted a policy paper on the postal service, provided a background of the mail system



Dr. Jowan Masum, Senior OPD Policy Advisor presenting policy

and provided three options for implementation. She argued for the establishment of an independent commission, administratively and financially separate from the Ministry of Communications, that would focus on privatizing the mail system. Twenty-six senior officials representing the President's office, Deputy Prime Minister's Office, Ministry of Communication, Council of Ministers' Secretariat, Minister of State for Provincial Affairs, PMAC, Communications and Media Commission, and the Kurdistan Regional Government's Ministry of Communications and Postal Service participated in a debate.

This event was followed by a second policy debate on Youth Unemployment. Dr. Ali Shammari, an economist in OPD, argued for the implementation of three constitutional articles to justify his policy: article 25 that demands the adoption of the free market economy; article 26 that guarantees the encouragement of private investment in various sectors; and article 30 that mandates the state to guarantee employment and eliminate unemployment. He recommended a revision of the laws and regulations that stifle the private sector. He proposed several ways to reduce the unemployment of both educated and illiterate youths, such as: establishing private sector employment centers to help relocate industries into poor neighborhoods, government investment in capital infrastructure projects to be performed by the private sector, a social security program for the private sector.

2.2.1 Offices of Policy Development in the Ministries

NPM began delivering technical assistance in policy implementation and evaluation to a set of important service delivery ministries: the Ministries of Environment, Migration and Displacement, Human Rights, and Labor and Social Affairs.

NPM received the first official Ministerial Decree signed by the Minister of Migration and Displacement announcing the creation of a policy unit under the supervision of the Deputy Minister (i.e. in the Office of the Deputy Minister). The unit will assist the ministry on issues related to the planning, development, internal and external coordination, communication, and implementation of public policies.

The NPM team delivered a workshop on the conceptual framework of policy implementation design. It examined the features that distinguish policy change activities from projects and programs, in addition to the kind of skills, capacities, and strategic approaches that Iraqi policy implementers need to acquire in order to achieve policy reforms. A second workshop addressed the issue of political mapping. The workshop helped participants to identify the political risks of policy implementation.

The NPM Team met the Minister of Human Rights and the Deputy Ministers of Migration and Displacement, Environment, Human Rights, and Labor and Social Affairs to discuss actions the ministries could undertake to operationalize the management of their policy unit, and promote a professional code of conduct for policy makers. They agreed with NPM's suggestions, and welcomed their assistance to construct a link on their website for their respective policy unit.



Minister of Human Rights with NPM team

Policy development continued with the economic ministries. After the review by the Public Policy Committee (PPC), the working group of foreign trade experts from the Ministry of Trade (MoT) amended the policy brief on free trade

agreements of Iraq and submitted it for final approval. The policy paper sets out three objectives: establishment of a foreign trade management information system, the development of standard operating procedures, and strengthening the negotiation and trade-related analytical skills of staff. An action plan was developed for the rest of the year and stakeholder consultations planned.

The Ministry of Electricity's (MoE) policy unit completed a policy brief outlining three scenarios for energy efficiency, each comprising the following components: energy efficiency governance through the reform of legislative and regulatory framework, introducing energy-efficient technologies for power generation and distribution, and expanding the use of renewable energy sources for power generation. Beneficiaries were identified, the costs and benefits estimated, and activities prioritized. A draft policy brief has been submitted to the MoE leadership for review. The policy team is preparing to hold a series of stakeholder consultations.



MoE policy workshop

The NPM team conducted a series of action planning sessions with experts from the Industrial Policy & Reform Unit (IPRU) of the Ministry of Industry and Minerals (MoIM). The action plan details the activities and tasks to be undertaken in the framework of the Iraqi Program for Industrialization (IRPI) inception phase in 2013. Six action plan components have been identified: program design (including the package of initiation documentation); M&E system; communications plan; new regulations and operating procedures; capacity building plan; and partnership building. A stakeholder consultation plan has been developed.

The NPM team also met Munqith Al-Baker, Economic Advisor to the MoIM, to discuss a number of requirements for the establishment of the ministry's policy unit. NPM advisors presented their recommendations for Iraq's industrial policy.

The NPM team continued consultations with senior agricultural experts from the Policy & Strategy Support Unit (PSSU) at the Ministry of Agriculture (MoA) in order to coordinate the production of a policy proposal and its implementation modality. Three policies will be researched: increasing agricultural production, building staff capacity, and restructuring state-owned agricultural companies. In cooperation with USAID-Tarabot's CSR team, a working session was held with policy and IT experts from MoE, MoT, and MoIM on building management information systems (MIS) in the government institutions, to serve as a source for evidence-based policy making. The following basic components of institutionalizing MIS were presented and discussed: the concept, functions, types, benefits, and requirements for building a functional system.

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

Presidency advisors hosted an open debate with the Prime Minister's education advisors at the Presidency Diwan on the policy of "Brain Gain", which aims to incentivize Iraqi academics living abroad to return and teach in local universities. The education advisors supported the solutions offered by the presidency policy makers which aim to encourage a small number of professors to return and teach in Iraq for short periods of time. The guests agreed with the presidency advisors that the decree No. 441

issued in 2008 by the Council of Ministers was inadequate to attract Iraqis to return. They also agreed that education law No. 5 of 1976 needed to be amended regarding the certification of foreign degrees.

2.4 Policy Communication and Outreach

The NPM team celebrated International Women's Day by holding a roundtable on policy advocacy for women's issues for representatives from parliament, civil society, universities, ministries, think-tanks, women activists and media. The attendees recommended that the government establish a High Commission for Women, and will plan advocacy campaigns against laws negatively affecting women.

The NPM team and Dr. Mohammed Jabir, the President Al-Nahrain University, discussed a proposal to train political science professors in public policy in July or August. Participants will develop a curriculum geared toward preparing students for careers in policy research. Dr. Jabir offered to host the project on his campus and provide classrooms and housing to the faculty from other provinces. The program will be introduced at the upcoming conference on Matriculation of Public Policy in University Curriculum.

The NPM team delivered the first two in a series of ten workshops on public policy making to the Policy Office of the Babil Provincial Council. They focused on the concept of public policy, how to define issues, conduct research and consult and analyze stakeholders. The workshops will provide the provincial council with the technical skills to address policy at the national and provincial levels, and will help the Council to coordinate with the policy units in ministries and executive offices.



Policy Workshop with Babil Provincial Council Policy Unit

The NPM team introduced policy training services to four NGOs: the Civil Center for Research and Legal Reform, which conducts legal research for legal reform, and provides free legal advice to NGOs; the Abu Ghraib Forum for Women, which works on policy advocacy for women and vulnerable populations; Al-Khiamiat for Development and Agriculture Policies, which works on agriculture and drafts agricultural policy; and the Estiqraa Center for Studies and Research, which is an organization for female academics, specialized on research on education. The organizations asked for assistance in policy development and advocacy to play a greater role in policy issues.

ADMINISTRATIVE DECENTRALIZATION (AD)

3.1 AD Component Wide

USAID signed a Memorandum of Understanding (MoU) with the Ministry of Health. USAID-Tarabot will support the Ministry to improve service delivery to citizens, and help devolve responsibilities to the provincial level. This will greatly improve the quality of government assistance and eliminate red tape. The Deputy Minister of Health, Dr. Isam Namiq, and USAID Deputy Mission Director David Harden, who signed the agreement, heralded it as a new era of cooperation between the entities. Eight MoUs and a Cooperation Roadmap, have been signed with the Prime Minister's Office, Prime Minister's Advisory Council, and the Ministries of Education, Labor and Social Affairs, Municipalities and Public Works, Migration and Displaced, Transportation, Oil, and Health.



MoU signing with Ministry of Health

The project also took steps to roll over \$3.7 million in cost-share funds from 2012 to 2013, and to use those funds for project management training, quality management certification, a citizen complaint system, and one-stop shop service centers. To date, 29 government entities have received approval from the Ministry of Planning to roll over these funds.

The AD component also began new activities into the Kurdish Regional Government (KRG) for one-stop-shops and social safety net sites.

3.2 Planning Advisory Unit

The Planning Advisory Unit met several counterparts to introduce and apply projects selection criteria to a list of 2013 investment projects. Advisors worked closely with three departments from Muthanna province, including Municipalities, Water, and Sewage. The Planning team also provided workshops to many government entities, including the Ministries of Agriculture and Municipalities and Public Works, on the basic definitions of planning, connecting project planning with goals, and prerequisites for successful completion.

Planning also pushed forward with to secure approval for the National Development Plan, the draft of which was submitted to the Council of Ministers for approval. Later in the month, the Secretary General of COMSEC announced that the Council of Ministers will approve the National Development in its next session.



Decentralization workshop with Deputy DG of Najaf

3.3 Administrative Decentralization Support

Advisors from the Administrative Decentralization advisory group worked with ministries and Governor's Offices (GOs) on a

decentralization program, and to help them prepare for new laws under consideration in Parliament. Law 21, was recently updated to include several recommendations from the Decentralization unit, including allocating legislative authority to local governments and granting the ability to reallocate funds designated for a delayed or cancelled provincial project.

Advisors also met Ministry of Health representatives from Karbala and Babil to present the benefits of decentralization and introduce political powers to be transferred to the governor and DG of Health in Karbala. The powers include transferring the ministry's investment budget to the provinces, allowing health directorates to set and manage budget for purchasing and maintaining medical devices.

The Governor's Office of Babil sent an official letter to COMSEC requesting a list of powers to be transferred from the national level to the governorate, following a five-day decentralization workshop delivered by USAID-*Tarabot* advisors.

3.4 Project Management Advisory Unit

Project Management advisors worked with government partners on several pilot projects this month, applying work breakdown structure guidelines and employing MS Project. The Ministry of Electricity chose Al-Najebiah Power Plant as a pilot project to implement the Project Management Institute System. The plant is to be built in Basrah, at an estimated cost USD \$270 million, and will provide an additional 500 megawatts of electricity, boosting daily supply by half an hour. Advisors also proposed to apply MS Project on the 14 million Dinar Al-Askarayeen Tunnel renovation project to improve the monitoring and spending. The tunnel is a main throughfare between Najaf and Karbala, and over 5,000 cars pass through it each day. PM advisors assisted the project team manager from the Ministry of Construction and Housing to develop a master schedule baseline for the Al-Najat Church renovation project. All project resources and activities are being reviewed for incorporation into the schedule. Following the approval of the state company, who is tasked with the renovation, the resident engineer's office and the subcontractor are bound to complete the project. This process will help ensure the project is completed efficiently and within the time frame.

3.5 Procurement Advisory Unit

Procurement advisors instructed several ministries and governorates on international standards for the selection and management of consulting services, and the opening and evaluation of proposals. The Ministry of Culture approved an archiving system and archiving unit inside the Contracts Department. An approval letter was sent to the Ministry of Planning.

Procurement advisors also discussed bid analysis, procurement indicators, and evaluation reports with the head of several Ministry of Municipalities and Public Works Directorates. They reviewed the progress of the ministry over the last year, and worked on a new web page for procurement opportunities on the ministry website.

The training director at the General Directorate of Public Contracts at the Ministry of Planning agreed to a three-month procurement training plan. USAID-*Tarabot* Procurement advisors will provide a three-

month projection of activities, and the ministry will assign a representative to attend each training session. Advisors will also assist the directorate in the development of procurement performance indicators.

3.6 Organizational Development Advisory Unit

The Ministry of Human Rights ordered the creation of an Organizational Development division inside the ministry to improve service delivery.

Organizational Development (OD) unit advisors provided several workshops to government entities to start implementing monitoring and evaluation work plans and previously developed administrative reforms. They also worked closely with the Ministry of Electricity to analyze its customer complaint system and negotiate a final design. OD advisors attended a seminar at the University of Basrah with the Deputy Minister of Ministry of Higher Education, university deans, and staff from the Inspector General's Basrah office. They discussed education quality, scholarships, and grant money for students.

OD unit advisors and the USAID-Tarabot Communications Department interviewed several experts from the private sector, government, and civil society, to develop a video that demonstrates the appeal and benefits of a national center of excellence in government. A conference on the center is scheduled for May.

3.7 Service Center Advisory Unit

USAID-Tarabot hosted a conference on its One-Stop-Shop Service Center program in Baghdad. The conference was attended by 400 senior government representatives, the Chairman of the Prime Minister's Advisory Council. He and the USAID Iraq Mission Director introduced one of the largest services improvement initiatives in Iraq which calls for the creation of 11 One-Stop-Shop Centers at five ministries across the country. This initiative, which will be funded by the Government of Iraq, will cost an estimated USD \$10 million. USAID-Tarabot will provide technical support to this initiative.



Hundreds Gather to Discuss One-Stop-Shops

A architectural model, designed by an internationally recognized firm, was displayed. USAID-Tarabot representatives unveiled their plans to complete all 11 centers, as well as train ministry staff on customer service and automation. Thamer Ghadban endorsed the one-stop-shop concept and advocated As a result of the presentation, the Gol decided to endorse the one-stop shop concept in all government facilities and to release enough funds to finance the initiative.

The Service Center team met senior officials from the Ministry of Higher Education to explain the One-Stop-Shop concept and the benefits of implementing an integrated service center to streamline services

and reduce administrative burdens and costs. Team members also discussed the next steps needed to build the One-Stop-Shop for the ministry.

3.8 Quality Management Advisory Unit



Quality Awareness Workshop in Diwaniyah

Quality Management advisors conducted several meetings to secure approvals for the implementation of quality systems in the government. As a result of months of technical assistance with the Ministry of Communications, the Deputy Minister approved the establishment of a quality management system. The ministry has agreed to adopt the ISO9001:2008 standard and asked for assistance to adopt the ISO27001:2005 security standard. The ministry provides telecommunications, postal service, and internet service. The adoption of security standards, such as ISO27001:2005, will ensure that personal details remain secure.

The QM Unit conducted a technical meeting with the Director of Quality Management from the Ministry of Construction and Housing to ensure its quality procedures were compatible with ISO9001 requirements and to prepare the ministry for a system-wide internal audit designed to verify the effectiveness of the current quality management system.

3.9 Iraq Development Management System

The USAID-Tarabot Advisors met the High Committee of Follow Up on Government Performance, chaired by the Secretary General of COMSEC, to discuss the status of the implementation of the Iraq Development Management System (IDMS). The committee agreed to consider the IDMS a national priority and instructed the Deputy Minister of Planning require all government entities to implement the system in order to receive federal funds, a strong commitment to transparency in government.



Meeting High Committee of Follow up on Government Performance

The IDMS team worked to fix any errors in the IDMS, and to upload capital investment projects for fiscal years 2012 and 2013. Advisors sat down with the IDMS review committee at the Ministry of Planning to finalize a report on outstanding technical issues. At the end of the month, the issues were raised with IT company Synergy. Representatives from each organization reviewed the IDMS platform, including any outstanding issues to ensure functionality of the system across the government.

3.10 Education Capacity-Building Initiative

The Education Capacity Building Initiative (ECBI) team completed three workshops at the competency and advanced levels. Cost-share funds for the Ministry of Education were discussed with USAID, including how to determine rollover values and how best to reallocate unspent money from closed education projects.

3.11 Process Development Advisory Group

Process development advisors worked with state companies at the Ministry of Agriculture, including veterinary, horticultural, and animal stock companies, to review drafts of standard operating procedures (SOP) and agree on a work plan.

Advisors also met with their MoLSA counterparts to review operating procedures in the ministry, focusing on procedures related to customer service, and develop a work plan. They will work to document these procedures to create SOPs, according to international standards.

3.12 Social Safety Net

USAID-*Tarabot* representatives met with the Social Safety Net (SSN) committee, formed by the Prime Minister and chaired by MoLSA deputy minister Dara Hassan, to plan an upcoming conference to officially launch the SSN, which provides social services to hundreds of thousands of Iraqi families. The conference is scheduled for May 20 and will be held under the auspices of the Prime Minister.

PROJECT ADMINISTRATION

Staffing and Deployment: The project has a staff of 27 expatriate and 246 local personnel, as of April 30, 2013.

Security, Facilities: During the month of April, holidays and curfews declared by the Government of Iraq caused cancellation of vehicle movements for meetings outside of the compound for a total of six days.

The expanded ISRAR team moved into their new offices on the compound this month, allowing all ISRAR team members to be located in the same building to enhance their operational efficiency.

