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# USAID IRAQ ADMINISTRATIVE REFORM PROJECT

MONTHLY PROGRESS REPORT, JUNE 2014

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USAID Iraq Administrative Reform Project

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## ACRONYMS

COMSEC	Council of Ministers Secretariat
ICE	Iraq Center for Excellence
ISRAR	Iraq Solutions for Regulatory and Administrative Reform
PMI	Project Management Institute
PMP	Project Management Professional
USAID	United States Agency for International Development

## SUMMARY

### **Establishing the Center of Excellence in COMSEC**

On June 4, 2014, USAID-*Tarabot* formally launched the Iraq Center of Excellence (ICE) with a ceremony sponsored by the Council of Ministers' Secretariat (COMSEC), under the slogan "Towards Excellence in Government Performance." The event was attended by over 200 people including deputy ministers, governors, and heads of provincial councils. The event followed an official letter issued last month from Mr. Ali Al-Allak, the Secretary General, announcing the official establishment of the Center within COMSEC.

The ICE is the culmination of years of effort by the USAID-*Tarabot* project and its predecessor, Tatweer, to improve the institutional development and performance of Government of Iraq entities. In *Tarabot's* final year, this endeavor was taken to another level with the Center of Excellence initiative, which serves to promote good governance, enhance accountability, and improve service delivery through sustainable, innovative, and transformational institutional capacity development initiatives. To this end, the ICE will grant Excellence Awards annually to government entities that have excelled in their capacity development initiatives.

The Excellence model has met with great success in the United Arab Emirates, Jordan, and Saudi Arabia. The international success of this model promises improved service delivery for Iraq's citizens by providing a framework for organizational management that will foster accountability, cooperation, efficiency, and innovation in Iraq's public sector.

### **Graduation of Master Trainers from the Ministry of Education**

To celebrate the completion of the Education Capacity Building initiative, and in recognition of the participants of USAID-*Tarabot's* Master Trainers program, a graduation ceremony was held on June 2, 2014 for 58 staff members from the Ministry of Education. The ceremony marked the realization of *Tarabot's* efforts to improve the management and public administrative capacity of the Ministry of Education through the introduction of training management concepts, and the training of a critical mass of ministry staff members in the development of core area skills in project management, fiscal management and budgeting, information technology, procurement, and leadership and communications.

Equipped with these capabilities, the graduates of *Tarabot's* Master Trainer program will now be recognized as subject matter experts in how to analyze, conduct, evaluate, and implement the ministry's training programs. They will be more effective in identifying administrative deficiencies throughout the ministry and its directorates, and be able to develop effective training courses and programs to bridge deficiencies. In bolstering the ministry's public administration systems, *Tarabot's* training benefits will extend throughout the ministry and ultimately to the communities it serves, while paving the way for significant reforms and improvements to Iraq's education system for years to come.

## **Sustaining Public Policy in Iraq**

For the past three years, USAID-*Tarabot* has been partnering with Iraqi government entities and universities to support public policy development in Iraq. In recognition and celebration of these efforts, *Tarabot* held a conference on the role of public policy and its future in Iraq on June 11, 2014 at Al Nahrain University. The event was attended by over 100 participants including high level ministry and governorate officials and directorate generals, in addition to academics and representatives of think tanks, nongovernmental organizations, and civil society.

*Tarabot's* efforts in public policy have centered on creating platforms for the discussion of policy issues and reform, developing public policy programs in Iraqi universities, and the establishment of policy offices in the Prime Minister's Office, the Presidency Diwan, and key ministries that deal with economic and social affairs. Under *Tarabot's* mentorship, these offices are now staffed with personnel trained in policy systems and processes, and policy advisors have been equipped—for the first time—with the necessary knowledge and tools to develop and implement policies.

This event was the last gathering orchestrated by *Tarabot* to facilitate links between government policymakers and key actors, such as universities and think tanks, in the formulation of public policy. The creation of these linkages will help anchor public policy development as a recognized discipline that is necessary for the future of policymaking in Iraq.

## **Championing the One-Stop-Shop in Kurdistan**

To address the long lines and unclear, complicated procedures that have long plagued service delivery, USAID-*Tarabot* introduced the One-Stop-Shop service center model to enable a rapid and tangible impact on citizens' services in Iraq. To raise awareness of the initiative, *Tarabot* hosted a conference on June 19, 2014 in partnership with the Kurdistan Ministry of Planning, for the Kurdistan Ministry of Health and the Kurdistan Ministry of Justice. The event, in which *Tarabot* presented the core components of its service center concept and architectural design, was attended by over 100 officials.

The One-Stop-Shop is founded on three pillars: 1) appropriate physical infrastructure based on international standards, 2) effective and efficient automated systems through business process re-engineering, and 3) transparency and citizen-oriented services through customer service awareness and training. *Tarabot's* architectural design of the service center reflects the principles of linear business flow, customer comfort, and easy access for the physically disabled.

This event is one in a series of awareness conferences to secure the sustainability of the One-Stop-Shop concept in the Kurdistan Regional Government, and to promote its establishment as a means of reforming public administration and improving services. Enthusiastically received by ministerial representatives, *Tarabot's* work to improve public service delivery continues to gain ground as the Kurdistan Regional Government increasingly embraces the One-Stop-Shop model.

## **Celebrating Project Management in Kurdistan**

To celebrate the completion of its Project Management initiative with the Kurdistan Regional Government, and to commemorate the achievements of participating ministries, USAID-*Tarabot* held a closing ceremony on June 22, 2014 in Erbil with 150 participants. *Tarabot's* project management initiative is the first of its activities in Kurdistan to be brought to a close, and marks a major achievement for the

project and its ministerial partners, who have been actively engaged in *Tarabot's* capacity building program.

Reflecting upon their work with *Tarabot*, ministry leadership and engineers were eager to employ their newly acquired best practices in project management, observing the potential for their application. The Director General of Capital Investment Planning at the Kurdistan Ministry of Planning, Zagros Fattah, remarked: "I believe this [initiative] will have a direct impact on projects in the KRG as our engineers have been enlightened with new project management methods; it has paved the road towards the better management of projects. The Ministry of Planning is committed not only to the implementation of these techniques but to their sustainability, and to have other ministries benefit from them." Parez Gardi, a civil engineer from the Kurdistan Ministry of Construction and Housing, stated: "We are already putting into practice what we have gained in these training courses, and we are looking forward to doing more with project management processes. Our ministry has been supportive in helping us to carry out what we have learned from this training."

The improved implementation of capital investment projects is a major component of *Tarabot's* efforts in Iraq. In Kurdistan, *Tarabot* worked to build the capacity of critical service ministries—the Kurdistan Ministries of Construction and Housing, Municipality and Tourism, and Electricity—through the introduction of internationally recognized project management techniques. These tools allow for great improvements in the planning and management of projects, enabling them to be executed on schedule and within budget.

### **Promoting Procurement Reform in Basrah**

On June 26, 2014 the Governorate of Basrah, with the technical support and coordination of USAID-*Tarabot*, hosted a conference on procurement reform under the auspices of the Governor of Basrah, Dr. Majed Al Nasrawi. The event was attended by more than 250 people, including the Governor, the United States Consul, director generals, representatives from the Provincial Council, and 65 local and international companies. USAID-*Tarabot*, which has long supported the governorate in procurement reform, provided technical presentations at the request of the Governor. The conference aimed to promote awareness for contractors competing for business opportunities with the Governorate, and focused on a key area of reform—the use of standard bidding documents (SBD) in the procurement of construction contracts. The Governor formally announced the adoption of standard bidding documents, at the event, affirming that they protect the rights of contractors and the government, and are the way forward in enhancing services and project implementation in the province.

The conference sought to foster improved confidence of the private sector in the bidding process and project implementation, and to inform contractors on the process of preparing a proper bid using standard documents. This is *Tarabot's* ninth conference on standard bidding documents; previous hosts include the Ministries of Construction and Housing and Transportation, and the Governorates of Najaf, Babil, and Muthanna. These events form a significant part of the national procurement reform process led by the Ministry of Planning in partnership with *Tarabot* to promote the effective participation of the private sector.

**Events:** USAID-Tarabot engaged in a variety of activities in June; however, some program activities were postponed this month due to security precautions and the volatile political situation in the country. During the past two weeks the security situation in Iraq has been worsening, particularly in the Sunni areas to the west and north of Baghdad. The U. S. Government, other countries, the U.N., and many contractors temporarily relocated staff outside of Iraq. Due to concerns about the growing numbers of militia in Baghdad neighborhoods, with USAID approval MSI withdrew expat staff to Erbil, Dubai, and Amman and subsequently consolidated in Erbil. In the midst of this new security environment USAID-Tarabot staff proceeded with most program activities. Gol and provincial officials attended meetings, training sessions, and conferences in cooperation with our staff, and requested briefings and meetings to discuss how the project will proceed in the extension period. This represents a growing and determined ownership of USAID-Tarabot program activities by the Iraqi government and its senior officials. We are proud of the extraordinary efforts of Tarabot staff during this period, and pleased to share this report with USAID, documenting these important governance activities at this critical time in the country. The following accounts for the number and types of events delivered in June:

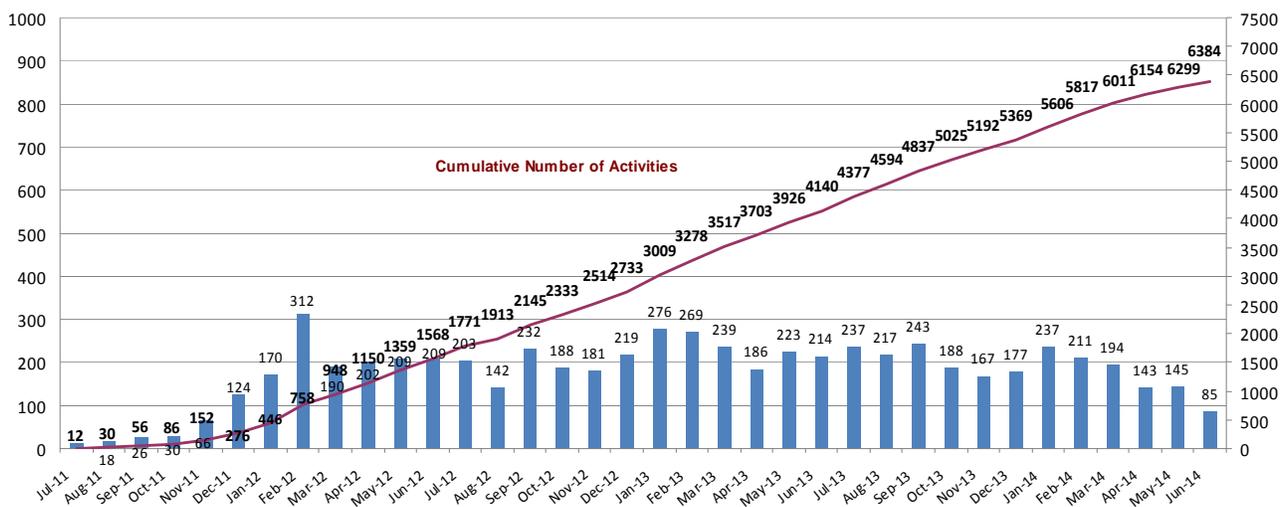
**Total Events:** USAID-Tarabot teams held **85** events (workshops and formal meetings) during June.

**Locations:** **49** of these events were held at locations in Baghdad, while **36** events were delivered on location in **13** provinces.

**Type of Event:** **84** events in June were formal assessment meetings, action planning, or implementation workshops; **1** event was an introductory meeting.

**Institutions:** **51** events were held with **28** ministries; **22** events supported the governors' offices; **5** events were held directly with executive offices; **2** events were held with nongovernmental organizations and the private sector; and **5** events were held with Provincial Councils.

**Tarabot Components:** **13** events were carried out by the National Policy Management component, **68** by the Administrative Decentralization component, and **4** by the Kurdistan Regional Government office.



# INITIATIVES

## 2.1 Regulatory Reform

The Iraq Solution for Regulatory and Administrative Reform (ISRAR) initiative began the month by making slight changes to its construction permit *nidham* based on input from the Ministry of Construction and Housing. The revisions were incorporated into a final draft, which was submitted to the Prime Minister's Advisory Council. Meanwhile, ISRAR continued work to complete its third regulatory reform package, focusing on domestic investments in Iraq.

Midway through the month, ISRAR's Steering Committee held its first official meeting. ISRAR met with the steering committee to outline its responsibilities, submit two reform packages, and discuss the future of regulatory reform in Iraq.

Later in the month the Chairman of the National Investment Commission informed *Tarabot* that recommendations made by ISRAR to streamline and expedite the registration of companies at the Ministry of Trade were showing impact. He stated that investors are registering their companies much faster than ever before, and thanked USAID and ISRAR for helping to facilitate the processes and procedures for company registrations.

In the final part of the month, *Tarabot* almost finalized its cost share agreement with the Government of Iraq. In conjunction with the Prime Minister's Advisory Council, *Tarabot* reviewed the final draft of the agreement to prepare for the signing of the contract before the end of June.

## 2.2 Office of Policy Development in the Prime Minister's Office

Thamer Ghadban, Chairman of the Prime Minister's Advisory Council and the Policy Development Office, officially approved 11 policies (on issues concerning cybercrimes, postal services, invasive species, desertification, university admissions, management of ground waters in Iraq, unemployment, the economics of the poultry industry, faculty ranking, monitoring budget execution, and a national policy for scientific research) developed by Office of Policy Development advisors with assistance from *Tarabot*.

Also, during this month, *Tarabot* met with the Deputy Prime Minister, Dr. Hussein Shahrastani, to present the progress of its activities in public policy. The Deputy Prime Minister expressed his appreciation for *Tarabot*'s technical assistance, and agreed that the practice of public policy was much needed to address national challenges and to find solutions that transcend sectarian divides and the narrow interests of political parties. *Tarabot* urged him to continue to build upon the programs and activities delivered over the last three years. Dr. Shahrastani agreed to meet with the Prime Minister in support of the sustainability of *Tarabot*'s work in public policy and ISRAR.

Five public policy debates were scheduled this month; however, due to security concerns and the political situation in the country, the events were unable to proceed as planned. The Ministry of Migration and Displaced was unable to hold a debate on its "Slums in Baghdad" policy, and the

Presidency Diwan had to cancel its debate on the “Homeless Orphans” policy. The Office of Policy Development was unable to carry out debates on its “Invasive Species,” “Scientific Research,” and “Water Pricing for Farmers” policies. The Gol will reschedule these events.

## **2.2.1 Policy Development in the Ministries**

### **Council of Ministers’ Secretariat**

*Tarabot* met with Mr. Ahmed Al Zubaidi, the head of the Public Policy Unit of the Council of Ministers’ Secretariat, to explore opportunities for future assistance from *Tarabot*. The agreed upon areas of assistance are: 1) producing government procedures for policy coordination, 2) capacity building, and 3) establishing a database of public policies developed.

### **Economic Ministries**

This month the Ministry of Industry and Minerals completed its work to set targets and descriptive indicators for the implementation of the Iraqi Revival Program for Industrialization. With this step, the ministry finalized all preparatory work necessary to establish the industrial monitoring and evaluation system, as far as the system’s content is concerned, while meeting the first target of the policy implementation stage. The Industrial Policy and Reform Unit has developed a list of pilot projects for the implementation of the Iraqi Industrial Strategy.

The Ministry of Trade completed the first stage in the implementation of its policy on streamlining trade agreements in Iraq, developed with the assistance of *Tarabot*. This month, the policy unit submitted two documents for approval: 1) procedures for managing trade agreements and 2) the strategic plan for establishing an integrated trade management information system. The Director General of the Foreign Economic Relations Directorate, Mr. Hashim Al-Sudani, emphasized the importance of *Tarabot*’s help in the upcoming months in the facilitation of the U.S. Department of Commerce’s Commercial Law Development Program.

The Ministry of Electricity affirmed its decision to formally establish a policy unit within its organizational structure this month, and to adopt the energy efficiency policy developed with the assistance of *Tarabot*. In a meeting with *Tarabot* and the Energy Section of the U.S. Embassy’s Economic Department, Deputy Minister Mr. Adil Hameed stated that these undertakings were very important to the leadership of the Ministry of Electricity, and would require further technical assistance from *Tarabot* to strengthen its policy unit and to facilitate cooperation with the Economic Department of the U.S. Embassy and other partners. To support this end, the ministry’s policy team members have been working to prepare the necessary documents for leaders of the ministry.

### **Social Ministries**

The Ministry of Environment held two debates on its “Depletion of Gases in the Ozone Layer in Iraq” and “Sewage Pollution in the Tigris River of Baghdad Province” policies. The attendees, representing various ministries, agreed with policy drafters that while legislation exists to protect the ozone layer and the Tigris River, the government has failed to enforce it and needs to do so.

Additionally, advisors of the Public Policy Units in the Ministries of Human Rights, Migration and Displaced, Labor and Social Affairs, and Environment have completed their impact assessment reports of policy papers formulated with the assistance of *Tarabot*. These reports analyze policy recommendations in terms of their health, economic, social, political, environmental, legal, and cultural impacts.

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

In partnership with *Tarabot*, Presidency Diwan advisors finalized their impact assessment of the three recommendations outlined in the “Homeless Orphans” policy: 1) instituting a foster home system, 2) establishing family villages, and 3) engaging faith-based organizations. The recommendations were assessed in terms of their economic, social, political, cultural, environmental, public and personal health, security, educational, and legislative impacts. A public policy debate was scheduled for June 24th on these issues, but was canceled due to security concerns in the country.

The Chief of Staff of the Presidency Diwan submitted a letter to *Tarabot* stating its official adoption of the “Homeless Orphans” and “Brain Gain” policies, formulated with the assistance of *Tarabot*. The “Brain Gain” policy concerns incentives to encourage the return of Iraqi academics to the country.

### 2.4 Stakeholders Policy Consultation

*Tarabot* held a conference on the role of public policy and its future in Iraq on June 11, 2014 at Al Nahrain University. The event was attended by over 100 participants including high level ministry and governorate officials and directorate generals, in addition to academics, think tanks, nongovernmental organizations, and civil society representatives. *Tarabot's* partners led the conference and presented their experiences with the project in training and consultations in public policy, and lessons learned after three years of cooperation.



Interactive discussions were carried out among participants, enabling them to exchange ideas and hash out creative methods for the sustainability of public policy offices in the Government of Iraq, and how to facilitate channels for communication and coordination between policymakers and stakeholders to find the best policies to meet the needs of Iraqi citizens. Conference attendees also recommended Iraqi universities establish research centers to support policy processes in Iraq.

*Tarabot* also delivered its last two capacity building workshops to 13 participants from 10 think tanks representing the provinces of Karbala, Diwaniyah, and Babil. *Tarabot's* training program centered on building the advocacy capacity of think tanks in public policy, enabling them to be more active in coordinating and communicating with government policymakers. The program was given over the course of four weeks with practical training on advocacy campaigns.

## 2.5 Planning Reform Initiative

USAID-*Tarabot* is continuing to assist Iraqi governmental partners in capital investment planning. This month *Tarabot* continued to support the Ministries of Agriculture, Electricity, and Labor and Social Affairs on the development of draft midterm plans. This is a critical follow on to secure the implementation of the National Development Plan, which was developed by the Ministry of Planning with the assistance of USAID-*Tarabot*.

## 2.6 Public Procurement Reform Initiative

USAID-*Tarabot* is continuing its work to support the establishment of fair and transparent procurement systems that will lead to a more conducive environment for international businesses and better services for the Iraqi people. In pursuit of this effort, *Tarabot* works to promote the adoption of international standards in the opening and evaluation of bids with a range of Government of Iraq partners, and the use of standard bidding documents in the procurement process. To date *Tarabot* has made important progress toward implementing a unified procurement system aligned with international standards through a range of capacity building activities, systems reforms, and incremental cultural and procedural changes regarding procurement practices.



As part of an ongoing effort to secure the sustainability of the initiative, *Tarabot* provided technical assistance to the Ministry of Municipalities and Public Works, as well as the Governorate Offices of Wasit and Babil to develop their sustainability plans. Babil and Kirkuk officially adopted the plans developed for their governorates, to serve as a road map for the future reform of their procurement systems, and secure the gains made with the assistance of *Tarabot*. Wasit and other governorates are expected to follow suit in the coming month.

*Tarabot* met with the Director General of the Office of Government Public Contracts at the Ministry of Planning. The meeting concluded with an agreement that the Director General will notify all Government of Iraq entities of a *Tarabot* training program, which will be given by the Ministry of Planning on the preparation of standard bidding documents. Meanwhile, *Tarabot* is continuing to support governmental partners in the use of standard bidding documents through workshops for the Ministries of Health, Construction and Housing, Transportation; and the Governorates of Wasit, Najaf, Maysan, and Basrah. Additionally, technical meetings were held with the Ministry of Municipalities and Public Works, Ministry of Construction and Housing, and the Governorate of Najaf on the use of standard bidding documents.

*Tarabot* is also providing technical assistance to the Ministry of Trade on the adoption of standard requests for proposals for the selection of and contracting for consulting services. The techniques are to be piloted on a project to construct concrete wheat silos with a holding capacity of 80,000 tons. The ministry has completed the terms of reference and will provide technical assistance in short listing local consulting firms and developing a request for proposals.

Lastly, *Tarabot* provided technical assistance to the procurement department of the Diyala Governorate's Office to select the appropriate procurement method for a civil works contract for the construction of a border crossing terminal.

## **2.7 Project Management Reform Initiative**

To celebrate the completion of its project management initiative with the Kurdistan Regional Government, and to commemorate the achievements of participating ministries, USAID-*Tarabot* held a closing ceremony in Erbil with 150 participants. *Tarabot's* project management initiative is the first of its activities in Kurdistan to be brought to a close. *Tarabot* worked to build the capacity of critical service ministries—the Kurdistan Ministries of Construction and Housing, Municipality and Tourism, and Electricity—through the introduction of internationally recognized project management techniques.

Throughout Iraq engineers and project managers are progressing to the hands-on application of Project Management Institute (PMI) techniques on major projects with the ongoing technical support of *Tarabot*. The selection of over 100 projects for the application of PMI processes across 11 ministries and 14 governorate offices has set a strong precedent for their institutionalization. The number of projects is rapidly increasing and new government entities are following suit. For instance, this month, a new pilot project for the construction of an administrative building in Anbar was selected by the Ministry of Trade for the application of PMI processes.

Meanwhile, *Tarabot* continued to support the Ministries of Construction and Housing, Industry and Minerals, and Oil and the governorates of Wasit and Diyala on the application of PMI processes on pilot projects. In Wasit, *Tarabot* conducted a site visit to follow up on progress of the neighborhood development project, a pilot project that has shown marked improvements in deviation. Another visit to Wasit will be conducted to support the Governorate's Office in the use of earned value management to monitor project progress. In Diyala, technical support in scheduling was provided for a team overseeing a pilot project for the construction of a municipality building in Buhriz.

A training program was also conducted for the Governorate of Karbala to support them in establishing a work breakdown structure, a scheduling and budgeting tool, for projects they have selected for the application of PMI processes. Additionally, hands-on technical support in the application of a work breakdown structure was provided to a pilot project team tasked with the construction of a road in Karbala. A second training was also conducted in the governorate on the application of estimation techniques for pilot projects.

*Tarabot* is building up a cadre of professionals trained in PMI processes that will carry on and spread sound project management practices. Many of these are currently or will soon be certified as Project

Management Professionals (PMPs). The knowledge and skills required to achieve this certification make PMP-certified candidates highly valuable in both the public and private sectors. In preparation for the exam, a simulation workshop was conducted for the Governorate of Muthanna. Additionally, engineers from the Ministries of Industry and Minerals, Construction and Housing, and Transportation; the General Company for Ports of Iraq; and the Governorates of Basra, Babil, Muthanna, and Wasit attended PMP preparation exams given by *Tarabot*.

## 2.8 One-Stop-Shop Initiative

To address the long lines and unclear, complicated procedures that have long plagued service delivery, USAID-*Tarabot* introduced the One-Stop-Shop service center model to enable a rapid and tangible impact on citizens' services in Iraq. To raise awareness of the initiative, *Tarabot* hosted an awareness conference on June 19, 2014, in partnership with the Kurdistan Ministry of Planning, for the Kurdistan Ministry of Health and the Kurdistan Ministry of Justice. The event, in which *Tarabot* presented the core components of its service center concept and architectural design, was attended by over 100 officials.

The conference and One-Stop-Shop concept were enthusiastically received by attendees, including the Director of Notary Offices for the Kurdistan Ministry of Justice, stating: "I believe the One-Stop-Shop is very important for the Kurdistan Regional Government because it reduces government bureaucracy. Not only the government--but the people--would like to see this kind of process in the region."

The General Director of Strategic Planning, representing the Kurdistan Ministry of Planning, reflected: "[The One-Stop-Shop] is a very good process from the perspective of time and costs and facilities provided to the people. We need employees who are well trained, and we need to raise awareness of this concept, so that we can build trust between citizens and the government such that when citizens go to these centers, they can have full confidence that their paperwork will be completed without going from desk to desk and window to window." As reflected in statements of support from ministerial representatives, *Tarabot's* work to improve public service delivery continues to bear fruit as the Kurdistan Regional Government increasingly embraces the One-Stop-Shop model.

Currently, *Tarabot* is working in partnership with the Kurdistan Ministry of Labor and Social Affairs to establish a One-Stop-Shop service center in Dahuk, which will offer Social Safety Net services. Undergoing necessary renovations to comply with the principles of *Tarabot's* architectural design, it is approximately 40 percent complete and expected to be completed in the coming months. Additionally, a bill of quantity for the One-Stop-Shop in Dahuk was completed this month.

Finally, a workshop was held for Social Safety Net staff at the Kurdistan Ministry of Labor and Social Affairs to introduce the basic methodologies and tools of customer service. *Tarabot* also conducted awareness sessions and delivered brochures to Ministry of Municipalities and Public Works directorates in Diwaniyah and Najaf, as well as the Ministry of Oil's Baghdad Oil Products Distribution Company and the Ministry of Justice.

## 2.9 Center of Excellence Initiative

On June 4, 2014, USAID-Tarabot formally launched the Iraq Center of Excellence (ICE) with a ceremony sponsored by the Council of Ministers' Secretariat (COMSEC), under the slogan "Towards Excellence in Government Performance." The event was attended by over 200 people including deputy ministers, governors, and heads of provincial councils. The event followed an official letter issued last month from Mr. Ali Al-Allak, the Secretary General, announcing the official establishment of the Center within COMSEC.

The Deputy Secretary General of COMSEC, Mr. Obeid Mahal Frayih, stated: "The *Tarabot* project had a huge impact on the establishment of the Center of Excellence. It was originally introduced by *Tarabot*, who have supported us from the first day and continues to do so. The establishment of the Center of Excellence will have a great affect on government entities by upgrading their work to new standards of excellence."

The ICE is the culmination of years of effort by the USAID-Tarabot project and its predecessor, Tatweer, to improve the institutional development and performance of Government of Iraq entities. In *Tarabot's* final year, this endeavor has been taken to another level with the Center of Excellence initiative, which serves to promote good governance, enhance accountability, and improve service delivery.



The Excellence model is a tool for measuring where an organization or entity is on the path to achieving their capacity development initiatives, and helps them to understand gaps and stimulate solutions. Through the promotion of sustainable, innovative, and transformational institutional capacity development initiatives, the ICE seeks to advance and award creativity and leadership in service delivery. To this end, the ICE will grant Excellence Awards annually to government entities that have excelled in their capacity development initiatives.

The event was followed by four workshops, attended by a wide range of representatives from Government of Iraq entities, each focusing on a specific criterion of the Excellence Model in leadership, strategy, operations, and knowledge.

Additionally, to support the establishment of the ICE model, *Tarabot* conducted meetings to follow up on the implementation of a work plan for the General Company for Ports of Iraq and the Ministries of Human Rights, Migration and Displaced, and Transportation.

## 2.10 Decentralization Initiative

*Tarabot* conducted a handover meeting with the *Taqadum* project, during which all important documentation from *Tarabot's* decentralization initiative, including a series of roadmaps, were discussed and delivered to *Taqadum*.

Meanwhile, a workshop was conducted in Basrah with representatives of the local government and the directorate of the Ministry of Health to discuss the results of a study, conducted with *Tarabot*, concerning the means of facilitating decentralization. Additionally, a workshop was conducted in Kirkuk with representatives of the local government and the directorate of the Ministry of Finance on administrative decentralization.

## **2.1 | Iraq Development Management System Initiative**

This month *Tarabot* continued work with the Ministry of Planning and the contractor tasked with designing the system to ensure its completion and approval. *Tarabot* also met with high-level officials from the Ministry of Planning and COMSEC to facilitate this process. Meanwhile, the Ministry of Planning is in the process of testing the Iraq Development Management System to prepare for its final deployment, and the uploading of 2014 projects into the system.

# PROJECT ADMINISTRATION

## Staffing and Deployment

As of June 30, 2014, USAID-*Tarabot* staff consists of 20 expatriates and 203 Iraqi nationals. Four expatriates and 69 Iraqi nationals will be separating from the project at the end of June. USAID approved replacing Richard Huntington with Jesse Bunch as Chief of Party, after years of service in Iraq. The *Tarabot* staff appreciate and honor Rick's professionalism, kindness and humor.

## Security

Owing to the incursion by ISIS forces, MSI took several steps to reduce the exposure to risk of project personnel. Approval was received to allow four expatriates, who would be ending their employment at the end of June, to repatriate early and work remotely from their home of record. Additionally, two staff members were sent to work from Erbil. After consultation with USAID and MSI in Washington, D.C., *Tarabot* decided to temporarily relocate six expatriate staff members to Dubai; one staff member to his home of record prior to his scheduled R&R, and two staff members to Amman. Staff members outside Iraq on leave were instructed to extend their leave or work remotely. After the security situation was assessed, approval was requested and received to bring all expatriate staff to Erbil for the month of July.

## Closeout

In June, MSI closed out all rented provincial properties, and an approval request was sent to the Contracting Officer for the disposition of project nonexpendable property to local NGOs and government agencies. In Kirkuk and Babil, MSI provincial staff will be allowed access to the office space in selected NGOs at no cost.

With the lease on Sumer House coming to an end on July 31, 2014, solutions were discussed with Sallyport regarding where the staff, and more problematically, the two large exterior conference rooms could be relocated. A solution was reached with URC; beginning in August, *Tarabot* will have use of the conference rooms in the URC Blue House, which will allow Sumer House to be returned to the landlord.

# ANNEX:TRACKER

Tarabot - Administrative Decentralization Component Provincial Engagement Tracker

Provinces	Project Planning				Project Management							Procurement							Decentralization				IDMS		
	3 Phases of Workshops completed	Multi Year Capital Investment Plan (WIS)	Or Job Training	List of projects prepared w/ criteria	PMI Processes	Estimation Technique & MS Project	Project's Feasibility Study	Earned Value Management	Structural Changes (PMO)	Pilot Project	MS Project adopted	Compliance with CoI Regulation	Procurement Standard Process Adopted	Procurement Plan Drafted	SBDs Adopted	Procurement Performance Indicators	Procurement Records Management	Reporting on Procurement Activities	Procurement Department Webpage	Subscription to de Market	Workshop held	List of powers created & submitted	List of obstacles created	Committee created	IDMS Training
Anbar	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Babil	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Baghdad	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Basrah	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Diyala	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Diwaniah	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Dhi Qar	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Karbala	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Kirkuk	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Maysan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Muthanna	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Najaf	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Ninawa	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Salah Ad Din	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Wasit	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

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