

PD-ABM-674
98852

FINAL REPORT

May 9, 1995 - May 8, 1996

DART/NIRAQ

Program Officer

AOT-5025-S-00-5115-00

Submitted to:
USAID/BHR/OFDA
Submitted by:
C.W.T. Hagelman, III

DART/NIRAQ Program Officer

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EXECUTIVE SUMMARY

The format of this report follows the Scope of Work developed for this contract. The achievements are discussed in length under the appropriate requirement. A summary of these accomplishments is as follows:

TRAINING:

- provided on-going in-house training to all Program Office staff and Field Monitors through organized, formal workshops and written and verbal feedback; and
- revised job positions and reorganized the Program Office to better utilize staff.

PROGRAM:

- integrated and coordinated the planning and management of all program resources (cash funding and in-kind);
- directed and drafted the development a program strategy;
- instituted a transparent DART review of projects;
- directed the development of priority areas for future rural resettlement efforts;
- dramatically improved coordination with UN agencies, local authorities and NGOs/PVOs;
- revamped program implementation to diminish personnel requirements;
- improved project monitoring;
- conducted an in-house assessment of the Rural Resettlement program
- recognized and set solutions in motion to develop baseline data for water, health and food distribution activities;
- planned and executed a low-cost, well-targeted Winter Heating Program, saving the USG millions of dollars by not requiring the importation of kerosene from Turkey;
- wrote the Program Operational Guidelines after numerous meetings with staff;
- increased flow of information between the Program Office and Field Offices; and
- increased emergency preparedness.

LOGISTICS:

- completely overhauled and upgraded the commodity management system;
- provided accountability through proper reporting and monitoring of all resources (cash and in-kind);
- coordinated commodity purchases with project requirements;
- eliminated acceptance of inferior commodities by vastly improving quality controls;
- centralized and tracked all UN sanctions clearance requests; and
- strengthened coordination between the DART and C-4 to monitor contracts.

During March, 1996, numerous meetings were held with the Team Leader, with a final hand-over undertaken on March 21, 1996. A Regional Program meeting was held on March 24, 1996 to discuss all outstanding issues.

It should be noted that this SOW needs be revised to reflect the transition of the program from DoD to USAID. For example, a great deal of my time and effort was spent working with NGOs/PVOs to help them understand USAID/BHR/OFDA rules and regulations to upgrade their operations. This output is not reflected in this report.

1. Plan, implement and manage the transportation and distribution system in northern Iraq.

When I arrived in Zakho, the Program Office handled only cash grants. The Logistics/Transport (LogTrans) Office had sole responsibility for the procurement, delivery and distribution of commodities. The Program Office was not involved in the planning, implementation or management of the transportation or distribution of commodities. Accordingly, procurement was not based on project requirements; accountability was not part of project reporting; and distribution was not verified against allocations. However, at the direction of OFDA/W, discussions began with the LogTrans personnel to plan the merger of the two offices in July, 1995. The offices were completely integrated by August, 1995. Job descriptions were designed for each member of the staff, with clear lines of authority and responsibility.

With the integration of the two functions completed, it was at last possible to assess needs for commodities, place orders for commodities based on need; track delivery from shipment to arrival at the Turkish/Iraqi border to final DART field office destination. For the first time, DART field offices were informed of what commodity, including quantity, expected dates of arrival, and specifications, would arrive. Previously, commodities had arrived with no notification beforehand. Field Offices did not know how much to expect, what to expect or when to expect commodities, much less the specifications. As Field Offices now had this information at their disposal, commodities have been formally inspected as they have been delivered and rejected if they did not meet specifications. This is the first time that suppliers of commodities have been held to the terms of their contracts.

The integration of staff responsible for commodities with the staff responsible for cash grants has been a very important accomplishment. It has allowed the staff to be aware of all aspects of the program, so that all resources are well integrated and monitored.

The Commodity Movement Specialist meets each truck with commodities at the border and reviews the waybill to ensure that the correct destination (i.e. Field Office) is mentioned. The Commodity Movement Specialist arranges for the truck to be escorted to its destination via a UN convoy. The Commodity Movement Specialist prepares a daily report for the Deputy Commodity Resource Specialist. The Deputy Commodity Resource Specialist compiles a report on a weekly basis, which is sent to the Field Offices to confirm delivery at each location according to waybills. The Field Offices complete the report and return it to the Deputy Commodity Resource Specialist, as well report deliveries weekly as part of a Weekly Commodity Status Report prepared each week for the Program Office.

Based on the Weekly Commodity Status Report, commodities can be shifted from one location to another, as needed.

Distributions are tracked on a macro level at each Field Office, as well as for each NGO, to ensure that the quantity allocated to each NGO is the quantity taken from the warehouse.

2. Identify priority relief and rehabilitation requirements in coordination with other donor representatives, UN agencies, NGOs/PVOs and local authorities both in Turkey and in northern Iraq using previous assessment reports and ongoing assessments in the field as a basis.

When I arrived in Zakho, NGOs had already submitted Rural Resettlement projects to the Program Office. These proposals were in the process of being rewritten by the Team Leader and sent to OFDA/W for approval. In June, 1995, OFDA/W asked me, as the Program Officer, to take control of the review process for these projects. Accordingly, I organized a Review Committee, developed issues papers, and held reviews of fifteen proposals to ensure that the proposals followed OFDA Guidelines for PVO Proposals. Minutes were kept for all meetings and a summary of the issues discussed was submitted to OFDA/W. Two proposals were returned for further work; one was revised sufficiently; the other was not. If an organization submitted a proposal for two different governorates, then the two proposals were consolidated into one at the request of OFDA/W. Ultimately, eleven projects were recommended for funding to OFDA/W. OFDA/W concurred and all eleven proposals were funded.

As a result of the visit of the Director of the Office of Foreign Disaster Assistance, I informed NorthWest Medical Teams that it should up-date its proposal to monitor health statistics and pharmaceutical distributions and suggested that International Catholic Migration Commission re-submit its proposal to provide access to improved housing for the temporarily urban displaced. Furthermore, as the Program Officer, I directed Global Development Center to Sulaimaniyah to develop a proposal to address the needs of the temporarily urban displaced.

As no donor had taken the lead to develop baseline data, I worked with International Catholic Migration Commission to develop baseline data on the urban displaced. This information was critically needed to accurately gauge the severity of the problem of the temporarily urban displaced, as well to assist World Food program with food distributions. Moreover, I worked with UNICEF to establish a baseline on water systems in villages.

In conjunction with local authorities and governorate Resettlement Committees, I managed the development of priority areas for future rural resettlement activities. Local authorities provided information indicating how many villages, schools and health clinics existed before the Anfal, how many villages, schools and health clinics were destroyed during the Anfal; and how many villages, schools, and health clinics have been restored to-date. Based on this analysis, districts and/or sub-districts which meet basic criteria (not near an international border and no mines) but have not been targeted in the past will be given priority consideration in the future.

To assist NGOs in the development of their proposals, Program Operational Guidelines were developed. These guidelines are used in conjunction with OFDA Guidelines

for PVO Proposals. DART Field Offices also participate actively in local Resettlement Committee meetings, where designs are agreed upon.

Finally, in order to improve the design and guidelines for rural resettlement projects, an in-house assessment was undertaken by all program staff, under my guidance. A standard questionnaire was developed and implemented on a random basis. The participants in the projects were interviewed directly to obtain feedback directly from the villagers. Their comments have been incorporated into Program Operational Guidelines.

3. Prepare project analyses, justifying the need and identifying the beneficiaries and citing such implementing information, documentation and reports as required to support recommendations and guide implementation of specific humanitarian assistance.

I drafted all memos providing justification for all project proposals submitted to OFDA/W for funding.

4. Reviews solicited and unsolicited project proposals from NGOs, PVOs and UN agencies. Ensure compliance with OFDA Guidelines for PVO proposals. Coordinate with potential grantees to ensure programmatic integrity and financial soundness.

The review process was discussed above. All NGOs received a copy of OFDA Guidelines for PVO Proposals, as well as OFDA reporting formats. Quarterly reports are reviewed and forwarded to OFDA/W.

For the majority of the NGOs implementing Rural Resettlement projects, OFDA/W designed a hybrid financial reporting system to allow these NGOs to qualify for a Working Capital Advance. I requested technical assistance from OFDA/W to lead a workshop to introduce this new reporting system. I recruited and hired a new staff member, a budget analyst, to receive special training, so as to be able to trouble shoot after the workshop. Under my direct supervision, the budget analyst reviews all financial vouchers, and when the financial forms are not completed correctly, works directly with local DART Field Monitors, and if necessary, the staff of the NGO.

As this process has proven to be very management intensive, I have recommended that all future grants be awarded only to NGOs/PVOs which comply with USAID criteria and regulations.

When I arrived in Zakho, Small Project proposals were reviewed and approved only by the Team Leader. However, I instituted a review process which included members of the Program Office and representatives from the Field Office submitting the Small Project proposals. Each proposal was discussed and voted on. A memo summarized approvals and rejections.

5. Develop program documentation as required to support contracting officer negotiations. Works closely with DoD to ensure requirements and specifications are adhered to in contracting process for services and commodities.

I worked hand in glove with the USAID/OFDA contracting personnel to process grants, by providing information as requested, such as the necessary details to support the inclusion of Other Direct Costs.

As the Program Officer, I have worked very closely with the C-4/Zakho Contracting Officer, the C-4/Incirlik Contracting Officers, and the C-4/Incirlik Controller. As a result of this close coordination, contracts were meticulously monitored, providing feedback on quality and timeliness of deliveries.

As a result of this close collaboration, I was able to note and alert WFP that it had not billed C-4 for ITSH expenses. I worked closely with WFP and C-4 to ensure that payment was made before the contract expired.

6. Identify requirements for Technical Assistance. Work with OFDA/W to develop scopes of work and identify end product requirements. Work with OFDA/W to develop programs to implement recommendations made by technical assistance reports.

I identified a requirement for technical assistance to explain the new financial reporting systems and to present the OFDA Guidelines for PVO Proposals. A SOW was developed for Lois McDuffee's TDY. Her recommendations have been implemented by the budget analyst, under my supervision. The second requirement was put on hold due to security considerations.

7. Liaise with other donors, UN agencies, NGOs/PVOs and local authorities in northern Iraq to identify target groups for receipt of relief supplies and assure effective delivery of United States Government humanitarian assistance.

When I arrived in Zakho, DART/NIraq did not liaise with other donors, UN agencies, NGOs/PVOs and local authorities in northern Iraq to identify target groups for receipt of relief supplies. However, after numerous consultations with UN agencies, NGOs/PVOs and other donors, I recommended that all DART field offices participate in local Resettlement Committees. These committees are comprised of UN agencies, NGOs/PVOs, other donors and local authorities and coordinate delivery humanitarian assistance. Now, each DART Field Office plays an active role in these meetings, in close consultation with the program Office.

I maintained close contact with UNICEF, initiating the first cash grant with UNICEF, and WFP, monitoring food distributions and requirements.

8. Assist in the procurement and quality control of all United States Government purchases. Coordinate with Supply and Transport Officer on developing food and fuel requirements and program.

When I arrived in Zakho, local staff interacted directly with local contractors. Although no proof exists that local staff profited from such contact, many local staff complained that their lives were at risk from local contractors which were not awarded contracts. Accordingly, local staff requested that they no longer have direct dealings with local contractors. I worked with the C-4/Zakho Contracting Officer to institute proper contracting procedures. It was agreed that only the C-4/Zakho Contracting Officer would henceforth discuss and negotiate contracts. Interested local contractors could pick up information about contracts to be awarded, but all questions concerning the contracts were referred to the C-4/Zakho Contracting Officer. Local program staff no longer deal directly with local contractors.

When I arrived in Zakho, fuel was no longer provided to all NGOs/PVOs working in northern Iraq; fuel was only allocated, on a quarterly basis, to NGOs implementing activities using DoD resources. By the end of FY95, NGOs/PVOs were requested to indicate total fuel requirements in project proposals. Fuel was either provided in-kind or a line item to purchase fuel was included in the budget. Total fuel requirements have been provided separately to UNICEF for health projects and to the Crop Protection Program (CPP). Remaining fuel quantities will be allocated for DART administrative needs.

The Supply and Transport Officers have not been involved in the development of food and fuel requirements for the past year.

The DART/Niraq program continues to mature. In order to reduce administrative cost and decrease management requirements, I have proposed to slowly withdraw from commodity procurement. This step has already been completed with fuels (gasoline and diesel). I have also recommended that, in FY96, all construction commodities be included in an NGO/PVO project proposal except for four basic construction commodities (cement, spindar, rebar and binding wire). The four basic commodities will continue to be provided in-kind to the NGO. The USG is able to obtain better quality by purchasing large quantities for the commodities which require sanction approvals.

When I arrived in Zakho, the tracking of the sanction clearance process for commodities which must be approved by the UN was not centralized or properly tracked. Under my direction, a comprehensive system was put in place, 1) noting who was involved in the process; 2) when requests were submitted; 3) when the request was approved; and 4) when the approval expired.

9. Monitor program implementation and provide quality assurance evaluation of local contractors and grantees to assure effective monitoring and reporting on conditions and program execution.

When I arrived in Zakho, there was no quality control. Commodities arrived unannounced at field offices and field offices were not provided with specifications of commodities ordered so that commodities could be inspected when they were received. As a result, many commodities distributed to UN agencies and NGOs/PVOs were of poor quality.

In August, 1995, I, as the Program Officer, was finally allowed to assume responsibility for the development of requests for commodities. As a result, Field Monitors were consulted to determine quantities required at each location and specifications desired. This information was provided to C-4 Contracting Officers. Copies of contracts were provided to each Field Office so that quality control could be assured as commodities were delivered. Commodities which did not meet stated specifications were rejected. When appropriate, samples of the rejected materials were sent to the program Officer and/or Contracting Officer. The samples were used to negotiate with contractors for either lower prices or replacement quantities.

In order to monitor program implementation, I requested that each Field Office establish a monthly schedule for field visits. Field visit reports are attached to weekly reports, and summarized in the weekly report. In addition, I, always accompanied by Program Office staff, made numerous field trips with the appropriate Field Monitor to also review program implementation.

10. Work with other DART staff to identify information requirements and develop standards for field monitoring of USG-funded programs.

I jointly worked on revising format of weekly report from field office with the Information Officer as well as the revisions to the format of the Information Officer's weekly cable. Before releasing the format for site visit reports to the Field Offices, the outline was shown and discussed with Info Officer.

11. Remain observant and provide input to the Information Officer on various topics.

I provided input for each weekly report, such as memos and reports from the Field Offices reporting on program implementation. Furthermore, I reviewed, recommended changes, and made comments on each draft weekly report.

12. Conduct contingency planning for future internal displacements of populations.

In order to ensure a prompt response in the event of an emergency, I led a series of planning discussions for what actions should be taken. However, the situation has changed and massive internal displacement is no longer a probability. However, I designed the planning process to respond to emergencies.

13. Monitor USAID programs, DoD projects, and use of DoD-supplied materials by visiting projects sites, relief recipients, as well as reviewing NGO reports, and maintaining regular contact with DoD relief consignees.

When I arrived in Zakho, commodities which had been ordered earlier were beginning to arrive, but few, if any preparations had been undertaken for to assure proper warehousing was available. Once LogTrans was consolidated with the Program Office, an overall assessment of warehousing requirements and commodity management systems was undertaken by the Program Officer. Not one Field Office had proper warehousing or acceptable commodity warehousing systems. At all locations, commodities had been unloaded into warehouses, piled to the roof, improperly stacked. Commodities could not be counted or accounted for.

Under my management, field office by field office, warehousing space was increased. At some locations, this meant that additional warehouses or completely new warehouse compounds were obtained. In other locations, repairs were made to warehouses to improve conditions. Once sufficient space became available, all commodities were re-stacked and counted. Commodities were re-bagged or re-conditioned, as necessary. Commodities were stacked on pallets and away from walls. Appropriate staff were hired to manage the warehouses. A system was put in place to authorize distributions from the warehouse to NGOs. Weekly Commodity Status Reports are submitted to the Program Office, noting commodities received and issued, to monitor inventories and distributions.

I have recommended and implemented the closure of the warehouse in Zakho, as sufficient warehouse space now exists in Dohuk. I have also recommended that the warehouse in Erbil be closed and the commodities in the warehouses in Dohuk and Sulaimaniyah be provided in-kind to the NGO/PVO with a rural resettlement grant in those areas.

I monitored USAID programs and DoD projects and materials by undertaking frequent field visits and delegating supervision to field monitors. The monitoring system of USAID and DOD funded activities includes visiting project sites, meeting with project participants, and reviewing NGO reports. DoD relief consignees no longer exist.

Additionally, I met regularly with all NGOs, either to answer questions about USAID/BHR/OFDA rules and guidelines or to learn more about the programs implemented by NGOs not funded by the USG.

14. Represent OFDA at UN, donor and NGO coordination meetings in northern Iraq or Turkey, as appropriate. Complement on-going activities, prevent duplication. Provide leadership in donor coordination as assigned.

I met regularly with UNICEF and WFP officials in Erbil. Field Representatives were responsible for attending NGO coordination meetings (chaired by IRCU) at governorate level. No donor coordination meetings have been held in northern Iraq or Turkey.

15. For assigned staff, provide supervision and guidance in the performance of their assigned duties. Develop staff work schedules.

When the staff from the LogTrans Office joined the Program Office, their job responsibilities were vague and overlapping. Some staff were being under-utilized as the functions they had been asked to perform were no longer relevant. As a result, under my direction, all assigned staff worked together to list all job functions that would be required of the program Office. From this list, new positions were created and job descriptions for each job position were drafted.

Each staff member received work performance counseling and/or feedback, either verbally or by memos. Staff were praised of a job well done, and were provided suggestions when work could be improved.

In order to strengthen the skills of staff in the Program Office, as well as the Field Monitors in the Field Offices, three in-house training workshops were organized. The first, held in Sulaimaniyah, provided theoretical information on the various levels of monitoring. The second, co-hosted by Zakho and Dohuk, applied the theoretical information to the monitoring responsibilities of the Field Monitors by developing a standard list of questions to be used during site visits. The third workshop, held in Zakho, focused on financial monitoring. This was the first in-house training program staff had received.

Letters of commendation were written for all Program Office staff.

16. Advise DART/Niraq Team Leader on additional staffing requirements in the field in programs area.

I recommended to the Team Leader that a Field Office Manager position should be created in Dohuk; that an additional Field Monitor position should be approved for DART/Sulaimaniyah; that a Regional Field Monitor position was necessary in Program Office to monitor projects implemented in more than one governorate; and that a budget analyst position was needed in Program Office to properly track the NGOs' Working Capital Advances (WCA).

17. Participate in the development of situation reporting, action planning, resource tracking, documentation and commodity consignment systems.

Before the LogTrans staff and duties were consolidated into the Program Office, the Program Officer played no role in these activities. After consolidation, as the Program Officer, I assumed full responsibility for resource tracking, documentation and commodity consignment systems. Under my direction, program staff studied the situation needs, planned and proposed what and quantities to be ordered; tracked commodities from delivery to allocation to distribution; reviewed waybills and project reports; and followed Weekly Commodity Status Reports prepared by the Field Offices for the Program Office.

Under my direction, the Program Office assumed primary responsibility for tracking DART/NIraq resources. In FY95, this included the management of the Spend Plan. Once I, as Program Officer, was given responsibility for proposing commodity requirements, all purchase requests were funneled through the Program Office to make certain that there was no duplication or that funds were not over-obligated. In FY96, I have held regular monthly meetings with the C-4/Incirlik Controller to review the Financial Report prepared for OFDA/W. All forms used by DoD to reserve funds were initiated by the Program Office. By centralizing the oversight of resources, resources were closely managed.

As the Program Officer, I coordinated the process to revise the DART/NIraq Strategy by soliciting ideas and comments from all DART staff; writing the first draft of the DART/NIraq Strategy; distributing a copy to all DART field offices; leading discussions on the draft; and incorporating the comments of the DART staff into the document recommended to Washington.

I was called to Ankara in February and asked to provide a new draft DART/NIraq Strategy to reflect recent security concerns. In addition to the draft requested, I also updated the draft DART/NIraq Strategy submitted to OFDA/W in November, 1995.

18. Participate in planning meetings. Encourage contributions from all team members into the team action planning process.

Given the constant turnover in Team Leaders during this period (there were five), as Program Officer, I took the lead in future planning. The Program Office regularly held regional meetings to discuss programmatic issues, to plan for the future and to critique past activities. Originally, the Program Office staff met separately with Field Office staff after Regional Meetings. However, as Regional Meetings were not regularly held every month, Regional Program Meetings have been institutionalized. I assumed responsibility for developing the agenda and writing up the minutes of Regional Program Meetings, but now, agendas are developed by Program Office staff and led by Program Office staff. At these meetings, issues of general interest to all field offices are discussed. Field Office staff have the opportunity to meet separately with the Program Officer (and relevant Program Office staff) after the Regional Program Meeting.

In addition to planning and drafting the DART/NIraq Strategy, I have also planned and implemented:

- a well-targeted, closely monitored Winter Heating Program;
- revisions to the Small Projects (now Rapid response Fund) application and approval process;

- an in-house assessment of the Rural resettlement program; and
- a system to monitor agriculture (crops, rainfall, etc) to determine potential food shortfalls.

19. Through the DART, maintain close communication with OFDA/W. Inform on current situation, work progress, problems, planned actions, requests for technical reviews, and effectiveness of response.

I sent e-mails, memos, faxes to satisfy these requirements.

20. Evaluate: lessons learned, individual performance of unit personnel, political problems, inter-agency inter-operability issues, concerns, future needs, recommended changes.

Political problems were evaluated by the POLAD and Team Leader. There were no inter-agency inter-operability issues.

I sent wrote numerous e-mails and memos addressing future needs and recommending changes.

I coordinated the DART/NIraq comments on the BHM evaluation by distributing copies of the draft BHM document to the Team Leader, Field Office Managers, the Administrative Officer, the Information Officer, and the Program Office staff. I wove all the comments provided by the team into a single response.

I was asked to provide comments and feedback on a paper entitled *Lives Versus Livelihoods: How to Foster Self-Sufficiency and Productivity of Disaster Victims* by Sue Lautze. I provided examples from northern Iraq which could be considered for inclusion in the paper, as well as challenged some of the thoughts presented in the paper.

I proposed the implementation of an in-house assessment of the Rural resettlement program to be developed by the Field Monitors and the Program Office staff. The staff proposed a variety of questions to be asked; critiqued and selected the questions to be used in the survey; translated the questions to ensure uniformity; set up an implementation schedule; determined a random sampling of participants to be interviewed; and implemented the survey. For the first time, the villagers/recipients will have provided direct input in the design and guidelines in Rural resettlement programs.

All of the Program Office staff have been provided with Letters of Commendation, noting their special contributions to the implementation of the DART/NIraq program.

21. Learn and be able to operate OFDA communications and data processing equipment.

I was trained to operate the satcom system and laptop computer equipment.

Attachments:

- Regional Program Meeting Agenda and Minutes: July, 1995
- Regional Program Meeting Agenda and Minutes: August, 1995
- Regional Program Meeting Agenda/Workshops/Outstanding Issues: October, 1995
- Regional Program Meeting Agenda: November, 1995
- Regional Program Meeting Agenda: December, 1995
- Regional Program Meeting Agenda: February, 1996
- Regional Program Meeting Agenda: March, 1996



OFFICE OF U.S. FOREIGN DISASTER ASSISTANCE
DISASTER ASSISTANCE RESPONSE TEAM
OFDA/DART
OPERATION PROVIDE COMFORT
ZAKHO, N. IRAQ

MEMORANDUM

Date: 25 July 1995
To: DART/Dohuk, DART/Erbil, DART/Sulaimaniyah, C-4 CO
From: Program Office
Subject: DART/NIraq Program Meeting (Dohuk: 29 July)

1. The purpose of the meeting is to discuss project procedures and outline a calendar for the next ten months for projects.
2. The Program Office would like to review a number of issues with the DART Field Offices in Dohuk, Erbil and Sulaimaniyah.
3. Attached is the agenda for the meeting.
4. The meeting will be held at DART/Dohuk office, on July 29th, 1995 at 8:30 AM.
5. DART/Erbil and DART/Sulaimaniyah staff should be in Zakho (guest house) by the evening of 28 July.
6. Departure from Zakho to Dohuk should not be later than 7:45 AM of 29 July 1995.
7. Each DART office is to determine who should accompany the Field Office Area Manager to the meeting and inform Musa Mohammed by radio.

cc: Tom Brennan, Acting Team Leader

1. Open meeting; new program office structure and who does what: (8:30 - 9:30)
2. Small purchase contract: (9:30 - 10:30)
 - Present format: proposed changes
 - Approval system: at field office level; at the program office level; timing (when/how often)
 - special cases: what if only in-kind materials are requested

Tea break : (10:30 - 10:45)

3. Project management/implementation: (10:45 - 11:45)
 - What to do when the villagers don't finish building their houses
 - Should all locally purchased commodities be "tax-free"
 - Lack of support from local administration
 - Field office responsibilities
 - Program office responsibilities
4. Project reporting: (11:45 - 12:30)
 - Format for NGOs
 - Format for DART Field Office Weekly Report
 - Reporting Schedule for Field Office on Projects

Picnic at the Dohuk Reservoir: (12:30 - 14:00)

5. Field office recommendation for project proposals: (14:00 - 15:00)
 - Who provides what
 - What does it say/Format
6. Resettlement project review: (15:00 - 16:00)
 - Review of just completed process
 - Changes/deletions/additions
 - Link with Commodity requirements/stocks
7. Fuel requests: (15:45 - 16:15)
 - Reporting Format/Allocation request
 - Who gets what (diesel/gasoline)
 - Process: who submits what when to whom

Tea break: (16:30 - 16:45)

11. Proposed calendar/ future planning: (16:45 - 18:00)
 - August/September: WFP evaluation (Action: DART/Erbil)
 - October/November: resettlement committee meetings (Action: all DART FOs)
 - November: program office completes revisions to strategy for FY96
 - November: evaluation for resettlement projects (with OFDA/W)
 - December: proposal preparation workshop for NGOs
 - March 96: deadline for field offices to receive resettlement proposals
 - April 96: deadline for program office to receive resettlement proposals; reviews held
 - 01 May 96: all proposals in OFDA/W



OFFICE OF U.S. FOREIGN DISASTER ASSISTANCE
DISASTER ASSISTANCE RESPONSE TEAM
OFDA/DART
OPERATION PROVIDE COMFORT
ZAKHO, N. IRAQ

MEMORANDUM

Date: 3 August 1995
To: DART/Dohuk, DART/Erbil, and DART/Sulaimaniyah
From: Program Office
Subject: Report on Program Office Meeting in Dohuk (29 July)

1. Small Purchase Requests: The Program Office informed the Field Offices that all small purchase requests submitted to the Program Office will be reviewed and considered for funding, but no additional requests should be submitted until the Program Office has confirmed that additional funding for small purchase requests is available again.

The Field Office was asked to thoroughly review proposals at the Field Office level, making certain that all the information required was provided; that the prices had been verified; and that a recommendation indicating why the request should be funded be provided. The Program Office would no longer perform these functions on behalf of the Field Offices.

The cover sheet (which is to be completed by the Field Office) was discussed. Changes were discussed and agreed upon. The approved revised cover sheet is attached and will be provided to Field Offices on diskette.

DART/Erbil suggested that the Program Office establish guidelines for the project description section and provided a proposed format. A discussion ensued, with some favoring guidelines and others worried that such guidelines might diminish the flexibility of the small purchase process. The Program Office accepted DART/Erbil's proposed format to study. The issue will be discussed further after the Sulaimaniyah (August) Regional Meeting.

ACTION: At the Sulaimaniyah (August) Regional Meeting, the Program Office and the Field Offices will review a revised invoice system and project description guidelines.

2. Project Proposal Review Process: The process to review Resettlement Grant proposals was summarized (after being vetted by the Field Offices, proposals were reviewed by a committee made up of Zahko-based staff as well as representatives from the appropriate Field Offices). The floor was opened for discussion. Everyone indicated their satisfaction with the recent project proposal review system, noting that it had provided an opportunity for them to learn more about USAID/OFDA procedures and for their comment to be heard. It was agreed that this system for large proposal reviews should be continued.

ACTION: The Program Office asked to be informed of all Resettlement Committee meetings, in case it was possible for someone from the Program Office to attend to learn more about the Resettlement Committees.

ACTION: Now that Resettlement Project proposals have been reviewed and recommended to OFDA/W for funding, Field Offices are requested to contact Global Partners to indicate the villages mentioned in the proposals that will require well drilling.

After the Resettlement Project Proposals were sent to OFDA/W, the Program Office reviewed all proposals, by governorate, to determine quantities of construction materials requested in total, and compared these totals against stocks presently held in DART warehouses in each of the governorates. It was determined that DART has not yet stockpiled sufficient quantities of construction materials for the FY95 program (except for spindar). When the Spend Plan was revised in Incirlik on July 16, the remaining requirements were calculated. However, it was not until later that it was realized that 1) the DART offices were distributing construction material without informing the Program office and 2) the construction materials for approved small purchase requests had not been included in the calculations.

A review of reporting on construction materials by Field Offices led to a revision in the tables to completed by the Field Offices on a weekly basis. The new tables include all construction materials and fuel. The new tables will allow Field Offices and the Program Office to better track commodity movement. It also requires that all distributions are authorized (the project number) as well as receipts (a "call" number provided by the Contracting Officer). DART/Erbil noted that the form could be improved to better manipulate the data captured in the tables. The DART/Erbil Field Office Area Manager agreed to work with the Commodity Control Specialist to reformat the form. In the meantime, the Field Offices were asked to use the new tables.

ACTION: DART/Erbil will work with the Commodity Control Specialist before the Sulaimaniyah (August) Regional Meeting so that the form can be finalized and distributed at that meeting.

The Contracting Officer indicated that, henceforth, he would pay no more bills which he had not authorized in advance. Accordingly, when he agrees to a purchase, he will issue a call number and state the specifications and the quantity of a commodity; the location to which the commodity should be delivered; and the timeframe for delivery. A copy will be given to the vendor and a copy to the Program office. The Program office will include the call in its Master List and forward a copy to the appropriate Field Office. The Field Office will verify the quantity, specifications and delivery date against this document. All agreed to this change.

The Contracting Officer also discussed the present bid system. The Contracting Officer was asked to remove the DART Field staff from the process. It was suggested that a bulletin board be erected in front of each Field Office. On this board, the Field Office would post notices from the Contracting Officer requesting bids. The notice will state that forms will only be available from the Contracting Officer in Zakho and must be returned to the Contracting Officer in Zakho. This idea was accepted by all Field Offices and the Program Office.

ACTION: All Field Offices are requested to erect a Notice Board outside their offices.

3. Fuel Allocations: Fuel Allocations were made late this quarter. Field Offices were asked to provide the next quarter's requests by 15 September. Field Offices were reminded that fuel could only be requested against an approved NGO activity. The Program Office confirmed that OFDA was not providing fuel to all NGOs operating in northern Iraq (This policy was discontinued for gasoline as of April 1995; as of July, 1995, diesel has also been discontinued for all NGOs.) The Program Office asked that the Field Offices clearly state the new policy that fuel would only be provided to those NGOs who had requested fuel in a project proposal.

The new fuel reporting table was also introduced. Field Offices were informed that allocations should only be made against approved distribution lists.

The Program Office indicated that the UNICEF requirements had not been included, because the Field Offices had not properly reviewed the UNICEF requests. Rather, the Field Offices had passed on requests, without analyzing how many vehicles would receive fuel, how many kilometers they would travel on average and how many days they would be in use. Field Offices were asked to quickly provide this analysis so that fuel allocations for UNICEF could be authorized by the Program Office.

The Program Office issued authorization for allocations based on information available in Zahko. The Field Offices were asked to verify the opening balances and the allocations and report any discrepancies immediately to the program Office.

ACTION: Field Offices are to provide their analysis of UNICEF's requirements and correct their fuel allocation tables, as appropriate.

4. Reporting: The revised format developed by the Program Office and the Information Officer was distributed. This format better captures the DART/NIraq program and provides readers a clearer picture of how resources are integrated. This format only pertains to the "Program Issues" section of the Weekly Reports prepared by the Field Offices. Field Offices were reminded to provide copies to the Program Office, as the Program office used this report to monitor the Field Offices' project oversight.

The (OFDA) format for NGO reporting was also distributed. DART/Erbil asked if feedback would be welcomed. The Program Office responded that NGO reporting had been standardized for all OFDA grants, and thus the OFDA format should be used. Field Offices were reminded NGOs would provide quarterly narrative reports, but monthly financial reports.

ACTION: The Program Office will provide guidance on financial reporting after the Sulaimaniyah (August) Regional meeting.

5. Project management/implementation: Field Offices were reminded that their responsibilities would be changing once the Resettlement grants begin to be implemented by NGOs. Accordingly, it was important for Field Offices to prepare make certain that they are properly staffed to meet the challenge of monitoring these new grants.

DART/Erbil replied that more staff were not needed, but more vehicles were. DART/Erbil was advised to review the vehicles presently being rented and replace those which could not provide DART/Erbil with transport to the field (long distances). Once DART/Erbil

had maximized its rental fleet, it should request authorization to increase the size of its rental fleet. DART/Sulaimaniyah indicated that it would probably need to ask for more staff and vehicles. DART/Dohuk stated that it would present its requirements after further study. All Field Offices were advised to put their requests in writing and provide strong justifications.

DART/Sulaimaniyah suggested that monitoring should be standardized, and noted that DART/Sulaimaniyah had circulated a document on monitoring earlier, but had gotten no feedback or comments. As such, a workshop on monitoring was proposed. DART/Erbil responded that its staff was sufficiently trained. The Program Office suggested that DART/Sulaimaniyah develop the workshop for its staff (DART/Sulaimaniyah has recently hired a new Field Monitor) and invite staff from other offices to attend. The Program Office offered to help develop the workshop, as standard reporting would be of great value to the Program office. Furthermore, the Program Office will suggest that the new Regional Field Monitor attend.

ACTION: DART/Sulaimaniyah will announce at the Sulaimaniyah (August) Regional meeting when the Monitoring Workshop will be held.

6. Field Office Recommendations: The Program Office reviewed the responsibilities of the Field Offices and the Program Office, as was reported in a July 8 memo to the Field Offices. The Program Office reiterated that the Field Office should determine if the project is sound, prices reasonable, all information included, supports the DART/NIRaq strategy, and have a recommendation signed by the FOAM (Field Office Area Manager. If a document was incomplete or had not been properly reviewed, it would be sent back to the Field Office by the Program Office.

7. The New Program Office: The Program Office introduced all of its staff members and asked each to state what they did. This allowed the Field Offices to understand the linkages between all the staff members, as well know was responsible for what.

Two additional items discussed:

WATER ASSESSMENT: The water sector assessment undertaken by Paul Smith at the request of the Acting Team Leader was distributed. A person from each Field Office was identified to review the information and correct/add/delete information, as necessary. Final comments are due back in the Program Office in six weeks.

ACTION: Field Offices will provide their input by 9 September.

EMERGENCY RESPONSES: Field Offices were asked to define what constituted an emergency and how each office would respond in an emergency. Field Offices asked to think about this and take up this topic again at the next Regional Meeting

ACTION: Emergency responses will be part of the agenda at the Program Meeting to be held after the Sulaimaniyah (August) Regional Meeting.

attachments: Small Purchase Request (with revised cover sheet)
Program Office Calendar

4

PROGRAM OFFICE CALENDAR (August 94 - May 95)

August/September:	WFP Evaluation
September/October:	OFDA/W evaluation of DART/NIraq
November:	Program Office completes revisions to strategy for FY96
December:	Resettlement Committees finish review of standards/designs
January:	Proposal Writing Workshop for NGOs (OFDA/W)
March 96:	deadline for Field Offices to receive Resettlement proposals
April 96:	deadline for Program Office to receive Resettlement proposals; reviews held
01May96:	all proposals in OFDA/W



OFFICE OF U.S. FOREIGN DISASTER ASSISTANCE
DISASTER ASSISTANCE RESPONSE TEAM
OFDA/DART
OPERATION PROVIDE COMFORT
ZAKHO, N. IRAQ

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Date : August 5, 1995
To: DART/Duhok, DART/Erbil, DART/Sulaimanyah, C4 CO
From: Musa Mohammed; Program Office 
Subject: Program Meeting (Sulaimanyah)

1. The Review Committee will review the GDC proposal on 8 August at 8:30.
2. The Program meeting will be held from 14:00 to 18:00, 8 August.
3. Status of Project requests (including Small Purchase) previously reviewed will be discussed as follows:
DART/Dohuk: 8:00 - 10:00; 9 August;
DART/Erbil: 10:00 - 12:00; 9 August; and
DART/Sulaimaniyah: 14:00 - 16:00; 9 August
4. The Review Committee will hold the final review for GDC on 10 August at 8:30 hours.

Attachments: Program Meeting Agenda

CC: Tom Brennan, Acting Team Leader
Sydel Maher, Administration Officer
Files

Program Meeting
Agenda
Sulaimanyah
8 August 1995

1. Follow-Up Actions (14:00 - 14:30)
 - GP contacted
 - Notice boards erected
 - Monitoring Workshop scheduled
 2. Small purchase contracts: (14:30 - 15:30)
 - Revised invoice system
 - Project description guidelines/priorities
 - Budget availability
 3. Fuel allocation: (15:30 - 16:30)
 - Analysis of UNICEF's requests
 - Feedback on Field offices' fuel allocation tables
 - Revised forms for the commodity/fuel reports (??)
- Tea break: (16:30 - 16:45)
4. Project management/implementation: (16:45 - 17:30)
 - Financial reporting (guidelines for the NGOs)
 5. Emergency response: (17:30 - 18:00)
 - Definition of emergency
 - Procedures for processing requests



OFFICE OF U.S. FOREIGN DISASTER ASSISTANCE
DISASTER ASSISTANCE RESPONSE TEAM
OFDA/DART
OPERATION PROVIDE COMFORT
ZAKHO, N. IRAQ

MEMORANDUM

Date: August 16, 1996
To: See Distribution List
From: Program Office
Subject: Sulaimaniyah Program Meeting Minutes (8 August)

1. Follow-Up Actions:

a. Global Partners (GP):

- DART/Duhok stated that GP well drilling activities will not include Duhok governorate. DART/Duhok has informed NGOs that priority for FY95 funding for resettlement projects for Duhok governorate will be given to areas which has surface water and does not need well drilling.

- DART/Erbil stated that Wells Of Life (WOL), Global Partners' implementing agency for Erbil Governorate, has been contacted by Iraq Trust and KSRO to clean and flush 28 wells. If the wells can not be cleaned and flushed, WOL will drill a new well.

- DART/Sulaimanyah has contacted Global Partners; Global Partners has been informed of the locations for well drilling.

Action: no action required

b. Notice Board:

- DART/Duhok stated that they have ordered the board but not yet been received. DART/Duhok indicated that by 20 August the board will be ready and installed in front of the Office.

- DART/Erbil stated that it has not made the order yet but stated that it would be done immediately.

- DART/Sulaimanyah has installed its Notice Board; the Board is ready for notices for bid requests from the Contracting Officer.

Action: DART/Erbil needs to order a Notice Board immediately.

DART/Sulaimanyah raised another issue: some contractors are delivering materials to Sulaimanyah warehouse without a written contract showing the quantity, quality (specifications), and time period for delivery. Although it was agreed that deliveries made now are based previous verbal agreements, the Contracting Officer proposed that all existing verbal arrangement be listed so that the Contracting Officer can develop a written contract for the verbal agreements. One copy will be provided to the vendor and one copy will be provided to the Program Office. The Program Office will be responsible for making certain that the appropriate Field Offices receive a copy.

Accordingly, no more verbal orders will be honored, and Field Offices will know if a delivery is authorized and should be accepted.

Furthermore, the Contracting Officer will draft a standard letter (in English and in Kurdish) on OFDA/DART letterhead, stating that the commodities are part of the OFDA/DART Humanitarian Program. The letter should facilitate passage at check points.

Action: The Commodity Resource Specialist will provide the Contracting Officer with a list of outstanding deliveries; the Contracting Officer will develop contracts for the remaining quantities to be delivered; as well as a cover letter; and the Program Office will insure that the appropriate Field Offices are informed.

c. Monitoring Workshop:

- DART/Sulaimanyah stated that the Monitoring Workshop will be held in September; the exact date will be set after the arrival date of the evaluation team is announced.

Action: The Program Office will inform DART/Sulaimanyah of the dates for the evaluation team, so that DART/Sulaimanyah can coordinate the Monitoring Workshop with John Mason.

2. Small Purchase Contracts:

a. Revised Invoice System:

- The proposed format for invoices for the small purchase projects was distributed and discussed. Changes were requested; these modifications have been made. The Small Purchase Project Invoice has been distributed to all Field Offices, with a cover memo noting that the Field Office is now responsible for tracking payments and submitting invoices directly to the Contracting Officer.

- Speaking of the invoice system, the Contracting Officer stated that payments will be made every two weeks; The schedule for the next two months is as follows:

14th - 15th - 16th August;
28th - 29th - 30th August;
13th - 14th - 15th September; and
27th - 28th - 29th September

- The Contracting Officer asked that all NGOs and suppliers be informed:

1) of the payment dates; and

2) that payment will only be released to an authorized representative. The Field Office will no longer be allowed to collect payments for NGOs and suppliers.

- The Contracting Officer stated that this would be effective immediately.

- The Contracting Officer was asked why reimbursements are not made for the full amount of the receipts. The Contracting Officer reminded the Field Offices that payment

can only be made against the terms of the contract. Thus, payment can be made 30/60/100 or 50/100, depending on the contract.

ACTION: Field Offices are to inform NGOs and suppliers immediately of the payment dates and their responsibility to pick up payments.

b. Project Description Guidelines/Priorities:

- All participants agreed that the Small Project process (including project description guidelines, and activity priorities) should be as flexible as possible. Thus no guidelines or priorities will be set for the Field Offices.

Action: no action required

c. Budget Availability:

- The Program Office informed the Field Offices that, as a result of the last revision to the Spend Plan, funds have been allocated for project proposals that have already been reviewed and recommended to be funded (including those that were returned to the NGO for requested revisions). The Field Offices were also informed that no more proposals should be sent to the Program Office until they are informed by the Program Office that additional funds have become available for small purchase contracts. The Field Offices were also asked to prioritize the projects that they have already received and to send a letter to every organization that has submitted proposals to inform them that the funds for this year have been allocated; that their proposal is on hold, pending the availability of additional funding; and that if they wish to submit the proposal to another donor, to please request that their proposal be returned.

Action: The DART Field Offices need to prioritize their small purchase projects already submitted and send a letter informing NGOs that funding is not now presently available.

- Speaking of project activities, the Program Officer commended DART/Sulaimaniyah for the map that had been prepared showing all funded activities. However, the Program officer noted that it was too large to give to the Governor. DART/Erbil was commended for preparing a map that could be given to the Governor, but unfortunately the map did not show all activities. All DARTs were requested again to prepare maps of a size that can be given to the Governor with colored dots to indicate projects as soon as possible.

Action: All Field Offices will prepare maps, showing all USG-funded activities, for the Team leader to provide to each Governor.

3. Fuel Allocation/Commodity Reporting:

a. Analysis Of UNICEF Fuel Requests:

- The Program Office reminded the Field Offices that the Program office could not allocate fuel for UNICEF until the Field Office had submitted a request it had reviewed. The Program Office and the Field Offices agreed that UNICEF requests must include the number of vehicles, proposed use, approximate number of kilometers travelled per day so that the Field Office could calculate (using an average fuel consumption) the requirements for each vehicle involved in the malarial Control project. Fuel will only be provided for the UNICEF Malarial Control project. DART/Sulaimanyah stated that the UNICEF/Sulaimanyah request had been

submitted by UNICEF/Erbil to DART/NIraq because UNICEF/Sulaimaniyah did not want DART/Sulaimaniyah to review the request closely. The Program Office repeated that no UNICEF request could be processed by the Program Office without a review by the appropriate DART office. The Program Officer raised this same issue with UNICEF, during a courtesy visit in Erbil on August 10.

Action: DART Field Offices should review UNICEF's request and forward to Zahko.

b. Feedback On Field Offices' Fuel Allocation Tables:

- The Program Office discussed its memo which provided comments on the first effort of the Field Offices to use the new tables.

Action: DART Field Offices will continue to use the form provided at the Dohuk Program meeting until further notice.

c. Revised Fuel/Commodity Report Forms:

- The Program Office noted that the tables were not yet in final format, as John Pierce and Mohammed Sulaiman had not yet had a chance to work on the present format. DART/Sulaimaniyah indicated that it would also like to suggest some ideas. The two DART Field Offices were encouraged to work together so that John and Mohammed could work together at the next Regional Meeting.

- DART/Sulaimaniyah raised the issue on projects requesting in-kind materials. The Program Office noted that, because no proposals had been submitted at the same time the NGO submitted its proposal to another donor for cash, the Program office had no idea of the quantities of commodities required, and thus, had not included these requirements in the latest revisions of the Spend Plan. DART/Sulaimaniyah was asked to provide the requirements without further delay so that these requirements could be taken into consideration.

ACTION: John Pierce and Getu Reta should meet before the Regional meeting to discuss their ideas so that John Pierce and Mohammed Sulaiman can finalize the format. DART/Sulaimaniyah will provide the quantities (and value) of commodities requested to the Program Office as soon as possible.

4. Project Management/Implementation :

- The Program Office distributed and explained the Request for Advance or Reimbursement (Form 270), which will be used for OFDA-funded grants. The Program Office also explained that the NGO should submit receipts, a Monthly Project Financial Summary Report, and a Form 270 to the Field Office. The Field Office should review the receipts against the Monthly Project Financial Summary Report and Form 270. If the Field Office concurs, the Field Office should note it has reviewed the documents, return the receipts to the NGO and forward the Monthly Project Financial Summary Report and Form 270 to the Program Office.

- A memo with this information, including a model Monthly Project Financial Summary Report, has been sent to each Field Office.

- During the individual meeting with the DARTs, each Field Office was asked to contact the NGOs receiving an OFDA grant to complete a Form 270, requesting an advance for the next 90 days.

Action: DART Field Offices should contact NGOs who have submitted proposals to OFDA to complete a Form 270, so that a 90-day advance can be processed as each grant is approved.

5. Emergency Response:

- The DART Field Offices asked for additional time to think about how the DARTs should react to emergency requests. The issue will be raised at the next Regional Meeting.

Action: DART Field Offices will be prepared to discuss their ideas about emergencies, how emergencies should be defined, and an appropriate DART mechanism to respond at the Regional Meeting.

6. Other:

- Before the meeting ended, the Program Office raised the issue of kerosene. All DARTs were asked, once again, to respond to the memo of 10 July. Additionally, DARTs were asked to coordinate with UNICEF and to determine targeted beneficiaries (hospitals, schools, urban displaced and refugees). DARTs were asked to identify where and how many beneficiaries were at each location. The Program Office referred the Field Offices to the DART/NIraq approved strategy, which addresses fuel. It states on page 7:

"Within this projected plan, based on current donor agreement, it anticipated that the USG will only purchase heating fuel in the event that other donors (European Community and ODA) cannot meet their UN POA target."

The Program office also asked the Field Offices to determine if other donors had indicated support for a heating fuel program.

- The Program Officer met with Robin Medforth-Mills (UNICEF Co-Coordinator/Northern Iraq) on August 10 to discuss the issue. Mills stated that the UN was prepared to spend the remaining \$500,000 (from last year's ODA funds) for kerosene, which would be allocated to the three governorates according to lists being requested from the three governors. He did not recommend that more be provided; in fact, he indicated that the only reason that kerosene was being purchased was simply to use up remaining funds.

- DART/Dohuk reported that a meeting had already been held with interested NGOs to determine if an agency was interested in distributing kerosene. DART/Dohuk learned that HCR will take care of the heating needs of the refugees. DART/Dohuk continues to coordinate with UNICEF to develop a list of beneficiaries.

ACTION: All DARTs are requested to coordinate with UNICEF to develop a list of beneficiaries and to identify an agency capable of distributing kerosene in the governorate.

CC: DART/Erbil
DART/Sulaimanyah
DART/Duhok
Contracting Officer
Files



OFFICE OF U.S. FOREIGN DISASTER ASSISTANCE
DISASTER ASSISTANCE RESPONSE TEAM
OFDA/DART
OPERATION PROVIDE COMFORT
ZAKHO, N. IRAQ

MEMORANDUM

Date: October 13, 1995
To: See Distribution
From: Program Office
Subject: Program Meeting/Workshops

Distribution:

DART/Dohuk:

Mohammed Ramadhan, Moustafa Baqi, Khalil Salim, and Tahir Abdulrahman

DART/Erbil:

John Pierce, Shwan Rashid, Mohammed Yasin, Sa'ad Rahman, and Dyar Tahir

DART/Sulaimaniyah

Getahun Reta, Bwra Zahir, Sarwar Anwar, and Hunar Fadhl

Program Office:

CWTH3, Musa Mohammed, Mohammed Suleiman, Khalil Tahir, and Arif Noori

Information Office

Suzanne Burgess

MONITORING WORKSHOP #2

Monday, October 16 (8:00 am - 12:30 pm)

8:00 - 8:30:	Distribute forms for site visit
8:30 - 9:30:	Drive to site
9:30 - 10:30:	Return to Zakho
10:45 - 12:00:	Discuss/Finalize Monitoring Questions

PROGRAM MEETING AGENDA

Monday, October 16 (2:00 - 5:30 pm)

- A. Reporting: working document; report what happened that week; format:
 - Narrative
 - Tables
 - Annexes
- B. Evaluation
 - Schedule
 - Project Status Sheets
- C. Small Projects
 - Guidelines
 - Request Format
- D. Outstanding Issues
- E. Program Strategy
- F. Other

FINANCIAL MONITORING WORKSHOP

Tuesday, October 17 (8:00 - 12:30 pm)

Meeting ends after lunch



OFFICE OF U.S. FOREIGN DISASTER ASSISTANCE
DISASTER ASSISTANCE RESPONSE TEAM
OFDA/DART
OPERATION PROVIDE COMFORT
ZAKHO, N. IRAQ

MEMORANDUM

Date: October 13, 1995
To: DART/Dohuk, DART/Erbil & DART/Sulaimaniyah
From: Program Office
Subject: Outstanding Issues

1. Reconciliation of Water Pipes and Pumps:

- a) Requirements stated in projects in relation to UNICEF stocks;
- b) confirm that UNICEF has complete list of requirements

DART/Dohuk:	Reconciliation	Inform UNICEF
DART/Erbil	Reconciliation	Inform UNICEF
DART/Sulaimaniyah	Reconciliation	Inform UNICEF

2. Fuel Reporting:

DART/Dohuk
DART/Sulaimaniyah (awaiting in order to reconcile MAG allocations)

3. Construction Materials Master Table

DART/Sulaimaniyah

4. Local Grant Budget Amendments

DART/Dohuk (KURDS)
DART/Erbil (KSRO)
DART/Sulaimaniyah (KSC; KRO; KRA; and KSRO)

5. Fungicide Distribution Plan

DART/Erbil

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6. Kerosene Distribution Plan

DART/Dohuk

DART/Erbil

DART/Sulaimaniyah

7. Weekly Commodity Movement Status Report

DART/Sulaimaniyah: not filled out correctly

8. End of year Reports

DART/Dohuk

DART/Erbil

DART/Sulaimaniyah



OFFICE OF U.S. FOREIGN DISASTER ASSISTANCE
DISASTER ASSISTANCE RESPONSE TEAM
OFDA/DART
OPERATION PROVIDE COMFORT
ZAKHO, N. IRAQ

MEMORANDUM

Date: 5 November 1995
To: DART/Dohuk, DART/Erbil, and DART/Sulaimaniyah
From: Program Office
Subject: Sunday, November 5, 1995 Agenda

8:15 - 8:30: DART/Sulaimaniyah only: Field Monitor Interview
9:30 - 10:00: DART/Sulaimaniyah only: Field Monitor Interview
10:30 - 11:30: DART/Sulaimaniyah only: ICMC Proposals Review
3:00 - 5:30: Regional Program Meeting (November/Zakho)
1. Maps
2. End of the Year Report: Progress/Status
3. Timely Submission of Vouchers
4. Allowable Commodity Management Expenses (Imprest Fund):
(original receipts required)
- loading/unloading
- monitoring
- rebagging
- other (taxis, guards)
5. Small Project Guidelines
6. Outstanding Issues for each Field Office
Dohuk:
-
Erbil:
- Move to MoF Warehouse
- closeout of SNI project
- Kerosene distribution plan
Sulaimaniyah:
- ICMC proposals
Regional:
- delivery of ordered construction materials
7. UNICEF Fuel
8. Fuel Management SOW



OFFICE OF U.S. FOREIGN DISASTER ASSISTANCE
DISASTER ASSISTANCE RESPONSE TEAM
OFDA/DART
OPERATION PROVIDE COMFORT
ZAKHO, N. IRAQ

MEMORANDUM

Date: December 13, 1995
To: DART/Dohuk, DART/Erbil & DART/Sulaimaniyah
From: Program Office
Subject: December Regional Program Meeting, December 13, 1995

9:00 Ticklers

- Summary of Small Projects: FY95
- Reconstruction Tables
- "KURDS" maps (Dohuk, Erbil)
- Commodity Management/Warehousing Expenses
- Fuel Management Contract
- Final Reports: Fungicide Distribution

9:30 Status of Rural Resettlement programs (see Weekly Report Table):

- Construction Progress: Problems & Solutions for CY95, by field office
- Commodity Deliveries: C-4 Contracting/DART warehouses
- Border Issues: (*Ghanim Faris*)
- Winter Plans (*by Field Office for each NGO*)
- CY 96 Plans (*by Field Office for each NGO*)
- General Grant Issues
 - Grant Closeout
 - Amendment Requests
 - Food Distributions

10:30 Tea Break

10:45 FY96 Rural Resettlement Program (Mohammed Suleiman)

- Commodity Requirements

11:15 Winter Heating Program (Khalil Tahir)

- Status of delivery; daily reporting; quality control/testing
- Status of the proposals, by field office

12:30 Break for lunch

1:30 *Financial Reporting (Ismael Mohammed Salim)*

2:00 *Rapid Response Fund (RRP)*

- Guidelines from OFDA
- Field Office specifications

2:30 *Fuel Requirements (Khalil Tahir)*

- Fuel reporting on condensation/evaporation
- UNICEF requests

3:00 *Commodity Reports/Commodity Invoicing (Arif Noori)*

3:30 *OFDA/W Updates*

Remainder of the afternoon is open for meetings with individual Field Offices

CC: Team Leader
Files

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OFFICE OF U.S. FOREIGN DISASTER ASSISTANCE
DISASTER ASSISTANCE RESPONSE TEAM
OFDA/DART
OPERATION PROVIDE COMFORT
ZAKHO, N. IRAQ

MEMORANDUM

Date: February 11, 1996
To: Program Officer
From: D. Program Officer
Subject: Regional Program Meeting Agenda
Tuesday 13, 1996

1. Status of resettlement projects
 - Problems & solutions
 - Lessons learnt from FY95 for FY96
 - RC final designs, suggestions
 - Exchange Rate (Options to Overcome this Problem)
 - Monitoring (How frequent & How many different sites)
 2. Implementing PVOs/NGOs & Guidelines
(Role of the FOs in that)
 - Scope of coordination between staff themselves,
with PVOs/NGOs
 3. Status of commodity deliveries
(Problems & Solutions)
 - Warehouse & commodity follow up
 - Coordination between staff members in this concern
 5. Financial reporting (Problems)
 6. Agriculture (Status of work at FOs, work schedule)
 7. Status of RRF
 8. Winter Heating Program (Final Words)
 9. Evaluation Team Report
 - Food Package (Evaluation Team Suggestion)
 10. Security Issues, How to deal with the authorities,
Check points
- CC: Files



**OFFICE OF U.S. FOREIGN DISASTER ASSISTANCE
DISASTER ASSISTANCE RESPONSE TEAM
OFDA/DART
OPERATION PROVIDE COMFORT
ZAKHO, N. IRAQ**

MEMORANDUM

Date: March 16, 1996
To: Program Office, DART/Dohuk, DART/Erbil & DART/Sulaimaniyah
From: D. Program Officer
Subject: Regional Program Meeting: March 24, 1996 at Zakho

The meeting will begin at the Big House. The agenda is:

1. In-House Assessment (overview)
2. Resettlement Programs:
 - a. Quarterly Reports
 - b. Modifications/Changes
 - c. Exchange rate
3. Commodity/Warehousing Planning
 - Imprest Fund: Commodity/Warehouse Management Expenses
4. NGOs' vouchers
5. Rapid Response Fund
6. Monitoring:
 - a. Field Office Monitoring
 - b. Regional projects Monitoring
7. FY96 Program Structure
8. Field Office issues

cc: Team Leader
Admin
C-4/Zakho Contracting Officer
Files