



USAID | **IRAQ**
FROM THE AMERICAN PEOPLE

IRAQ ADMINISTRATIVE REFORM QUARTERLY REPORT

1 JANUARY – 31 MARCH, 2012

SECOND QUARTER – FY 2012

This publication was produced for review by the United States Agency for International Development. It was prepared by Management Systems International.

IRAQ ADMINISTRATIVE REFORM QUARTERLY REPORT JANUARY 1 – MARCH 31, 2012

Contracted: AID-267-C-11-0005
Iraq Administrative Reform Project



600 Water Street, SW, Washington, DC 20024, USA
Tel: +1.202.484.7170 | Fax: +1.202.488.0754
www.msiworldwide.com

Contracted under [AID-267-C-11-0005 Iraq Administrative Reform Project]

Please do not circulate this report without due consideration of security issues in Iraq.

DISCLAIMER

The author's views expressed in this publication do not necessarily reflect the views of the US Agency for International Development or the United States Government.

TABLE OF CONTENTS

Iraq ADMINISTRATIVE REFORM	1
Quarterly REport	1
January I – March 31, 2012	1
ACRONYMS	4
EXECUTIVE SUMMARY	6
COMPONENT1: CIVIL SERVICE REFORM	8
Section1: Highlights of the Quarter	8
Section3: Plan for Next Quarter	8
Section 4: Activities as per the Work plan.....	9
Notes:	13
COMPONENT 2: NATIONAL POLICY MANAGEMENT	17
Section1: Highlights of the Quarter	17
Section 2: Challenges Encountered.....	17
Section 3: Plan for Next Quarter.....	18
Section 4: Activities as per the Work plan.....	18
Notes:	22
COMPONENT 3: ADMINISTRATIVE DECNTRALIZATION	26
Section 1: Highlights of the Quarter	26
Service Infrastructure:.....	26
Service Delivery.....	28
Section 2: Challenges Encountered.....	30
Section 3: Plan for Next Quarter.....	30
Section 4: Activities as Per the Work plan.....	30
Notes:	37
PROJECT ADMINISTRATION	41

ACRONYMS

AD	Administrative Decentralization Component
BPP	Bureau of Public Policy (Presidency)
CBO	Capacity Building Office (USAID)
COM	Council of Ministers
COMSEC	Council of Ministers' Secretariat
CoS	Chief of Staff
COR	Contracting Officer's Representative
CSR	Civil Service Reform Component
DG	Director General
FCSC	Federal Civil Service Commission
FCSI	Federal Civil Service Institute
FM	Financial Management
GO	Governor's Office
GZ	Green Zone (See IZ)
GoI	Government of Iraq
GSP	Governance Support Project (USAID)
HC	High Committee for Civil Service Reform
HR	Human Resources
HRD	Human Resources Division
HRM	Human Resources Management
HRMIS	Human Resources Management Information System
IDMS	Iraqi Development Management System
IDSC	Information Decision Making Support Center/ PMO-OPD
INMS	Iraqi National Monitoring System
IPRU	Industrial Planning and Reconstruction Unit
ISRAR	Iraqi Solutions for Regulatory and Administrative Reform
IZ	International Zone (See GZ)
MoA	Ministry of Agriculture
MoC	Ministry of Communications
MoCH	Ministry of Construction & Housing
MoCu	Ministry of Culture
MoE	Ministry of Electricity
MoEd	Ministry of Education
MoEn	Ministry of Environment
MoF	Ministry of Finance
MoH	Ministry of Health

MoHE	Ministry of Higher Education
MoHR	Ministry of Human Rights
MoIM	Ministry of Industry & Minerals
MoJ	Ministry of Justice
MoLSA	Ministry of Labor & Social Affairs
MoDM	Ministry of Migrants & Displaced
MoMPW	Ministry of Municipalities & Public Works
MoO	Ministry of Oil
MoP	Ministry of Planning
MoST	Ministry of Science & Technology
MoSWF	Ministry of State for Women Affaires
MoT	Ministry of Trade
MoTA	Ministry of Tourism & Antiquities
MoTr	Ministry of Transport
MoWR	Ministry of Water Resources
MoYS	Ministry of Youth & Sport
MSI	Management Systems International
NCMDIT	National Center for Management Development & Information Technology
NDP	National Development Plan
NIC	National Investment Commission
NPM	National Policy Management Component
OD	Organizational Development
OPD	Office of Policy Development (Prime Minister's Office)
PAR	Public Administrative Reform Committee (See PSM)
PC	Provincial Council
PCSC	Provincial Civil Service Commission
PM	Project Management
PMAC	Prime Minister's Advisory Council
PMO	Prime Minister's Office
PSM	Public Sector Management Committee (See PAR)
RFP	Request for Proposal
RG	Regulatory Guillotine™
SES	Senior Executive Service
SoW	Scope of Work
SOP	Standard Operating Procedures
USAID	United States Agency for International Development

EXECUTIVE SUMMARY

The USAID-*Tarabot* project is in full operational mode during its third quarter, continuing its expansion among ministries and provinces, with the number of its engagement functions increasing on an exponential curve, punctuated by truly important breakthrough events.

Signature events this quarter include:

- Final completion of the **Civil Service bill** (after many drafts and cycles of consultation);
- Signing of an **MoU with the Prime Minister’s Office** for USAID cooperation in the area of national policy development;
- The Minister of Planning’s appointment of USAID-*Tarabot* to facilitate the ambitious process of revising the **National Development Plan**; and the
- Ministry of Planning’s official endorsement of a key procurement innovation for Iraq – utilization of **Standard Bidding Documents**—mandated for all ministries and provinces starting January 1st.

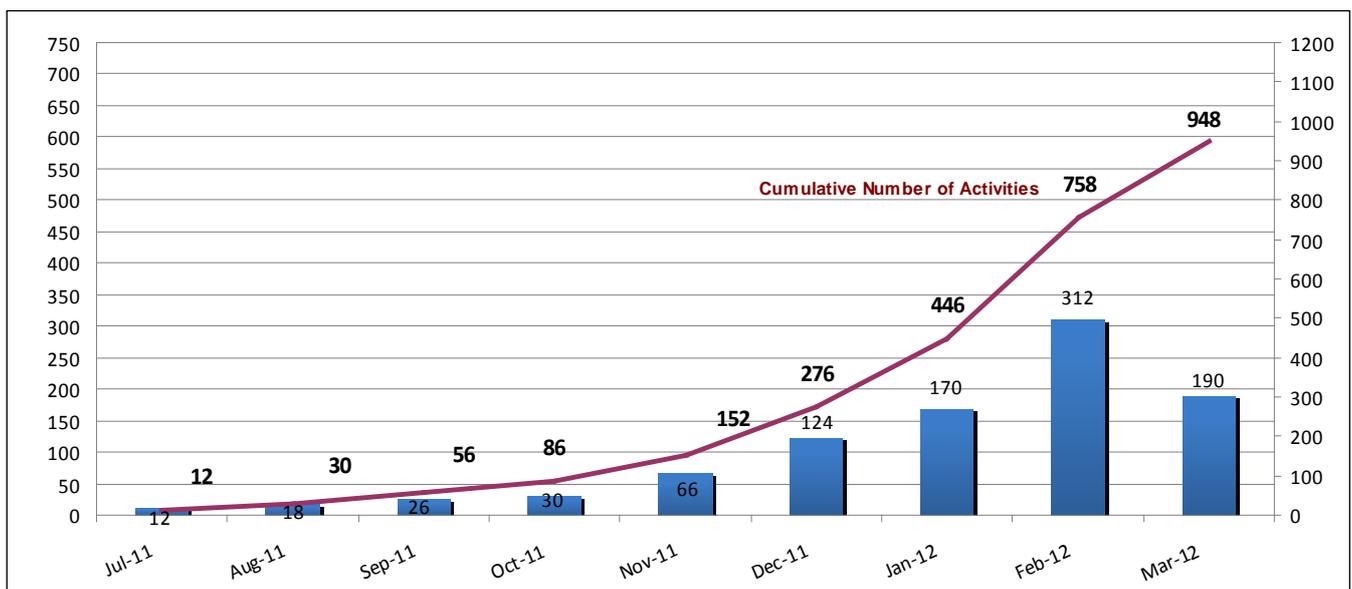
New Activity- This quarter also witnessed the kickoff of the new capacity development activity with the Ministry of Education, providing the Ministry with a heavy dose of training in administrative systems, training systems and capacity.

Cost-Sharing- This quarter saw steady progress sorting out the mechanisms and amounts for the cost-share funds to be distributed under the Partnership Committee. This important initiative is fully on track, with the funds, approximately \$85 million for all donors for CY 2012, safely in the approved 2012 budget.

Memoranda of Understanding- USAID-*Tarabot* is helping prepare draft MoUs for signature with all partner ministries, once clarity is achieved regarding the legal status of such documents and estimated amounts for cost sharing. With the passage of the Budget Law and the first signed MoUs/”Roadmaps” setting an example, this critical nexus of ownership and stability is coming together to put a firm foundation under USAID-*Tarabot* results and chart a new era of GOI – USG cooperation.

Vulnerable Populations- MoLSA issued its quarterly report in January 2012, using the SSN Information System developed and deployed with USAID assistance, based on the SSN sites in Baghdad province alone. According to this GoI report, the use of the system has led to the development of a central beneficiary database enabling MOLSA to identify duplicates (sometimes triplicate) beneficiaries, thereby excluding about 57,000 ineligible households out of 120,000 in Baghdad, resulting in **savings to date of about US\$18 million** to the SSN budget. The removal of ineligible names from the list ultimately frees up funds to expand assistance to the truly needy and vulnerable.

Figure I: USAID/Tarabot Activities by Month



Structure of the Quarterly Report

The report closely follows the requirements in the contract scope of work. For each component, we present five sections: 1) highlights of the quarter's achievements, 2) challenges encountered and addressed, 3) plans for next quarter, 4) accounting for this quarter's Work plan activities, and 5) an accounting of this quarter's progress toward achieving the PMP deliverable targets (most of which are annual targets). Finally we present general project administration issues regarding security, staffing, facilities, and logistics.

COMPONENT I: CIVIL SERVICE REFORM

Section I: Highlights of the Quarter

The Civil Service Reform (CSR) program of USAID-*Tarabot* helps the government of Iraq build effective institutions and modern public administration systems able to deliver services to the population and implement government policies and programs.

The CSR program continues to assist the GoI in all aspects of civil service reform through a partnership with the High Committee (HC) which represents the GoI.

During the quarter, the CSR team worked closely with the HC on different levels to expedite the pace of the reform. The CSR team assisted the HC in finalizing the draft Civil Service Law including a Senior Executive Service, a performance management system, and harmonization provisions with Law 21 of 2008 regarding the provincial civil service in an integrated approach to strengthen local governance. The draft was approved by COMSEC and the Prime Minister and officially submitted to the Shura Council as a last step before the Parliament.

The CSR team worked with 10 ministries and all provinces on the implementation of human resources management, setting up human resources departments, introduced new HR business process and conducted targeted training and workshops to the HR managers and staff. Six HR business processes have been initiated and are in advance stage.

Our work on establishing the Federal Civil Service Commission continued, plans, organizations, and structures have been prepared. The CSR team also worked on creating provincial civil service commissions and is currently communicating with 11 provinces.

CSR advisors assisted the High Committee to identify the role and mandate of training and development in designing and providing targeted training to Iraq's civil servants. *Tarabot* experts also worked on establishing the Federal Civil Service Institute linked to FCSC to be responsible of developing and training civil servants.

Section3: Plan for Next Quarter

The civil service program will continue to work with the High Committee and COMSEC on all aspects of the civil service reform. The CSR team will continue to follow up with the GoI on the appointment of the FCSC members (expected soon). The implementation of the human resources management and the establishment of the human resources departments in 10 ministries and 15 provinces is another major activity on which the team will continue to focus its efforts as part of building and decentralizing the civil service in Iraq. We will be working closely with the HRMIS subcommittee to advise on the establishment of an HRMIS in all ministries and provinces as mandated by the government.

Establishing and operating a comprehensive civil service training system is an essential part of civil service reform. The High Committee will be drafting the Federal Civil Service Institute law and establishing training centers all over the country.

Section 4: Activities as per the Work plan

Work Plan ID	Activity/ Task Name	Progress
Work with HC and PSM (PAR) on Civil service overhaul, cooperation, and follow up with ministries and provinces on the implementation process		
1	Work with the Civil Service Reform High Committee (HC) on all aspects of the civil service reform and HRM until the establishment of the FCSC	
A	Prepare monthly HC reviews of ministries progress reports	Monthly progress report prepared, discussed and approved by the High Committee then distributed to all ministries and provinces
2	Public Sector Management (PSM) Coordination	
A	Conduct quarterly coordination and update meeting with PSM and relevant subcommittees	CSR team and High Committee chairman delivered a joint presentation updating the PSM on the progress made to civil service reform
B	Receive feedback from PSM and incorporate into pending activities as requested	Feedback received and incorporated in CSR activities
3	General joint meetings with the High Committee and ministries to follow up on the implementation of the HRD, SOPs, and change management	
A	Hold one general meeting with ministries HR directors general	Several workshops and meetings were delivered to DG, HR Managers, HR Deputy Managers and Section Heads for ministries (COMSEC, MoP, MoA, MoF, MoH) and provinces (Babil, Maysan, Najaf, and Ninawa)
4	Joint provincial conference with the representatives of all provinces to follow up on the implementation of the HRD, SOPs, and change management and PCSCs	
A	Hold provincial conference with representatives of the provinces	Gol postponed the conference for political reasons
Civil Service Legal Reform		
5	Draft Civil Service Law finalized	
A	Three chapters of FCSL reviewed and finalized	Draft Civil Service Law reviewed and finalized
7	Draft legal framework for Provincial Civil Service Commissions (PCSCs)	
A	Present legal frameworks for PCSCs to stakeholders for consultation	Legal framework for PCSCs provided in the draft Civil Service Law
Human Resources Management		
8	Establish and operationalize Human Resources Departments (HRDs) in ministries	
A	Review, improve, and develop business processes and standard operating procedures (SOPs) for six HR processes in five ministries	Assessments were completed for HR divisions in 10 ministries (MoP, MoC, MoA, MoH, MoO, MoEd, MoHE, MoIM, MoF and COMSEC). Procedures drafted and introduced to HR Managers, deputies and relevant staff through several meetings. Draft standard procedures for job analysis, job evaluation, job classification, job description, person specification and merit based recruitment were developed and introduced
9	Develop and introduce HR manual into the five ministries	
A	Review and standardize merit based recruitment, promotion, and transfer procedures in five ministries	Procedures for job analysis, job description, job classification, merit based recruitment, transfer, promotion, performance management and career management were reviewed in the 10 ministries above. Draft standard procedures have been developed
10	Assess and advise HRD management about staffing skilled employees	

A	Review vacant management level positions in HRD to identify priority positions required urgently	Assessments of organization, management and staffing of the HR divisions in the 10 ministries above carried-out. The priorities for training HR managers, deputies and section heads were identified and a training program is being implemented
11	Conduct competency-based workshops to meet required skills gap of HRD employees at each level	
A	Conduct 2nd workshop on performance appraisal	Delivered in Baghdad from February 20-23, 2012 to 49 participants (19 Female) representing MoP, MoC, MoA, MoH, MoO, MoEd, MoHE, MoIM, MoF and COMSEC
B	Conduct 1st workshop on performance appraisal	Delivered in Baghdad from March 05-08, 2012 to 70 participants (29 Female) representing MoP, MoC, MoA, MoH, MoO, MoEd, MoHE, MoIM, MoF and COMSEC
12	Conduct workshops for HRD directors on the new civil service legislation and HR policy and management	
A	Develop and conduct workshop on HR policy and management for HR directors	Delivered in Baghdad on February 19, 2012 to 22 participants (9 Female) representing MoP, MoC, MoA, MoH, MoO, MoEd, MoHE, MoIM, MoF and COMSEC
B	Develop and conduct workshop on HR policy and management for HR directors	Delivered in Baghdad on March 04, 2012 to 13 participants (5 Female) representing MoP, MoC, MoA, MoH, MoO, MoEd, MoHE, MoIM, MoF and COMSEC
13	Assist in design of automated National Human Resources Management Information System (HRMIS)	
A	Develop SOW for HRMIS design based on survey results	Assessments were made in MoF and MoO slow progress made by the national counterparts as surveys continue
14	Establish and operationalize Human Resources Departments (HRDs) in provinces	
A	Review, improve, and develop business processes and standard operating procedures (SOPs) for six HR processes in three provinces	Assessments implemented to HR divisions in Baghdad, Babil, Basrah, Diwaniyahh, Diyala, Maysan, Muthanna, Najaf, Ninawa and Wasit. Procedures drafted and introduced to HR Managers, deputies and relevant staff representing Baghdad, Basrah and Ninawa. Draft standard procedures for job analysis, job evaluation, job classification, job description, person specification and merit based recruitment were developed and introduced
15	Develop and introduce HR manual into the three provinces	
A	Review and standardize merit based recruitment, promotion, and transfer procedures in three provinces	Procedures for job analysis, job description, job classification, merit based recruitment, transfer, promotion, performance management and career management were reviewed in Baghdad, Basrah and Ninawa. Draft standard procedures were developed.
16	Assess and advise HRD management about staffing skilled employees	
A	Review vacant management level positions in HRD to identify priority positions required urgently	Assessments of organization, management and staffing of the HR divisions in Baghdad, Basrah and Ninawa were carried-out. The priorities for training HR managers, deputies and section heads were identified and a training program is being implemented
17	Conduct competency-based workshops to meet required skills gap of HRD employees at each level in three provinces	
A	Conduct two workshops on performance appraisal in two provinces	Performance Appraisal was introduced to the HRD staff during the quarter but currently reformulated
18	Conduct workshops for HRD directors on the new civil service legislation and HR policy and management in the provinces	

A	Develop and conduct two workshops on HR policy and management for provincial HR directors	Delayed until April. 1 st workshop delivered on April 04-05, 2012 in Basrah and 2nd workshop delivered on April 11-12, 2012
19	Assist in design of automated National Human Resources Management Information System (HRMIS)	
A	Develop SOW for HRMIS design based on survey results	Shifted to Qtr3. HRMIS advisor hired in February and worked on Qtr1 related activities and tasks
Federal Civil Service Commission (FCSC)		
20	Establish and operationalize the Federal Civil Service Commission (FCSC)	
A	Identify staffing needs of FCSC organization and prepare job description for FCSC positions	Staffing needs were identified and job descriptions were developed
B	Assist in developing internal rules and standard operating procedures for the main functions of the FCSC	Internal rules and standard operating procedures for main functions of FCSC were developed
22	Define FCSC links to executive and reporting relationship to Parliament	
A	Assist FCSC in developing of consultation mechanisms for policy coordination concerning civil service with line-ministries, agencies and governorates	Mechanisms for coordinating civil service policy with ministries, agencies & governorates were defined
Provincial Civil Service Commissions (PCSCs)		
24	Assist in defining the mandate and jurisdiction of PCSCs	
A	Define framework for establishing PCSCs	The framework for establishing PCSCs has been defined
25	Establish Provincial Civil Service Commissions (PCSC) as mandated by FCSC Law	
A	Organize provincial conference to define PCSCs framework	Due to political reasons, Gol has decided to postpone the conference. However, consultation sessions and discussions on PCSC framework was initiated in Baghdad, Babil, Basrah, Diwaniyahh, Diyala, Maysan, Muthanna, Najaf, Ninawa and Wasit
Federal Civil Service Institute (FCSI) and training centers		
26	Establish the FCSI	
A	Define the mandate of FCSI, in accordance with the FCSC Law and best practices	Draft mandate, functions and organizational structure of FCSI was developed
27	Establish training centers in five ministries and three provinces	
A	Review and standardize the needs analysis and application procedures in the training centers in five ministries and three provinces	Procedure for training needs analysis and methodologies has been drafted
28	Survey needs and recommend specifications for Training Management Information System	
A	Conduct survey of the needs for national TMIS for ministry training centers, Provincial Civil Service Institutes and FCSI	Questionnaires were developed and assessments begun in MoP and MoA

2nd Quarter (January-March) FY2012 Performance Indicators Table

Sub-IR 1.1: Comprehensive Civil Service Legislation Enacted					
Indicator #	Indicator Name	Annual Target	Qtr 1 (Oct-Dec) 2011	Qtr 2 (Jan-Mar) 2012	Status
1.1.1	Draft Federal Civil Service Law completed, reviewed and finalized by High Committee and Shura council	1	N/A	1	The draft of Federal civil service Law completed, reviewed and finalized during this quarter
1.1.2	Introduction of draft Federal Civil Service Law to Council of Representatives	1	N/A	N/A	The draft law will be introduced before the end of FY 2012

Sub-IR 1.2: Federal Civil Service Commission Fully Operational					
Indicator #	Indicator Name	Annual Target	Qtr 1 (Oct-Dec) 2011	Qtr 2 (Jan-Mar) 2012	Status
1.2.1	Number of curricula offered by Civil Service Institute	0	N/A	N/A	Progress for this indicator will begin in FY2013
1.2.2	Number of Government of Iraq staff trained on Human Resource development processes and Human Resource Management Information System	50	215	140	See note 2
1.2.3	Number of functions implemented by Federal Civil Service Commission	0	N/A	N/A	Progress for this indicator will begin in FY2013
1.2.4	Number of Human Resource Departments with functioning Human Resource Management Information System	0	N/A	N/A	Progress for this indicator will begin in FY2013

Sub-IR 1.3: Provincial Civil Service Commissions Established and Functioning					
Indicator #	Indicator Name	Annual Target	Qtr 1 (Oct-Dec) 2011	Qtr 2 (Jan-Mar) 2012	Status
1.3.1	Number of Provincial Civil Service Commissions established	0	N/A	N/A	Progress for this indicator will begin in FY2013
1.3.2	Number of functions implemented by the Provincial Civil Service Commission	0	N/A	N/A	Progress for this indicator will begin in FY2013

USAID Standard Indicators (F-Indicators)					
Indicator #	Indicator Name	Annual Target	Qtr 1 (Oct-Dec) 2011	Qtr 2 (Jan-Mar) 2012	Status
F I.1	# of USG-supported public sessions held regarding proposed changes to the country's legal framework	12	17	16	See note 2
F I.2	# of training days provided to executive branch personnel with USG assistance	12	19	18	See note 2
F I.3	# of Sub-national entities receiving USG assistance that improve their performance	15	10	17	See note 2 and 3

USAID Standard Indicators (F-Indicators)					
Indicator #	Indicator Name	Annual Target	Qtr 1 (Oct-Dec) 2011	Qtr 2 (Jan-Mar) 2012	Status
F I.1	# of USG-supported public sessions held regarding proposed changes to the country's legal framework	12	17	16	See note 2
F I.2	# of training days provided to executive branch personnel with USG assistance	12	19	18	See note 2
F I.3	# of Sub-national entities receiving USG assistance that improve their performance	15	10	17	See note 2 and 3

Notes:

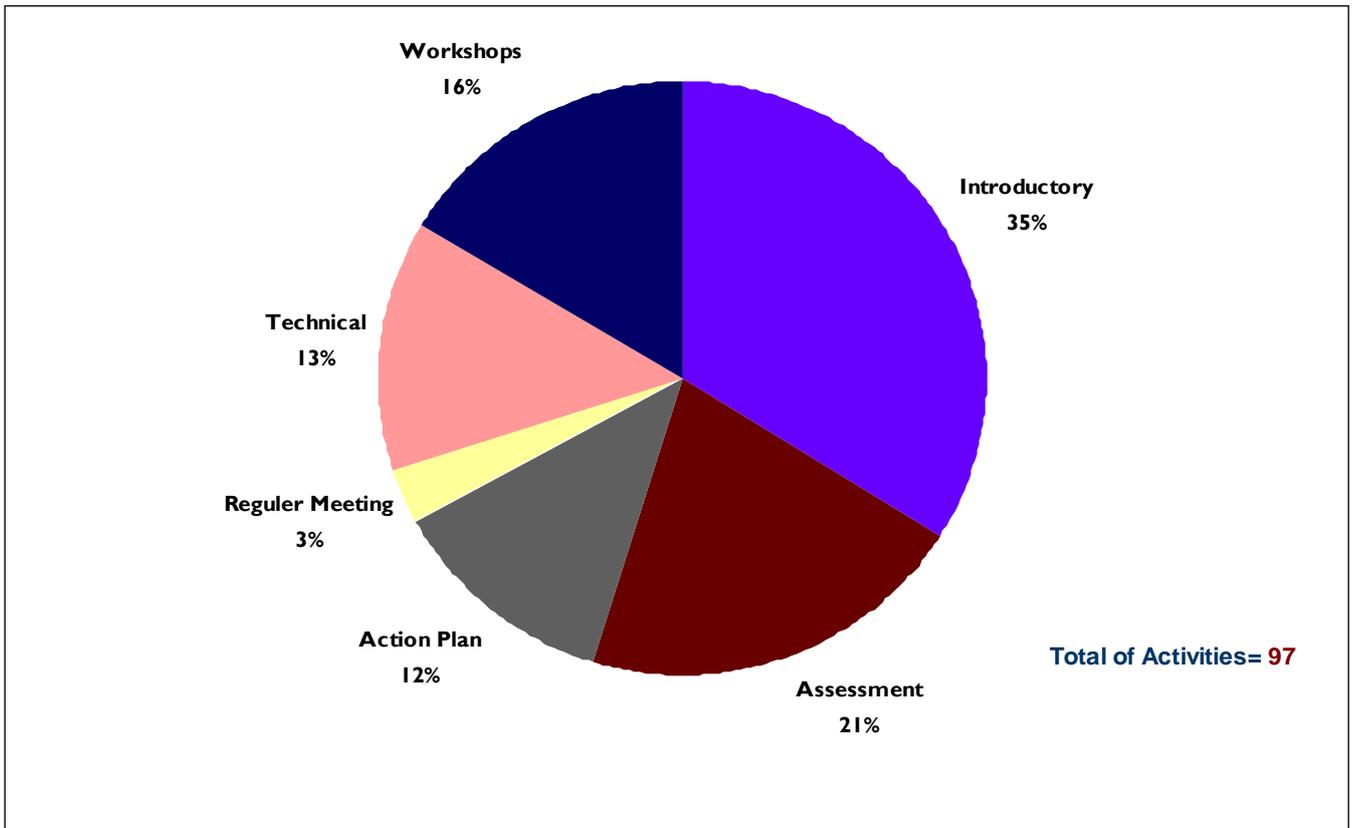
1. All indicators not represented in the above tables are year-end performance indicators. Status will be given in the annual report.
2. This Indicator and targets are revised quarterly.
3. A workshop can be more than one day. Therefore the number of training days does not equal the number of workshops.

Table I: Civil Service Reform (CSR) 2nd Quarter (January-March) 2012

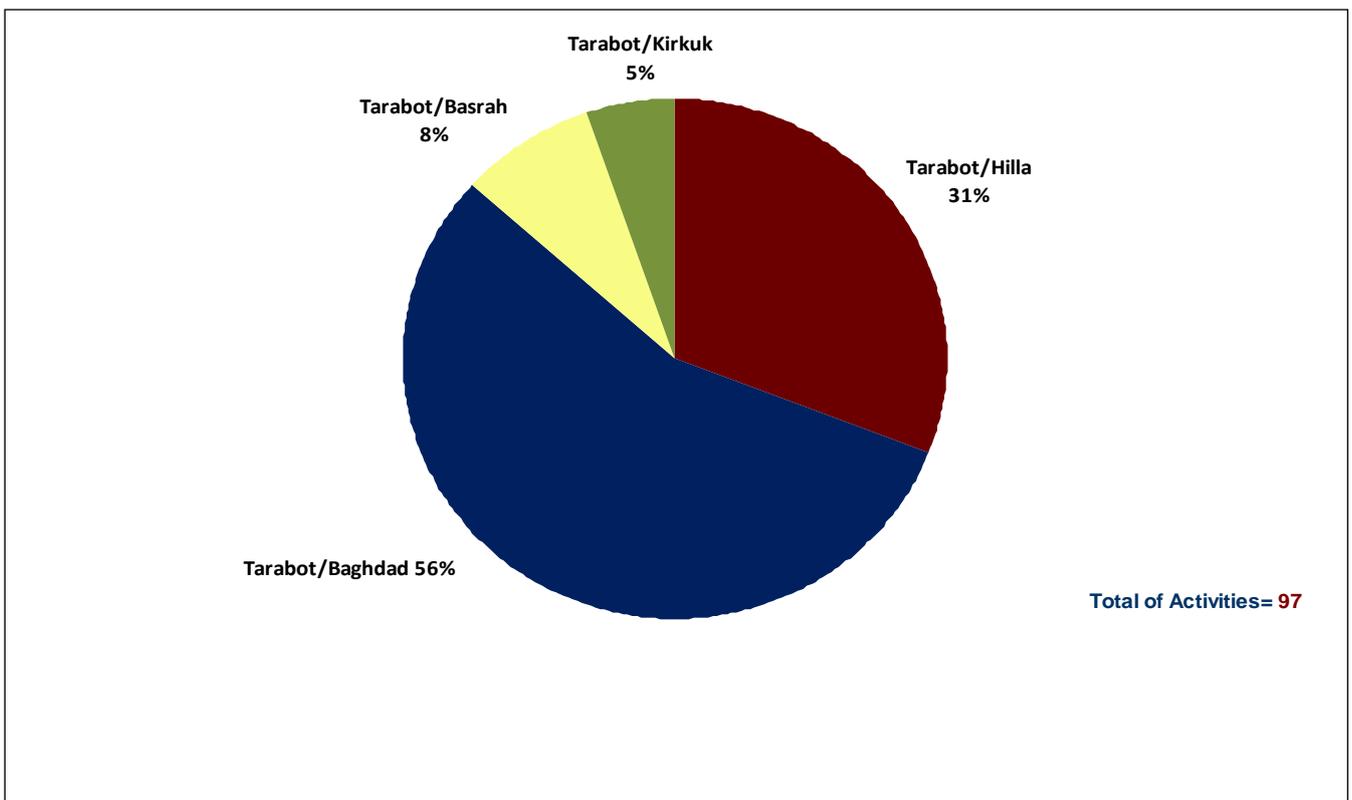
Participants by Organization Event Type

USAID Standard Indicators (F-Indicators)					
Organization	Meetings	HR Functions	Managing HR	Recruitment Procedures	Total
Council of Ministries Secretariat	37	1	2	2	42
Prime Minister's Advisory Council	2				2
Ministry of Agriculture	11	4	1	6	22
Ministry of Communications	6	5	4	8	23
Ministry of Education	6	3	2		11
Ministry of Finance	23	4	4	8	39
Ministry of Health	13	4	1	8	26
Ministry of Higher Education & Scientific Research	3	4	1	4	12
Ministry of Industry and Minerals	3	4	3	6	16
Ministry of Oil	9	5	4	8	26
Ministry of Planning	18	4	2	5	29
Babil Provincial Council	13				13
Baghdad Provincial Council			1		1
Diwaniyah Provincial Council	3				3
Karbala Provincial Council	3				3
Maysan Provincial Council	7				7
Muthanna Provincial Council	5				5
Najaf Provincial Council	10				10
Wasit Provincial Council	4				4
Babil Governor Office	4		7		11
Baghdad Governor Office	1	3	1		5
Basrah Governor Office		5	7	6	18
Diwaniyah Governor Office			8		8
Diyala Governor Office	6		7		13
Karbala Governor Office	2		5		7
Kirkuk Governor Office			3		3
Maysan Governor Office			5		5
Muthanna Governor Office			7		7
Najaf Governor Office	2		8		10
Ninawa Governor Office	1	3	2	9	14
Wasit Governor Office			6		6
Others	4				4
Total	195	49	91	70	405

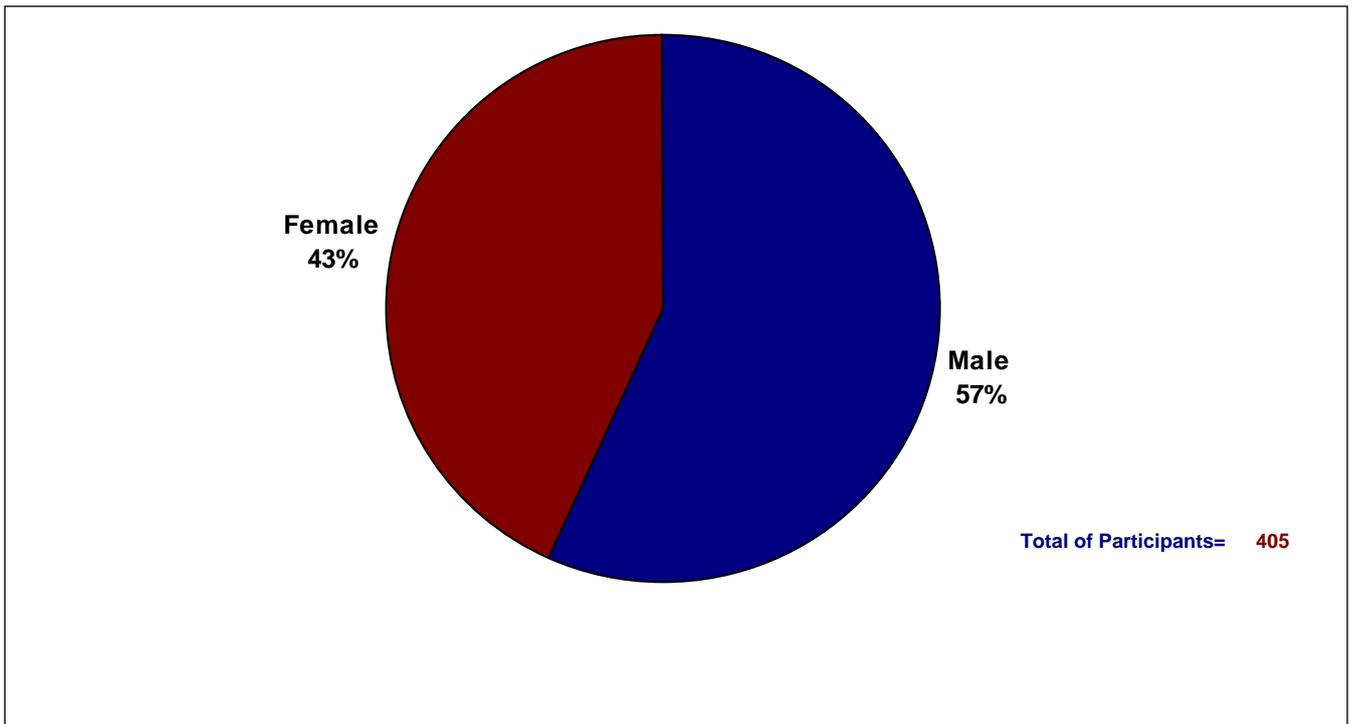
**Figure 2: Civil Service Reform (CSR) 2nd Quarter (January-March) FY2012
Activities by Type**



**Figure 3: Civil Service Reform (CSR) 2nd Quarter (January-March) FY2012
Activities by Regions**



**Figure 4: Civil Service Reform (CSR) 2nd Quarter (January-March) FY2012
Participants by Gender**



COMPONENT 2: NATIONAL POLICY MANAGEMENT

Section I: Highlights of the Quarter

The USAID-Tarabot national policy management (NPM) advisors worked with counterparts to further the development of functioning institutions required to fulfill Iraq's Constitutional mandate for participatory public policy making in a democratic system. The NPM team worked to anchor the Prime Minister's Office of Policy Development (OPD) and the President's Bureau of Public Policy by assisting them in successfully undertaking functional activities. Ever more deeply rooted, these two public policy bodies, first established last year, are now achieving broad public recognition as the core public policy institutional

centers for the nation. NPM advisors also worked successfully to complete the establishment of policy units within each of six selected ministries of particular economic importance. NPM's several outreach initiatives this quarter featured twin events, bringing together GoI policy makers sequentially with two groups of non-government stakeholders whose roles as policy shapers are essential for realizing an inclusive policy making process - the first event with universities and think tanks, followed by another one with business associations, NGOs, and media outlets. A PMO-USAID MoU for public policy activities was finalized and signed in a signing ceremony at the Prime Minister's Advisory Council. The event was widely covered by Iraqi print, internet, television, and radio outlets.¹



NPM Advisors and PMAC Chair in a Workshop on Public Policy Making Process, Mid February.

Despite the GoI's ongoing consideration of key administrative requirements for moving forward toward launch, NPM's regulatory reform initiative made significant progress, and its name was formally adopted - "Iraq Solutions for Regulatory and Administrative Reform (ISRAR)". A catalyzing event assembled a nexus of Iraq's leadership from government, the private sector, and universities, under the direct auspices of the Prime Minister, preparing them to work effectively together as players in this initiative. ISRAR then deepened its outreach, specifically targeting two particular stakeholder groups - the private sector and lawyers, and provincial councils, focusing on how to engage them actively in the regulatory reform process. These initiatives, together with ongoing dialogue with public and private sector counterparts, served to identify prospective members for each of the institutions needed for ISRAR to function, particularly for its Private Sector Advisory Group. The ISRAR initiative took in stride an unforeseen GoI decision in March to shift the intended management responsibility and location of the reform apparatus, long planned to be placed in PMAC, to the legal department within COMSEC, with resulting delays in moving toward launch.

Section 2: Challenges Encountered

Security continued to be an impediment to planning and holding events with counterparts.

On the regulatory reform part, there were delays in February and March resulting from an unanticipated shift in the intended management responsibility and location of the regulatory reform apparatus, long planned to be placed in PMAC, to the Legal Department within COMSEC. This shift also delayed (1) the GoI's designation of the head of the central unit, as well as (2) customization of regulatory reform software, (3) the signing of an MoU, and (4) the issuance of a Prime Ministerial Decree establishing ISRAR and committing the GOI to support the activity and to encourage the participation of stakeholders throughout Iraq.

¹ The signing ceremony was originally scheduled for March 25th, but was at the last minute rescheduled due to security incidents and resultant roadblocks and curfews just before the Arab League Summit. The ceremony took place on April 2nd right after the Arab League summit.

Section 3: Plan for Next Quarter

During the third quarter, the NPM Team will assist the newly formed public policy institutions of the GoI to more fully prepare to engage in the policy making process, working with the Prime Minister's Office of Policy Development (OPD), the Presidency's Bureau of Public Policy (BPP), public policy units (PPU) in six selected ministries, and through its outreach with a full range of stakeholders -- the provinces and the private sector, including universities, NGOs, media organizations, and businesses, as envisaged by the agreed MOU on public policy, between USAID and the PMO. Each of these GOI bodies will continue to put their selected systems and procedures into place, and both the OPD and the policy units within the ministries will launch into learning how to write policy papers, memos, opinions, statements, briefs. Consultations with senior PMO counterparts will refine the structure and content of a now functional model for a PMO website. The NPM Team will also organize and lead an initiative focusing on how to engage in the policy formulation process, bringing together official policy drafters, provincial councils, the Council of Representatives, and non-official actors, including universities, think tanks, business organizations, media, and NGOs. By the end of the period, each of these GOI public policy offices will be prepared to take the final, fourth quarter steps required to be fully up and running as the functioning institutions in Iraq's policy making and implementation process.

ISRAR will be officially launched during a well publicized event, beginning with the rollout of an inventory of laws and regulations to be reviewed for deletion, modification, or maintenance in place. This launch will follow completion of a series of activity-related tasks: selection of the central unit head will be determined, an operational plan will be agreed with COMSEC, including the scope of the activity and its budget and financing, software will be customized, data will be marshaled, and administrative procedures will be finalized, an MOU will be signed between USAID and COMSEC, and a Prime Ministerial Decree will be issued, establishing ISRAR and committing the GOI to support the activity and to encourage the participation of stakeholders throughout Iraq.

Section 4: Activities as per the Work plan

2nd Quarter (January-March) FY2012 Performance Indicators Table

Work Plan ID	Activity/ Task Name	Progress
Regulatory Reform		
I	Launching of Regulatory Reform (Regulatory Guillotine TM, aka "RG")	
A	Help to identify membership for the institutions needed for the RG	Various candidates for membership in the RG institutions have been identified (private sector and ministry) and briefed on the project through a series of workshops and meetings
B	Deliver workshop on the aims, criteria, and process of RG	The workshop delivered on February 02, 2012 to 5 participants (3 Female) representing GoI staff, private and public sector stakeholders was on Introducing the Regulatory Guillotine Concept & Operations
C	Deliver workshop on the aims, criteria, and process of RG	The workshop delivered on February 04, 2012 to 113 participants (20 Female) representing GoI staff, private and public sector stakeholders was on Regulatory Reform Process & Impact
D	Deliver workshop on the aims, criteria, and process of RG	The workshop delivered on February 28, 2012 to 19 participants (13 Female) representing GoI staff, private and public sector stakeholders was on Identifying Harmful Regulations Affecting Priority Focus Areas of the Economy
E	Customize e-guillotine software	Data from the Iraqi Legal Database have been analyzed. Tools & mechanisms have been developed to migrate this data to the e-Guillotine software. Further customization of the e-Guillotine cannot proceed until the Central Unit is established

F	MoU on RG negotiated and signed with PMO	MoU drafted. Delay in negotiations and signing of the MoU due to the Gol decision to move the Regulatory Guillotine from PMAC to COMSEC
---	--	---

Office of Policy Development in PMO and Ministries

2 Establishment of Office of Policy Development (OPD) in PMO

A	Draft policy priorities of the PM	Policy priorities of the PM were drafted (on the basis of the Prime Minister's Agenda for 2011-2014) in a workshop session with OPD advisors on March 07, 2012
B	Draft strategic plan (SP) for OPD	An outcome to the 4 workshops delivered in Qtr I has facilitated the drafting of the Strategic Plan for the OPD in Qtr2. The draft was presented to the Chief of Staff of the PM and to the Chairman of PMAC
C	Negotiate MoU and sign with PMO	MoU Signed at a ceremony on April 02, 2012 in the Office of Policy Development at PMAC (Delayed 1 week due to Arab League Summit)

3 Establishment of OPD/IDSC website in PMO

A	USAID-Tarabot meets with PMO counterparts on building OPD/IDSC website	Tarabot teams met with a verity of the OPD/IDSC officials to follow on the structure of the new PMO website. In this regard, the team with the PMAC Chair and advisors, PMO IT specialist, PM Advisor for Economy.
---	--	--

4 Building OPD capacity in PMO

A	Conduct workshops for PMO counterparts: The Policy Making Process	Workshop on "The Structure and Functions of the PM/OPD" was delivered on February 01, 2012 in OPD Office at PMAC in Baghdad for 17 participants (6 Female)
B	Conduct workshops for PMO counterparts: The Policy Making Process	Workshop on "Identifying a Problem" was delivered on February 15, 2012 in OPD Office at PMAC in Baghdad for 15 participants (6 Female)
C	Conduct workshops for PMO counterparts: The Policy Making Process	Workshop on "Research and Consultation" was delivered on March 07, 2012 in OPD Office at PMAC in Baghdad for 15 participants (5 Female)
D	Conduct workshops for PMO counterparts: The Policy Making Process	Workshop on "Communication and Dissemination of Policy Decisions" was delivered on March 07, 2012 in OPD Office at PMAC in Baghdad for 15 participants (5 Female)
E	Conduct workshops for PMO counterparts: The Policy Making Process	Workshop on "Research and Documentation - with Exercises" was delivered on March 14, 2012 in OPD Office at PMAC in Baghdad for 13 participants (6 Female)

5 Establishment of policy offices in selected ministries

A	Deliver workshop for the three selected ministries: The Policy Making Process	Workshop on Policy Making Process/ "Constitution, Benefits, History, Definitions/Problem Identification" was delivered on January 15, 2012 to 9 participants (2 Female) representing MoA, MoE, MoT, and NIC
B	Deliver workshop for the three selected ministries: The Policy Making Process	Workshop on Policy Making Process/ "Research/Surveys and Stakeholder Consultations and Analysis" was delivered on January 22, 2012 to 9 participants (4 Female) representing MoA, MoE, MoT, and NIC

C	Deliver workshop for the three selected ministries: The Policy Making Process	Workshop on Policy Making Process/ "Formulation and Policy Analysis" was delivered on January 29, 2012 to 5 participants (2 Female) representing MoA, MoE, MoT, and NIC
D	Deliver workshop for the three selected ministries: The Policy Making Process	Workshop on Policy Making Process/ "Policy Decision Making/ Policy Communication and Dissemination" was delivered on February 12, 2012 to 9 participants (2 Female) representing MoA, MoE, MoT, and NIC
E	Deliver workshop for the three selected ministries: The Policy Making Process	Workshop on Policy Making Process/ "Policy Communication and Dissemination (continued)/ Policy instrument" was delivered on March 19, 2012 to 19 participants (4 Female) representing MoA, MoE, MoT, and NIC
F	Draft SP for policy offices in selected ministries	Strategic Plans and Terms of References has been developed for MoA, MoT, MoE and MoO. Draft SPs were submitted to the ministries for review and approval at a workshop held on March 18, 2012 for Ministry Policy Unit.
G	Conduct workshop on project management	Workshop on Project Management as Policy Implementation Methodology/ "Conceptual Framework" was delivered on February 26, 2012 to 16 participants (4 Female) representing MoA, MoE, MoIM, MoO, MoT, and NIC

Work Plan ID	Activity/ Task Name	Progress
H	Conduct workshop on project management	Workshop on Project Management as Policy Implementation Methodology/ "Time management/Quality Management" was delivered on March 04, 2012 to 15 participants (3 Female) representing MoA, MoE, MoIM, MoO, MoT, and NIC
I	Conduct workshop on project management	Workshop on Project Management as Policy Implementation Methodology/ "Cost Management/Procurement Management" was delivered on March 11, 2012 to 17 participants (4 Female) representing MoA, MoE, MoIM, MoO, MoT, and NIC

Office of Policy Development in President of the Republic's Diwan		
6	Establishment of Policy Development Office in President of the Republic's Presidency Diwan (PD)	
A	Draft Strategic Plan of the Office	Strategic Plan presented to the Chief of Staff of the Presidency Diwan covering the issues of "Vision, Mission, Values, Goals, and SWOT Analysis"
B	Conduct workshop on the Policy Making Process	Workshop on "Policy Making Process - Public Policy Problem Identification" was delivered on February 27, 2012 to 7 participants (1 Female) representing the Public Policy Bureau of the President
C	Conduct workshop on the Policy Making Process	Workshop on "Policy Making Process - Public Policy Research and Documentation" was delivered on March 12, 2012 to 8 participants (1 Female) representing the Public Policy Bureau of the President
D	Conduct workshop on the Policy Making Process	Workshop on "Policy Making Process - Policy Consultation/Stakeholder Analysis" was delivered on March 12, 2012 to 8 participants (1 Female) representing the Public Policy Bureau of the President
E	Conduct workshop on the Policy Making Process	Workshop on "Policy Making Process - Policy Formulation and Analysis" was delivered on March 19, 2012 to 8 participants (1 Female) representing the Public Policy Bureau of the President

F	Conduct workshop on the Policy Making Process	Workshop on "Policy Making Process - Policy Decision Making & Policy Communication and Dissemination" was delivered on March 19, 2012 to 8 participants (1 Female) representing the Public Policy Bureau of the President
Policy Communication and Outreach		
7	Policy Communication and Outreach	
A	Organize 1st roundtable discussions between official policy drafters from PD/PMO/Ministries' OPDs and non-official actors, regarding policy formulation (e.g. universities, businesses, media, NGOs)	Held on March 08, 2012 inviting 22 participants (3 Female) representing the: President's Bureau of Public Policy, PM OPD, DPM for Services, MoIM, MoO, MoE, MoT; Universities: Al-Nahrain, Al-Mustanseria and Kirkuk; 4 CSOs. The aim of this roundtable was to encourage and strengthen the dialogue and cooperation between relevant actors (Gol, private and public sector) in public policy making process
B	Organize 2nd roundtable discussions between official policy drafters from PD/PMO/Ministries' OPDs and non-official actors, regarding policy formulation (e.g. universities, businesses, media, NGOs)	Held on March 15, 2012 inviting 37 participants (7 Female) representing the: President's Bureau of Public Policy, PM OPD, DPM for Services, MoSWA, MoIM, MoO, MoA, MoE, MoT, MoHR, NIC; CoR, NGOs, business organizations, research centers, university professors and media. The session focus was on (1) Government expectations of policy making support from the policy shapers, (2) the policy shapers' perceptions of their role and the resources required for that purpose, and (3) recommendations for action

2nd Quarter (January-March) FY2012 Performance Indicators Table

Sub-IR 2.1: Regulatory Reforms Implemented with Appropriate Cross Ministerial Involvement					
Indicator #	Indicator Name	Annual Target	Qtr 1 (Oct-Dec) 2011	Qtr 2 (Jan-Mar) 2012	Status
2.1.1	Number of growth-impairing regulatory burdens identified and reduced	N/A	N/A	N/A	Not in the 1 st year Work Plan
2.1.2	Number of institutional staff: public, private, and Gol (PMO) stakeholders instructed on the Iraq Solutions for Regulatory and Administrative Reform (ISRAR)	N/A	33	137	See note 2
2.1.3	Estimated annual cost saving to participants in the Iraqi economy	N/A	N/A	N/A	This would be known at the end of the reform
Sub-IR 2.2: National Policy Development and Management Mechanisms Established					
Indicator #	Indicator Name	Annual Target	Qtr 1 (Oct-Dec) 2011	Qtr 2 (Jan-Mar) 2012	Status
2.2.1	Number of policies developed by Office of Policy Development (OPD) at the Prime Minister Office (PMO) and adopted by Gol	N/A	N/A	N/A	Not in the 1st year Work Plan
2.2.2	Number of Office of Policy Development staff at the PMO trained in policy development process	15	13	18	See note 2

2.2.3	Number of public policy offices established and functional	5	2	6	Tarabot/ NPM team established 6 additional policy offices in: MoO , MoA , MoT . MoE , MoIM and NIC
-------	--	---	---	---	--

USAID Standard Indicators (F-Indicators)					
Indicator #	Indicator Name	Annual Target	Qtr 1 (Oct-Dec) 2011	Qtr 2 (Jan-Mar) 2012	Status
F 2.1	# of USG-supported public sessions held regarding proposed changes to the country's legal framework	10	19	26	See note 2
F 2.2	# of training days provided to executive branch personnel with USG assistance	12	20	26	See note 2 and 3

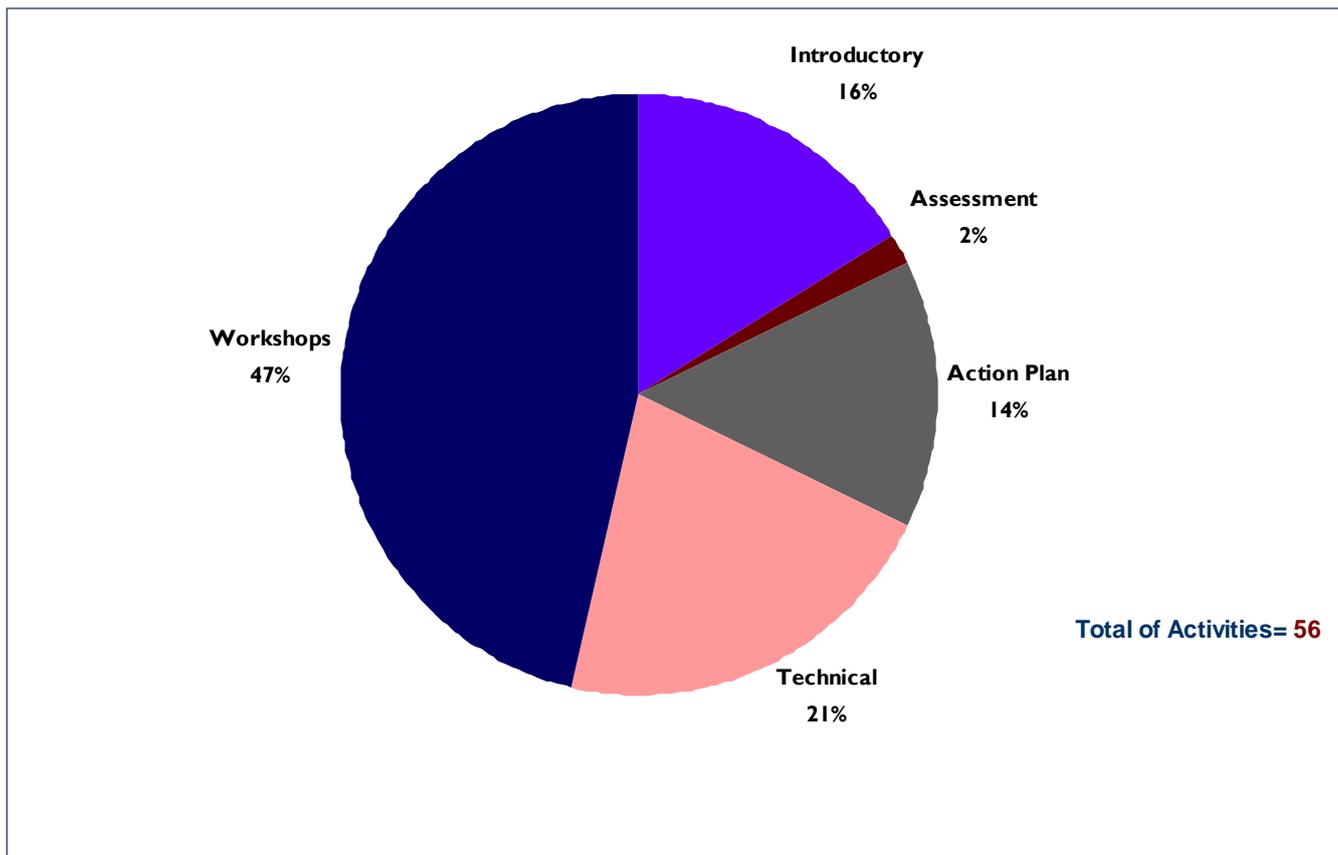
Notes:

1. All indicators not represented in the above tables are year-end performance indicators. Status will be given in the annual report.
2. This Indicator and targets are revised quarterly.
3. A workshop can be more than one day. Therefore the number of training days does not equal the number of workshops.

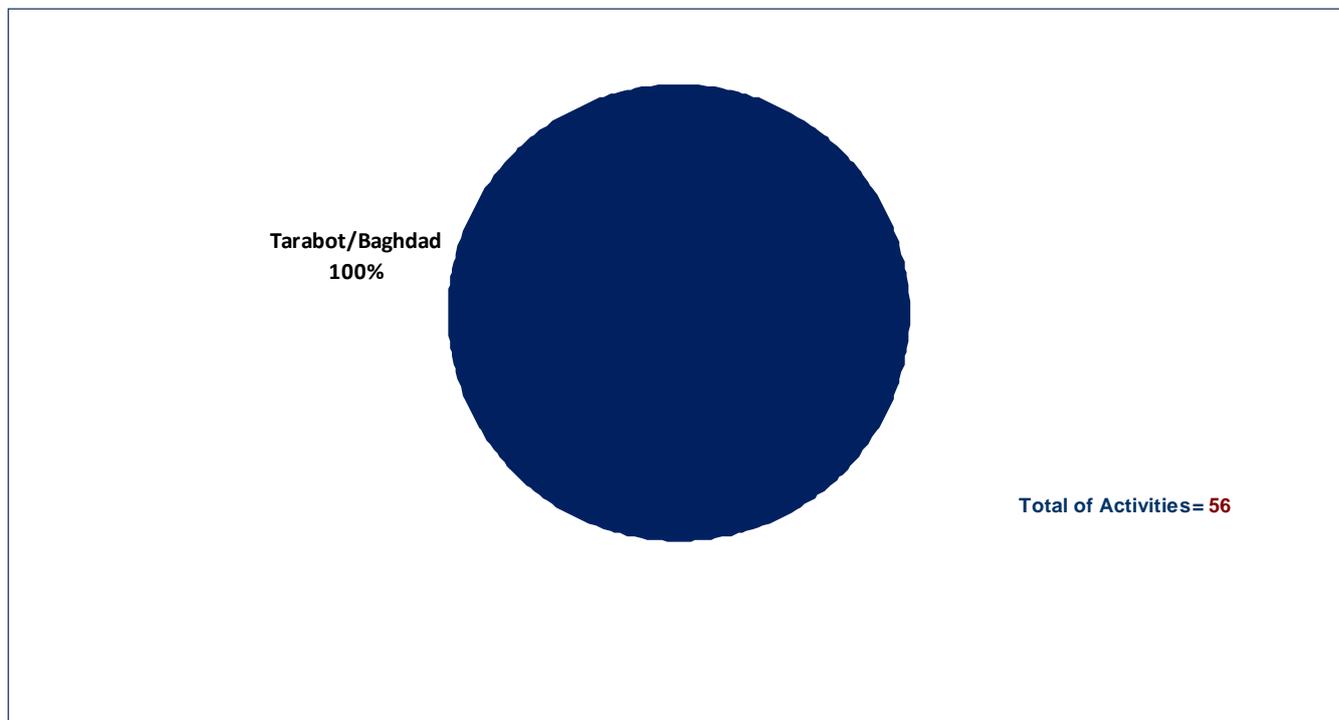
**Table I: National Policy Management (NPM) 2nd Quarter (January-March) 2012
Participants by Organization & Type of Event**

Organization	Meetings	Project Management	Public Policy Development	Regulatory Reform	Strategic Planning	Total
President Office			5			5
Vice President Offices			5		2	7
Presidency Diwan	12		33		8	53
Prime Minister Office	11		69	2		82
Deputy Prime Minister Office/Economic	1		5	1		7
Deputy Prime Minister Office/Energy			6			6
Deputy Prime Minister Office/Service	2		7			9
Prime Minister's Advisory Council	18		2			20
Supreme Judicial Council	4					4
Council of Ministries Secretariat	5			3		8
Council of Representatives	45			3		48
National Investment Commission		1	10	2		13
Ministry of Agriculture		7	20			27
Ministry of Education				1		1
Ministry of Electricity	4	5	22	2		33
Ministry of Justice	5					5
Ministry State for Provincial Affairs	1					1
Ministry of Health				1		1
Ministry of Higher Education & Scientific Research	10		6	28		44
Ministry of Human Rights			1			1
Ministry of Industry and Minerals		5	7	1		13
Ministry of Interior				1		1
Ministry of Oil	1	5	9	1		16
Ministry of Planning				1		1
Ministry of Trade	12	9	24	2		47
Ministry of Transportations				9		9
Ministry of Water Resources				1		1
Ministry State for Parliamentarian Affairs				5		5
Ministry State for Women Affairs			1			1
Iraqi Securities Commission				2		2
Baghdad Provincial Council				1		1
Kirkuk Provincial Council				2		2
Muthanna Provincial Council				3		3
Non-Governmental Organizations	3		4	27		34
Center of the Strategic and Public Policy Studies	1					1
Media			1	11		12
Private Sector	2		20	27		49
Total	137	32	257	137	10	573

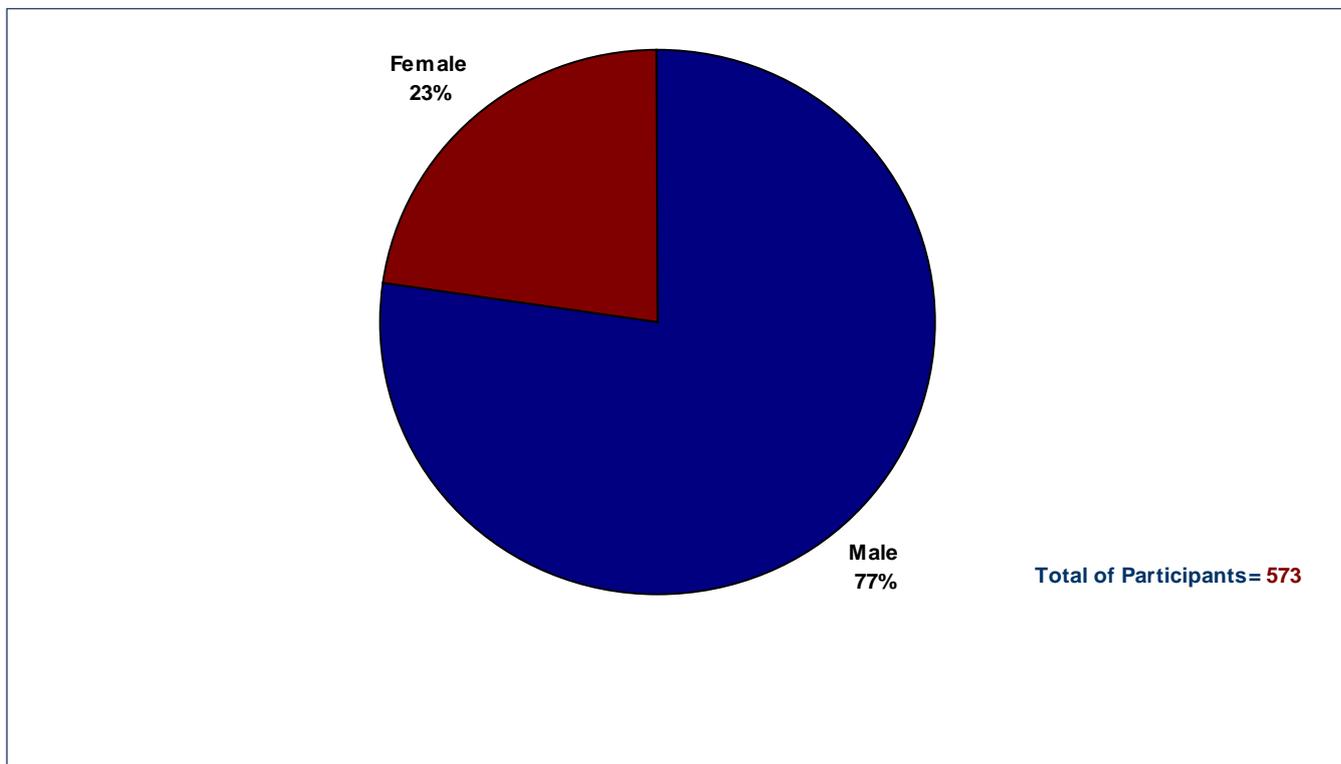
**Figure 2: National Policy Management (NPM) 2nd Quarter (January-March) FY2012
Activities Distribution by Type**



**Figure 3: National Policy Management (NPM) 2nd Quarter (January-March) FY2012
Activities (Workshops and Meetings) According to Tarabot Hubs**



**Figure 4: National Policy Management (NPM) 2nd Quarter (January-March) FY2012
Activities (Workshops and Meetings) Participants by Gender**



COMPONENT 3: ADMINISTRATIVE DECENTRALIZATION

Section I: Highlights of the Quarter

The past quarter saw excellent gains across the board for USAID-*Tarabot*'s Administrative Decentralization Component (AD). Over three months, the AD component wound down its broad engagement phase, largely completed the assessment phase, and began implementing technical solutions and systems reforms with many established counterparts. The AD team is emphasizing true systems reform, highlighted this quarter by the creation of several new units, pivotal provincial and national-level steering committees, initiation of targeted capacity-building activities, and numerous other achievements.

Engagement Phase: The team closed the final threads in its engagement phase through a series of working sessions and meetings with the MoA, MoE, MoO, and MoYS among others.

Assessment and Action Plan Phase: By the end of this quarter, the AD team had completed nearly 110 assessments for partner entities, providing a solid snapshot of the situation, whether in planning, procurement, quality management and others inside each of the AD component's partner GoI entities.

Memoranda of Understanding: The AD component made progress in assembling draft MoUs for all its partner entities. The AD MoU consists of three main segments – a base legal text, a comprehensive technical vision and SOW, and a detailed costing breakdown.

Service Infrastructure:

The *Tarabot* advisors continue assisting the largest-spending, biggest-building ministries as well as the 15 Governors' Offices with the objective of improving their performance in service generation investment. The component offers a five-pointed approach that includes tailored technical assistance in the fields of capital projects planning, fiscal management and budgeting, public procurement, project management, and the implementation of the Iraq Development Management System software. All of USAID-*Tarabot*'s assistance reflects internationally-recognized standards and best practices in each field.

Projects Planning

NDP Provision Progress The AD planning teams spent considerable time working with the MoP to develop a methodology and statistical models for updating Iraq's National Development Plan 2010-2014. In this regard, AD advisors frequently met with the technical committee for the NDP revision and its sub-committees where advisors have a seat on each of the ten committees, to assist in compiling updated statistics, conduct new analyses, and reevaluate the original plan's development methodology. The NDP revision exercise will, in the simplest terms, revisit the goals laid out in the plan and determine which have been met and which have not.

Babil Provincial Projects Steering Committees On the part of building stronger collaborative ties between local and national governments, the Governor of Babil approved the *Tarabot* proposal to establish a Provincial Projects Steering Committee. This committee will serve as a key coordination body between central ministries and the provincial government, both of which build capital investment projects in the province. In the past, these projects were poorly planned, coordinated, or not complementary. These committees aim to rectify this lack of coordination and formalize the role of the provincial government in controlling its own development.

Harmonizing Ministry and National Plans Finally, the *Tarabot* planning advisors began working with ministry planners to identify areas of disconnect and avenues for opportunity in aligning the ministry's goals with those laid out in the NDP. The team initiated this activity through a workshop with the MoHE. The unit is also providing assistance to the ministry's provincial planning departments. Other ministries, such as the MoCu and MoJ, are scheduled to begin the same activity in the coming quarter.

Fiscal Management:

Update to Hammurabi Knowledge Base With this quarter's passage of the Federal Budget Law 2012, USAID-*Tarabot's* AD component team was able to swiftly update its material within the Hammurabi Knowledge Base. The Hammurabi is a comprehensive set of all procedures and regulations pertaining to Iraq's capital investment cycle, and includes an enormous process map. The Hammurabi will subsequently be used to train GoI counterparts on the budgeting and budget execution procedures.

Finalizing Assessments The financial management team continued conducting comprehensive assessments of several GoI entities. This assessment has taken considerably more time than some of the other advisory units' assessments due to a combination of the sensitive information requested, the span of departments and directorates it applies to, and the seniority of staff needed to accurately answer some of the questions. The *Tarabot* advisors conducted assessments and action planning meetings with the MoA, MoEn, MoHE and its universities, the MoTr.

Procurement:

National and Provincial Contracting Websites The MoP responded to a standing recommendation from the AD procurement advisors and created a procurement resource webpage, linked through the ministry's main webpage. The MoP's Office of Government Public Contracts and Policy (OGPCP) aims to use this webpage to provide all GoI procurement bodies easy access to the nation's procurement materials, including legal texts and standard bidding documents, in order to help improve procurement performance and contract awards. Additionally, the Muthanna Governor's office has launched its own public contracts webpage following consultation with USAID-*Tarabot's* procurement team. While it is still under construction, there are already more than 100 announcements of tenders, bid opening sessions, and price readings presented on the page. These are prime examples of real systems reform, and even in their nascent stages, these web pages immediately improves procurement transparency and accountability.

Procurement Capacity Building and Systems Reform

USAID-*Tarabot* procurement team conducted workshops for a number of GoI counterpart ministries and GOs. These workshops are the first step on each entity's action plan and towards tangibly improved procurement systems and performance. The workshop for the directors general of the MoMPW was a particularly exemplary example of progress in systems reform. The two-day workshop aimed to introduce standard bidding documents, issued by the MoP, and their application in the three major procurement categories: works, goods, and consulting services. The ultimate goal of the workshop, however, was for the ministry to adopt and apply these documents in the implementation of its investment plans, thus overcoming delays in awarding contracts in a timely manner. It was agreed that the DG appeals to the minister for the formal adoption of the standard bidding documents.



Procurement Workshop for MoHE

Project Management

Project Management Processes adopted, offices approved. The AD project management advisors enjoyed tremendous success with numerous GoI entities agreeing to establish a Project Management Office, in most cases a much-needed organizational entity to manage to the complex operations surrounding the concurrent implementation of multiple projects. Over the quarter, six more of these offices were formally approved by various GOs, joining two established in the first quarter. Much like a phone network, each office established adds value to the others established throughout the country, as they will be speaking a unified project language and promoting internationally-recognized practices throughout the country. Additionally, USAID-*Tarabot's* project management advisors conducted a number of workshops for partner ministries to transfer knowledge and practices in-line with the Project Management Institute. This workshop is one of the cornerstones of virtually all of the project management unit's action plans, and is one of the most rigorous in

terms of the amount of material presented. Over ten days, ministry staff work with project management processes, tools, techniques, and forms that are compliant with the PMI standard, and are encouraged to make use of them back in their ministries. In the case of the MoHE, the ministry agreed to adopt an initial two of the 42 processes. These processes will be piloted on real MoHE projects.

Iraq Development Management System (IDMS)

MoP IDMS Help Desk The *Tarabot* IDMS team continued this past quarter to assist the MoP set up its new IDMS help desk. The MoP's team was trained to respond to challenges encountered by GoI users. The assistance covered complex system usage features, including projects data update, fields, and criteria, as well as updating the ceiling values of the ministries and governorates.

IDMS Rollout Also, the *Tarabot* IDMS advisors in cooperation with the MoP IDMS team, continued to rollout the system. By the end of the quarter, the IDMS unit installed the system on trainer users at more than 40 GoI entities, ranging from all major ministries to other central entities, including the Amanat Baghdad, High Electoral Commission, the Sunni, Shiite, and Christian Endowments. The MoP agreed to a USAID-*Tarabot* plan to implement the IDMS across 15 provinces. Worth noting, the IDMS roll out is moving much faster than anticipated.

Service Delivery

The AD component is concurrently working to strengthen the GoI's mechanisms for service delivery directly to Iraq's citizens. The *Tarabot* teams are working with broad service delivering ministries such as the MoMPW, MoJ, and MoLSA as well as marginalized-persons-serving ministries such as the MoDM. The team uses a multi-faceted, integrated approach that includes organizational development, business process reengineering, quality management, promoting public accountability, and supporting the "one-stop shop" service center model.

Organizational Development:

The Organizational Development (OD) Advisory Unit made promising progress in promoting its national vision for OD in Iraq while continuing to bolster the institutional capacity for OD within key counterpart ministries.

OD Units Creation Several ministries, including the MoA, MoHR, and MoDM, approved the creation of an internal ministry Organizational Development Unit. These units will be responsible for organizational self-assessments, improvement activities, and in the future, pursuing institutional excellence awards. Other ministries, such as the MoMPW, MoP, and MoTr have each expressed interest in OD units as well. These agreements and expressions of interest came following consultation with the *Tarabot* OD team.

National-Level OD System Conceptualized *Tarabot* OD team drafted a paper entitled "Building a National System for Organizational Development in Iraq." This paper will be presented at several high profile events, including the upcoming Ministry of Oil "National Conference on Exemplary Institutions," in the near future. This is the OD unit's first step towards introducing the concept of national-level OD structures in Iraq.

Technical Assistance *Tarabot* OD experts continued to provide technical assistance to the MoHC, MoHE (and its universities), and the MoMPW. The OD unit's action plan kicked off with a workshop that introduced GoI participants to the OD methodology and provided them with the tools to conduct effective assessment interviews.

Quality Management:

The AD quality management unit began this quarter fully staffed and equipped to offer its services to the GoI. The QM unit worked diligently to catch up to the rest of the AD consulting units, and was able to engage directly with several key partners very early on. The quality management advisory unit made progress with its partners in the MoHC and MoHE this past quarter, particularly on their respective gap analyses, in addition to establishing contact with the MoA, COSQC, and the National Quality Committee.

Service Centers:

The AD service centers team has identified seven potential pilot service centers, conducted assessments and site visits, and initiated the process mapping and re-engineering with key service-delivering partners.

- Candidate service identified through a series of meetings, assessments, and site visits, the AD service centers team has identified an initial set of targeted services for improvement and incorporation into the “one-stop shop” model:
- The MoHE is interested in piloting a “one-stop shop” service center on its headquarters premises. This service center would provide services such as degree validation, registrar services, and student complaints.
- The MoJ is interested in “one-stop shop” service centers for the Notary Public Directorate in Baghdad. It has chosen two sites in the city to explore for implementation.
- The MoDM expressed interest to implement a service center for Iraq’s Internally Displaced Persons (IDPs). The MoDM provides services to an average of more than 450 IDPs who visit and overwhelm the ministry’s current site on a daily basis.
- Finally, the MoMPW issued a formal letter to USAID-*Tarabot* requesting assistance to implement municipal “one-stop shop” service centers in four provinces.

Process Mapping, Analysis, and Improvement The service centers advisory unit also completed the business process mapping (BPM) and analysis of the delivery process for select MoHE and MoMPW services. In the coming quarter, these processes will be reengineered to maximize efficiency and tailor them to incorporation into a “one-stop shop” service center.

Administrative Decentralization:

The final segment of the AD component focuses on facilitating and implementing administrative decentralization. The team works with central ministries, the provincial ministry directorates, and governors’ offices to explore opportunities to push operational decision-making authority closer to the levels where services are actually delivered. The administrative decentralization advisors spent the quarter liaising with both central ministry and provincial counterparts exploring avenues for administrative decentralization. These visits worked to identify some specific authorities that the governors’ offices are interested in taking over from several different ministries, with a focus on the MoMPW and MoLSA.

Decentralization White Paper The Decentralization advisors drafted a comprehensive overview of decentralization in Iraq, including pertinent constitutional clauses, legal structures, ministry mandates, and more. This paper was presented at the National Decentralization Conference, hosted by the State Minister of Provincial Affairs.

National Decentralization Committee Moreover, the USAID-*Tarabot*’s AD component was named a technical advisor on the National Decentralization Committee, chaired by the Minister of Provincial Affairs. This committee is quickly proving to be a powerful partner and valuable source of information in encouraging decentralization among GoI entities.

SSN

This quarter was marked by the successful deployment of the SSN to the provinces of Diwaniyahh, Diyala, Karbala, and Wasit. The system was set up and configured, and the MoLSA employees responsible for the SSN’s operation in each province were trained on data-entry.

Ministry of Education Capacity Building Initiative

March marked the start-up of the USAID-*Tarabot* AD education capacity building initiative. An education capacity building team arrived and conducted a number of meetings with MoE leadership and USAID. The MoED reiterated its desire for the traditional package of assistance as well as its acute need for broad capacity-building assistance.

Section 2: Challenges Encountered

Perhaps one of the most daunting challenges facing the AD component was to live up to GoI expectations built over the preceding six months, and during this quarter the team managed to not only maintain, but build upon that progress. This quarter also marked the kick-off of the AD component's new Ministry of Education capacity-building initiative.

Despite facing a variety of potentially program-inhibiting circumstances in the month of March in particular, it was largely business as usual for the AD component. Delayed visas and a city-wide lockdown ahead of the Arab League Summit did not stop USAID-Tarabot's AD staff from spending much of the month filling ministries, provincial directorates, and Governors' Offices with advisors providing technical assistance. The late passage of the 2012 Federal Budget Law impacted progress on some work planned activities.

Section 3: Plan for Next Quarter

In the next quarter, USAID-Tarabot's AD component continue to ramp up its actual technical assistance endeavors in the form of capacity building, systems reform or systems adoption, organizational improvements, and more. Additionally, the team will place a heavy emphasis on developing, negotiating, and signing Memorandums of Understanding with each of its partner GoI entities.

Section 4: Activities as Per the Work plan

Work Plan ID	Activity/ Task Name	Progress
I	AD Component-Wide	
I.1	Counterpart Engagement	
A	Draft MoUs for all anticipated GoI counterpart institutions	MoUs (Roadmaps) have been drafted for 14 ministries (MoA, MoCH, MoCu, MoEd, MoEn, MoHE, MoHR, MoIM, MoJ, MoLSA, MoDM, MoMPW, MoP, and MoYS)
B	Develop 10 Capacity Development Plans for counterpart ministries	Developed for MoCH and MoHE. In progress for (MoEn, MoHR, MoDM, MoMPW, MoP and MoTrs)
C	Negotiate office spaces for embedded staff in partner ministries	Completed in (MoCH, MoEd, MoEn, MoHE, MoHR, MoIM, MoJ, MoLSA, MoDM, MoMPW, and MoP). In progress for MoA, MoCu and MoYS
D	Negotiate office spaces for embedded staff in partner provinces	In progress for Anbar, Basrah, Salah ad Din and Wasit. Completed in the remaining 11 provinces
I.2	Public Sector Management (PSM) Coordination	
A	Conduct quarterly coordination and update meeting with PSM and relevant subcommittees: Restructuring Government, National and Provincial Services Delivery, and Public Financial Management Reform	Meeting with Dr. Thamer Ghadban/ head of PSM on March 14, 2012 in addition to meetings with the provincial services improvement committee headed by MoSPA/ Dr. Turhan Mufti on February 12, 2012 and March 12, 2012
B	Receive feedback from PSM and incorporate into pending activities as requested	Feedback incorporated
2	Administrative Decentralization Support	
2.1	Facilitate an enabling environment for decentralization	
2.1.1	Disseminate information about the annual budget law including any decentralization opportunities	

A	Disseminate white paper to Gol entities	Whitepaper developed and disseminated at the National Conference organized by MoSPA on February 27, 2012
B	Conduct conference for Gol entities on opportunities for decentralization	Tarabot participated in the "Decentralization Conference" sponsored by MoSPA on February 27-28, 2012
2.2	Assist the government entities to implement administrative decentralization	
2.2.1	Devise ministry decentralization guidelines	
A	Conduct needs analysis and draft summary document on the steps needed in order to carry out administrative decentralization	Developed for MoMPW

Work Plan ID	Activity/ Task Name	Progress
3	Planning	
3.1	Improve National and Regional Planning System	
3.1.1	NDP Revision	
A	Assemble team of researchers to carry out the revision	Tarabot has hired four experts in planning (local, regional, sectoral and national) while MoP has established and staffed sectoral sub-committees for revising the NDP
B	Develop revision methodology and share with planning team internally	Methodology drafted
C	Prepare a detailed timetable to complete the revision	Timetable assembled with major milestones
3.1.2	Iraq National Monitoring System Operationalized	
A	Assist MoP to collect baseline information for the first 10 indicators in the Iraq National Monitoring System (INMS)	Collected
B	Coach partner ministries and governors' offices on the use of the INMS	MoP are in the process of assessing the possible mechanisms for authorizing Gol entities data entry privileges
C	Issue mid-term report on NDP progress using all available information	Progress report has been developed using the INMS
3.1.3	Establish Provincial Projects Steering Committees	
A	Develop presentation highlighting the needs and benefits of a provincial steering committee and present to stakeholders in five provinces	Presentation developed and presented to several provinces (Anbar, Babil, Basrah, Diwaniyahh, Diyala, Karbala, Muthanna, and Ninawa)

Work Plan ID	Activity/ Task Name	Progress
4	Fiscal Management	
4.1	Enhance Iraq's public capital investment budgeting and execution financial system	
4.1.1	Support the Iraqi national capital budgeting and execution financial system	
A	Conduct consultation sessions with stakeholders on improvement opportunities	Session not conducted
4.2	Enhance the capacity of Gol entities in capital investments budgeting and execution	

4.2.1	Implement budget execution roadmap	
A	Design information packets to distribute the Hammurabi Knowledge Base	Late passage of the Federal Budget Law has delayed the update to the Hammurabi Knowledge Base
4.2.2	Support to capital investment projects budgeting	
A	Carry out comprehensive assessment in five Gol entities	Completed for MoCH, MoHE, MoHR, MoIM, MoMPW, and MoA
B	Develop action plan to improve budget execution in counterpart Gol institutions	Completed for MoHE
Work Plan ID	Activity/ Task Name	Progress
C	Agree with counterpart institutions on improvement action plans	Agreed for MoHE
4.2.3	Support to capital investment projects execution	
A	Carry out comprehensive assessment in five Gol entities	Completed for MoCH, MoHE, MoHR, MoIM, MoMPW, and MoA
B	Develop action plan to improve budget execution in counterpart Gol institutions	Completed for MoHE
C	Agree with counterpart institutions on improvement action plans	Agreed for MoHE

Work Plan ID	Activity/ Task Name	Progress
5	Project Management	
5.1	Assist to Improve the National Capital Investment Project Management System in Iraq	
5.1.1	Support the Iraqi national capital investment project management program	
A	Conduct consultation session with stakeholders on improvement opportunities	Consultation session conducted on February 08, 2012 with MoP officials including Deputy DG of Sectoral Units, Engineer in Sector Units, and other representatives from the Sectors Units DG office. Current national-level regulations and systems in place for project management were discussed. Discussions with MoCH and MoEn were carried-out during assessments
B	Prepare an action plan on improvement and decentralization opportunities in capital investment project management	Action Plan drafted
C	Achieve decision-makers' consensus approval of the action plan	Under review by MoP
5.2	Improve capital investment projects management at the ministerial and provincial levels	
5.2.1	Enhance the project management capacity of ministry counterparts	
A	Provide technical assistance to four partner ministries in project initiation systems	Technical assistance initiated in 9 ministries (MoA, MoCH, MoCU, MoDM, MoEn, MoHE, MoJ, MoMPW and MoTr)
B	Design draft standardized project management tools according to PMI practices	Tools and materials developed
5.2.2	Enhance the project management capacity of provincial counterparts	

A	Provide technical assistance to four partner provinces in project initiation systems	Technical assistance initiated in nine provinces (Anbar, Babil, Basrah, Diwaniyahh, Dhi Qar, Maysan, Muthanna, Najaf and Ninawa)
B	Design draft standardized project management tools according to PMI practices	Tools and materials developed

Work Plan ID	Activity/ Task Name	Progress
6	Procurement	
6.1	Enhance Iraq's national public procurement system	
6.1.1	Improve national procurement system	

A	Prepare an action plan in consultation with stakeholders on improvement and decentralization opportunities in the national procurement system	Action Plan developed
---	---	-----------------------

Work Plan ID	Activity/ Task Name	Progress
--------------	---------------------	----------

B	Achieve decision makers' approval of the action plan	Action Plan agreed by MoP DG
---	--	------------------------------

6.2	Improve procurement processes at the ministerial and provincial levels	
-----	--	--

6.2.1	Implement standard procurement process	
-------	--	--

A	Draft a standardized procurement process including activities, tasks, and timeframe	Standard Procurement Process developed and incorporated into training courses for Gol counterparts
---	---	--

6.2.2	Assist procurement planning	
-------	-----------------------------	--

A	Develop annual procurement plans for counterpart ministries and governors' offices	Procurement Planning Techniques provided to Gol counterparts and Plans subsequently developed
---	--	---

6.2.3	Implement standard bidding documents	
-------	--------------------------------------	--

A	Assist Gol entities to introduce or update their standard bidding documents	Updated standard bidding documents introduced at procurement unit workshops (2 in Baghdad, 1 in Babil, 1 in Basrah and 1 in Muthanna) and suggested for formal adoption
---	---	---

6.2.4	Improve procurement records management system	
-------	---	--

A	Develop coding system to be used to improve management and physical storage of documents	Procurement document storage procedures developed and introduced to Gol counterparts
---	--	--

6.2.5	Develop procurement performance indicators and reporting system	
-------	---	--

A	Assist the Gol to develop procurement performance indicators to be used to monitor and improve procurement implementation in counterpart Gol entities	List of procurement indicators developed
---	---	--

B	Finalize the procurement indicators	List of procurement indicators finalized
---	-------------------------------------	--

Work Plan ID	Activity/ Task Name	Progress
7	Organizational Development	
7.1	Strengthen Organizational Development Capacity at National Level	

7.1.1	Promote national institutionalization of organizational development (OD) functions	
A	Produce a concept paper outlining service to partner organizations to set up a permanent OD unit	Concept paper for a national-level OD body drafted and scheduled for presentation at the upcoming MoO Conference on "Organizational Excellence In Iraq"
7.2	Strengthen Organizational Development Capacity in Iraqi Public Organizations	
7.2.1	Facilitate organizational development (OD) in Gol entities	
A	Conduct needs assessments with 10 organizations	Needs assessment completed for MoCH, MoEn, MoHE, MoHR, MoIM, MoDM, MoMPW and six universities
7.2.2	Promote national institutionalization of organizational development functions	
A	Produce a concept paper outlining service to partner organizations to set up a permanent OD unit	Concept paper drafted and presented successfully to MoA, MoHR, and MoDM. MoLSA, MoMPW, and MoP are exploring the creation of an OD unit
7.2.4	Re-engineer business processes	
A	Identify five key processes to target for improvement with input from partner organizations	Identified and selected processes in the MoHE, MoJ, MoDM and MoMPW

Work Plan ID	Activity/ Task Name	Progress
8	Quality Assurance	
8.1	Improve the Quality Assurance systems of Gol entities according to internationally-recognized standards	
8.1.1	Introducing international standards for quality	
A	Carry out gap analysis report according to ISO9001 requirements	Gap Analysis Report drafted for MoCH. Additionally, gap analysis initiated with the MoHE
B	Develop action plan to improve the system according to ISO9001 requirements	Action Plan drafted

Work Plan ID	Activity/ Task Name	Progress
9	Service Improvement	
A	Agree on list of target services with Gol counterparts	List of target services for: MoJ/ Notary Public, MoHE/ student services, degree services, MoDM/ IDP registration, MoMPW/ municipal services in five pilot provinces of Basrah, Diwaniyah, Karbala, Maysan, and Salah ad Din
B	Initiate service process mapping and analysis	Initiated for MoJ, MoHE and MoMPW
9.1.2	Develop "One-Stop Shop" service center Infrastructure	
A	Announce RFP and select contractor to design the model "One-Stop Shop" service center	RFP announced. Selection of contractor will be in Qtr 3
9.1.4	Promote the concept and benefits of the "One-Stop Shop" service center	
A	Conduct three "One-Stop Shop" service centers and public service accountability workshops two in Baghdad, and one in the provincial hubs	Achieved – One-Stop Shop workshops conducted in the following: Feb 6-9, 2012 in Baghdad for MoHE (16 participants) Feb 20-28, 2012 in Baghdad for MoHE (12 participants) Mar 20, 2012 in Babil for MoMPW Diwaniyah offices (8 participants)
B	Select final promotional material design for publication	Promotional poster selected and is undergoing refinements

C	Print 1000 copies of promotional brochure or flyer	Shifted to quarter 3 FY2012. Estimated date May 15, 2012
---	--	--

Work Plan ID	Activity/ Task Name	Progress
10	Iraq Development Management System (IDMS)	
A	Conduct workshop for MoF, MoP, and executive offices on usage of the IDMS	Workshop delivered from January 02-05, 2012 to 10 participants (four Female)
B	Conduct workshop for MoF, MoP, and executive offices on usage of the IDMS	Workshop delivered from February 19-23, 2012 to 41 participants (19 Female)
C	Conduct workshop for MoF, MoP, and executive offices on usage of the IDMS	Workshop delivered from February 20-22, 2012 to 26 participants (18 Female)

Work Plan ID	Activity/ Task Name	Progress
D	Conduct workshop for MoF, MoP, and executive offices on usage of the IDMS	Workshop delivered from February 26 to March 01, 2012 to 10 participants (two Female)
E	Provide follow-up coaching on the IDMS	Coaching provided to: MoIM (February 08, 2012 and February 15, 2012) and MoP (February 08, 2012)

10.2	Operation	
10.2.1	Operationalize the IDMS in Gol entities	

A	Coach Gol entities to utilize the IDMS	Coaching provided to: MoA, MoCH, MoC, MoEd, MoHE, MoHR, MoJ, MoIM, MoLSA, MoWR, MoYS, Iraq Security Commission, Board of Supreme Audit, National Olympic Committee, .etc
B	Provide technical assistance for 25% of counterpart Gol entities to install the online or offline versions of the IDMS	Exceeded target. Offline and online version of the IDMS is available to 30 Gol entities
C	Assist Gol entities to enter their data into the IDMS	Several Gol entities entered their 2010 and 2011 projects data into the IDMS

Work Plan ID	Activity/ Task Name	Progress
11	Social Safety Net (SSN)	
11.1	Manage the Gol's support to the poor using a management information system	
11.1.1	SSN rollout and operationalized to all 15 provinces of Iraq	
A	Assist MoLSA to deploy the SSN to six additional provincial sites	Work on the servers for the six sites completed. Deployment for only 4 sites (Diwaniyahh, Diyala, Karbala and Wasit). For Dhi Qar and Muthanna, the sites were not available by MoLSA
11.1.2	Operations and Maintenance	
A	Assist MoLSA to operationalize deployed SSN sites and ensure connection to the MoLSA HQ	Assisted MoLSA in putting in place a Service Level Agreement with a third party company and appropriate Internet Service Provider
11.1.3	Capacity-Development Plan	
A	Present capacity-building plan to ministry for endorsement from ministry leadership	Removed from Work Plan based on agreement between USAID and MoLSA on April 12, 2012

11.1.4	Business Plan	
A	Assist MoLSA to create an SSN business plan for the coming three years	Removed from Work Plan based on agreement between USAID and MoLSA on April 12, 2012

2nd Quarter (January-March) FY2012 Performance Indicators Table

Sub-IR 3.1: Regulations and Administrative Supports Necessary for Effective Decentralization Implemented					
Indicator #	Indicator Name	Annual Target	Qtr 1 (Oct-Dec) 2011	Qtr 2 (Jan-Mar) 2012	Status
3.1.1	Number of ministries that have initiated de-concentration changes	N/A	N/A	0	Exploring with MoMPW and MoLSA in particular
3.1.2	Number of regulations and administrative orders supporting de-concentration ministries activities	N/A	N/A	0	Exploring with MoMPW and MoLSA in particular

Sub-IR 3.2: Provincial Resource Management and Service Delivery Strengthened					
Indicator #	Indicator Name	Annual Target	Qtr 1 (Oct-Dec) 2011	Qtr 2 (Jan-Mar) 2012	Status
3.2.1	Number of ministries initiating improved organizational structure change	2	N/A	3	MoHR initiated creation of Organizational Development unit MoDM initiated creation of OD unit and Project Management Office MoP created IDMS Help Desk
3.2.2	Number of line ministries with Business Process Systems reengineered	5	N/A	2	MoHE and MoMPW have had processes mapped, analyzed, and an initial re-engineering
3.2.3	Number of service delivery units in compliance with ISO 9001	1	N/A	0	MoCH and MoHE both working towards compliance
3.2.4	Number of ministries utilizing the IDMS to manage and monitor their capital portfolio	2	N/A	N/A	The IDMS system is undergoing maintenance, updating, and changing some features
3.2.5	Number of Governors' Offices utilizing the IDMS to manage and monitor their capital investment portfolio	3	N/A	N/A	The MoP only recently issued the order to deploy the IDMS to the provinces

3.2.6	Number of one-stop-shop service center implemented	1	N/A	0	Ongoing work. 8 potential pilots identified, including MoMPW, MoJ, MoHE, MoDM
3.2.7	Number of new capital projects initiated at the provincial level	N/A	N/A	N/A	Capital projects initiated at the ministry level
3.2.8	Percentage of citizens surveyed in key areas who report improved service delivery procedures	N/A	N/A	N/A	Service Improvement activities not complete

USAID Standard Indicators (F-Indicators)					
Indicator #	Indicator Name	Annual Target	Qtr 1 (Oct-Dec) 2011	Qtr 2 (Jan-Mar) 2012	Status
F 3.1	# of training days provided to executive branch personnel with USG assistance	25	57	113	See note 2 and 3
F 3.2	# of Sub-national entities receiving USG assistance that improve their performance	5	19	35	See note 2
F 3.3	# of administrators/ officials trained with USG support	700	N/A	N/A	Tarabot/ Education team will start working on the Training activities in May-2012

Notes:

1. All indicators not represented in the above tables are year-end performance indicators. Status will be given in the annual report.
2. This Indicator and targets are revised quarterly.
3. A workshop can be more than one day. Therefore the number of training days does not equal the number of workshops.

Table I: Administrative Decentralization (AD) 2nd Quarter (January-March) FY 2012 Meeting and Workshop Participants by Organization

Organization	Meetings	Provincial Steering Committees	IDMS	Project Privatization - MoHE	Organization al Development	Procurement	Project Management	Total
Board of Supreme Audit			3					3
Council of Ministries Secretariat	20		6					26
House of Wisdom			5					5
Electoral Commission for Elections			3					3
Ministry of Agriculture	63	1	5					69
Ministry of Communications	11	1						12
Ministry of Construction and Housing	82	1						83
Ministry of Culture	10							10
Ministry of Defense			3					3
Ministry of Displaced and Migrants	60		3				7	70
Ministry of Education	36	1						37
Ministry of Electricity	3							3
Ministry of Environment	58						18	76
Ministry of Foreign Affairs			4					4
Ministry of Health	1	2						3
Ministry of Higher Education & Scientific Research	285	7		20	104	13	14	443
Ministry of Human Rights	64							64
Ministry of Industry and Minerals	39							39
Ministry of Interior	1							1
Ministry of Justice	50							50
Ministry of Labor Social Affairs	48	7						55
Ministry of Municipalities and Public Works	395				59			454
Ministry of Oil	6	1						7
Ministry of Planning	123		5			13		141
Ministry of Science & Technology	28		2					30
Ministry of Transportations	80		26					106
Ministry of Water Resources	10		18					28
Ministry of Youth and Sports	7							7
Ministry State for Women Affairs			2					2
Amanat Baghdad			3					3
Anbar Governor Office	29							29
Babil Governor Office	16					8		24
Baghdad Governor Office	5							5
Basrah Governor Office	51					26		77
Dhi Qar Governor Office	10							10
Diwaniyah Governor Office	11							11
Diyala Governor Office	7							7

Organization	Meetings	Establish Provincial Projects Steering Committees	IDMS	Ministry Project Privatization - MoHE	Organizational Development	Procurement	Project Management	Total
Karbala Governor Office	1							1
Kirkuk Governor Office	68							68
Maysan Governor Office	7							7
Muthanna Governor Office	18					19		37
Najaf Governor Office	8							8
National Investment Commission	1	12						13
Ninawa Governor Office	80	1						81
Wasit Governor Office	16							16
Others	29	34						63
Parliamentary Committee on the Iraqi National			1					1
Sunni Endowment	12							12
Total	1,849	68	89	20	163	79	39	2,307

Figure 2: Administrative Decentralization (AD) 2nd Quarter (January-March) FY2012 Activities Distribution by Type

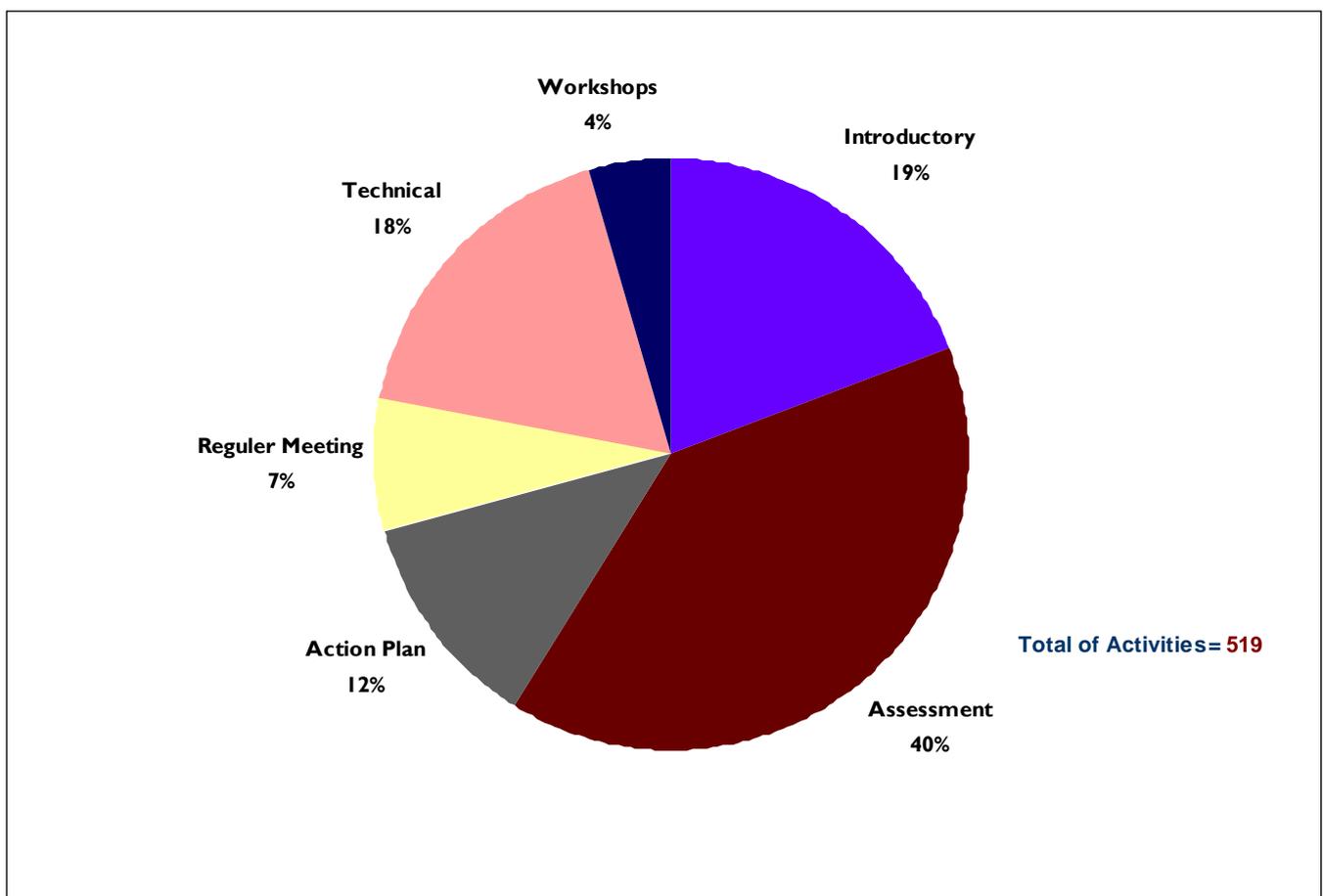


Figure 3: Administration Decentralization (AD) 2nd Quarter (January-March) FY2012 Activities (Workshops and Meetings) According to Tarabot Regional

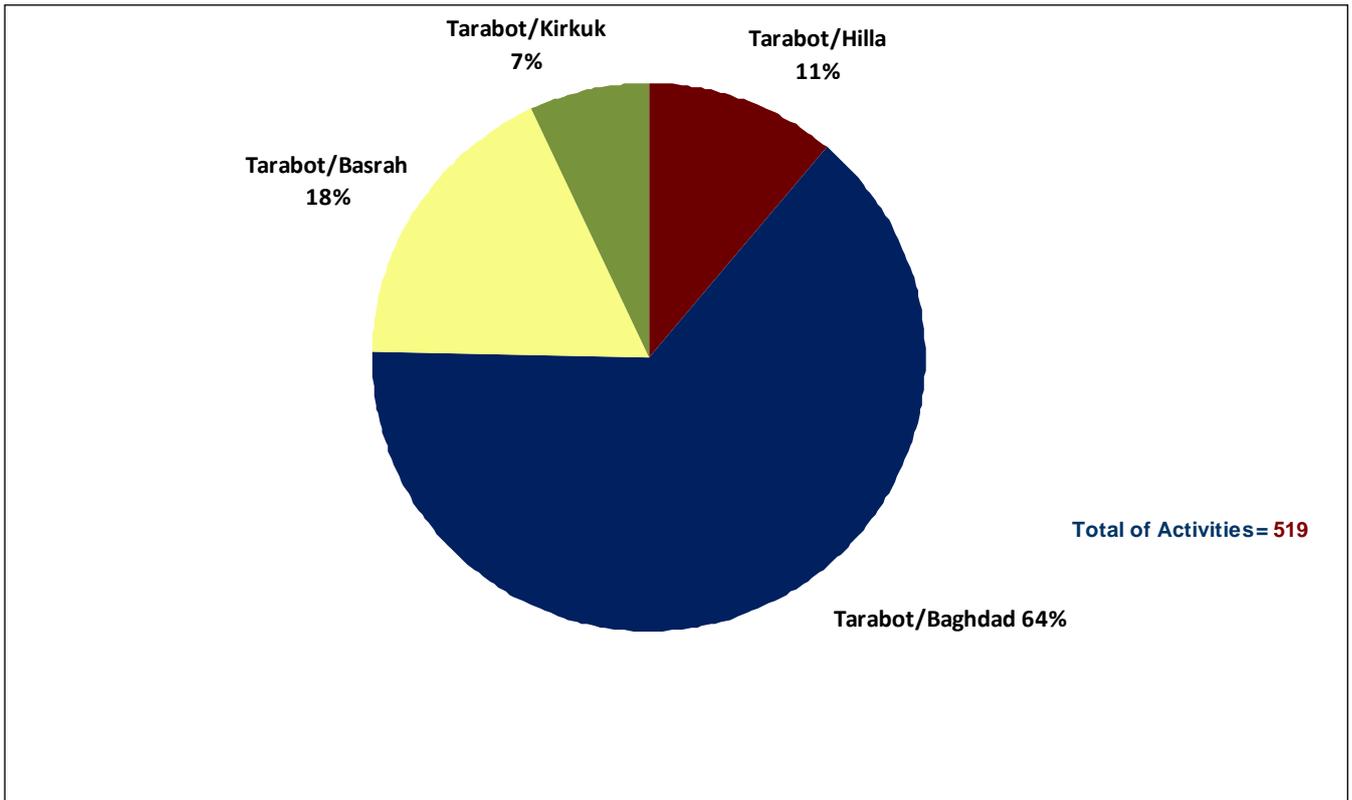
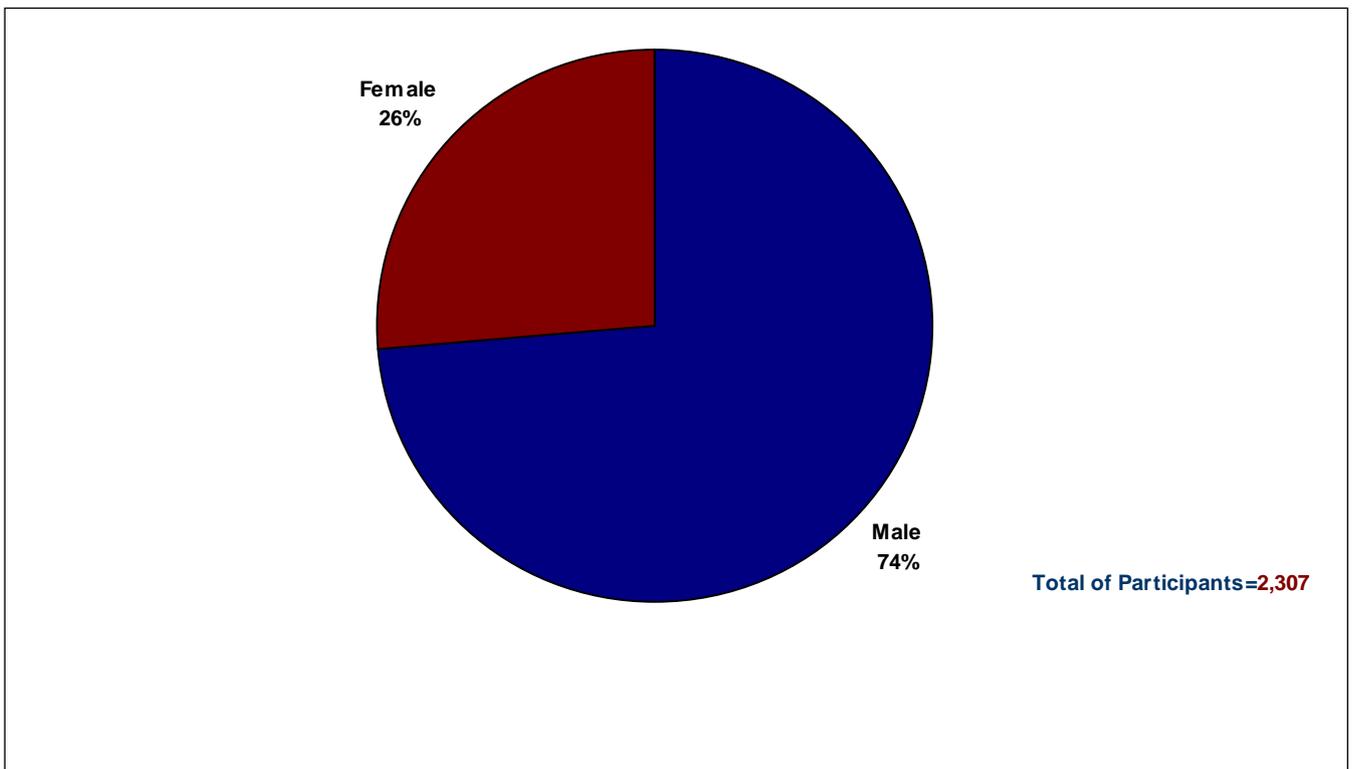


Figure 4: Administrative Decentralization (AD) 2nd Quarter (January-March) FY2012 Activities (Workshops and Meetings) Participants by Gender



PROJECT ADMINISTRATION

Security Company License Issue

Despite considerable optimism along the way this issue remained unsolved. Our security provider has nonetheless kept our program moving through subcontracting with other mobile security providers, whose licenses are not yet expired.

Travel and Security

This quarter has witnessed large-scale attacks, with periodic multiple explosions simultaneously at numerous sites in Baghdad and elsewhere. During the period leading up to the Arab League Summit meeting in March, travel in Baghdad came to a standstill. Other provinces also experienced curfews. Due to these events, project events were severely curtailed, cancelled, or postponed during the last two weeks of March. Through most of the quarter, in the long lead up to the Arab Summit, access to the IZ continued to be difficult and time consuming.

Visas and Badges

The problem of the visas was finally resolved this quarter. By the end of the quarter, all *Tarabot* staff members again have one-year, multiple entry visas. By the end of the quarter almost all staff members were still without up-to-date GZ badges, as the badging office was still not issuing badges at all. We expect this situation to clear early in the next quarter.

Compound Offices & Housing

This quarter saw the completion and occupation of new residence and office spaces to accommodate the new education activity, recent and up-coming deployments, and new hires.

Regional and provincial offices

64 staff members are currently deployed at provincial and regional offices outside of Baghdad.

Staffing and Deployment

The project has a staff of 31 expatriate and 203 local personnel as of March 31, 2012.