



**USAID** | **IRAQ**  
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# MOBILIZATION, FLEXIBILITY, AND NATIONAL COVERAGE PLAN

**IRAQ GOVERNANCE STRENGTHENING PROJECT (GSP)**

**NOVEMBER 15, 2011**

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**IRAQ GOVERNANCE STRENGTHENING PROJECT**

**Contract No. AID-267-C-11-00006**  
**Deliverable No. D-2011-008**

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## Mobilization, Flexibility, and National Coverage Plan

USAID/Iraq awarded the Governance Strengthening Project (GSP) to Chemonics International on September 30, 2011. Immediately following award, Chemonics launched a comprehensive startup plan to ensure rapid mobilization of project resources. The plan includes parallel efforts in the field and the home office to address operational and technical elements. The field team consists of a ten person team, led by the startup team leader and the project's chief of party to support a rapid launch of project technical activities. Further support will be provided to the team by a robust project management unit that provided based in Washington, DC.



This Mobilization, Flexibility, and National Coverage Plan describes six areas of project management. Each area is led by a specialist with extensive experience supporting the operations of USAID projects in complex working environments. The plan describes the establishment of field offices in Baghdad and Hilla, and the launch of technical activities within one month of contract award. The Baghdad office will oversee overall project administration and technical activities focused on national institutions (Component I: Law Reform). The Hilla office will oversee project-wide provincial and local government activities (Component II: Institutional

Strengthening, and Component III: Executive Oversight), and serve as a hub for implementation in the Babylon and the immediate provinces.

As the first phase of the project rollout draws to a close the chief of party will work with USAID to design the second phase including the establishment of additional offices in Basra and Erbil, expanding the project reach to the north and south of Iraq. In the home office, Chemonics has established an eight-person Project Management Unit (PMU) providing backstopping support including drafting of subcontracts, recruiting and fielding expatriate personnel, and a wide array of administrative tasks. A detailed timeline is shown in Annex I: Mobilization Start-up Plan.

The GSP will launch technical activities within one month of project award. Management will hold initial coordination meeting with implementation partners that will identify potential partners and areas of operations after reviewing the contract's scope of work. The chief of party will lead work planning with the project's technical team as they arrive in country. In parallel to work planning, the team will develop a comprehensive contact list and initiate contact with potential Iraqi stakeholders. In coordination with USAID, the technical team will hold meetings with Iraqi government stakeholders to identify initial technical needs, introduce the project, and form relationships that will facilitate interventions at a later stage. GSP will be capable of immediate project technical interventions due to the operational



support provided by the comprehensive startup team. The project will also submit a grants manual to USAID within the first month.

The work plan will reflect the contract and the Chemonics proposal. The chief of party, Geoffrey Swenson, will lead work planning with input provided by technical specialists, Iraqi stakeholders, and the startup team leader. The work plan will detail the first six months of the project and provide illustrative activities for the following six months. It will cover the three project components, grants, and crosscutting areas such as reporting and monitoring and evaluating.

The technical team will begin operations in Hilla in November, working with provincial councils, local government officials, NGOs, and other stakeholders in central Iraq provinces to build work plan consensus. The deputy chief of party, Caroline Roufosse, will support work planning while drafting initial performance management plan (PMP) indicators. Additionally, the plan for developing the Comprehensive Baseline Report (CBR) will be shared with subcontractors, CHF and 4points. The project will field a short-term gender specialist during the process to incorporate gender inclusion into initial technical activities.

### Personnel Recruitment and Fielding

#### **GSP Key Personnel**

- Chief of Party, Geoffrey Swenson
- Deputy Chief of Party, Caroline Roufosse
- Senior Technical Advisor – Decentralized and Local Governance, Peter Blunt
- Decentralization/Local Government Policy Advisor, TBD\*
- Senior Technical Advisor, Ghaleb Akari

Expatriate recruitment will be managed from the home office with input from the field. Chemonics will mobilize candidates named in the GSP proposal immediately and field them with the startup team. GSP will immediately begin recruiting for positions where proposed personnel are no longer available.

In the field, two recruitment specialists will immediately begin efforts to reach out to local professionals and support staff. Essential

administrative staff will be prioritized including IT specialists, operations managers, and human resource specialists so that they may support technical staff. Recruiting specialists will operate simultaneously in Baghdad and Hilla. CHF will support recruitment efforts in Hilla while the GSP compound is established. Baghdad recruitment will be carried out from the G4S compound.

In Washington, the PMU will lead the recruitment of expatriate 'To Be Determined' positions, leveraging Chemonics extensive database of candidates. Priority will be given to technical staff and a finance director. The PMU will also begin identifying experts to support technical activities described in the contract and proposal. In addition to Key Personnel, other personnel to be deployed also include the change management specialist, Omar Al Kindi; regional director, Ali Kazan; and communications specialist, Faten Taneeb. \*Candidates for key personnel positions were submitted for USAID approval within the first 30 days of contract award.

Recruitment efforts will be supported by the start-up team's human resource specialist who will draft a personnel manual that responds to local labor law and USAID requirements. The specialist will also draft employment agreements, benefit packages, and oversight and support to the recruiters. Priority short-term technical assistance will also be identified including experts from Tetra Tech ARD and Kaizen.

## Operations

The project fielded an operations specialist develop an operations manual and manage operations prior to arrival of the long-term compliance/ operations director. The operations manual will incorporate security measures, as well as address regular operating needs such as guidance on day-to-day field office operations; procedures for field office staff in accordance with Chemonics procedures and USAID regulations; and ensure that all staff are aware of and are accountable for abiding by the operations procedures set forth in the manual.

The specialist will launch the Google Apps online collaboration and email system and respond to the needs of the technical team during the rapid startup phase. Google Apps will allow for a standardized email system and enable document management and collaboration across the project. The operations specialist will focus on registering the project in Iraq by working with the project lawyer and

other contacts including securing a letter from a government office. An electronic and hard copy file system will be established with standardized naming conventions. The operations specialist will also manage initial financial matters and open local bank accounts. The operations specialist will also work on obtaining visa and residency permits.

Resources from the home office will draft the project's grants manual, responding to grant requirements listed in the contract and in accordance with ADS 303. The grants manual, once approved by USAID, will facilitate the launch of grant making, providing an additional tool for project implementation. Grants will be used to leverage civil society organizations and other entities such as universities in support of the project's objectives.

Section 3 in the Mobilization Startup Plan details operations activities.

## Procurement

Procurement will facilitate the project's geographic reach by establishing offices in Baghdad and Hilla. The procurement specialists will start in Hilla, operating out of CHF Iraq's facilities, and identify locations to meet the project's living and workspace needs. Once leases are signed, the team will begin assessing security, work, and living needs and release RFPs to conduct renovations and refurbishments. Once work begins on the locations in Hilla, the team will move to Baghdad where they will conduct similar activities on office space and living quarters.

Upon USAID's approval of ADS 548, IT equipment will be procured to meet the project's needs. This will include computers, printers, plotters, and GPS devices. The specialists will also develop a procurement manual that will guide procurements over the life the project. The team will also identify and pre-qualify vendors that are vetted and capable of meeting the project's future procurement needs. All equipment is captured on a comprehensive inventory tracker and updated as goods are purchased.

Procurement activities are detailed in section 4 of the Startup Mobilization Plan.

### **GSP Start Up Team**

- COP, Geoff Swenson
- Team Leader, John Palmucci
- Procurement, Bill Taylor and Markos Layton
- Communication, Saeed Uri
- Operations, Natalie Eft
- Human Resources/ Recruitment: Laura Petruzelli, Andrea Wegner, Dan Hartman
- Security, Jon Boeve

## Security

Security is of paramount importance during the implementation of GSP. Under the supervision of a Country Security Director, Chemonics and consortium members will all follow strict adherence to security requirements include a briefing prior to arrival and extensive training throughout their time in Iraq.

Expatriate staff initially deployed to work on GSP based within the G4S compound outside the International Zone. In parallel, a request for proposals was released to security providers to address the life support and security requirements in Baghdad. The service provider provides extensive training on security protocols periodically.

In Hilla, GSP will leverage a security solution currently used by CHF Iraq. With the large long-term presence in Hilla, an assessment will be conducted and specific security upgrades may be implemented.

Security activities are listed in section 5 of the Mobilizations Startup Plan.

## Communications at Startup

Upon executing the contract, templates were developed to address reporting requirements. Reports include the weekly report and calendar, the quarterly financial and technical report, field trip report, consultant report, and scope of work template. A communications specialist was fielded to draft the communications strategy for the project and to conduct initial branding and marking training for the project's team. The specialist will also produce templates for USAID snapshots and other tools designed to communicate project impact. The specialist will support reporting needs to ensure USAID remains updated on project progress and respond to any other requests.

Messaging early on in the project is vital to the success of the project. Counterparts will be reached to discuss their priorities and understand the mandate and objectives of GSP. To achieve this, a standard presentation will be developed. The presentation will provide an overview, offering the listeners with the context that resulted in the creation of GSP. It then introduces the project's mission statement, objectives, components, and tools.

Another communications tool that will be developed to introduce the project is a one-page factsheet to describe GSP's strategic objective, three components, and expected results. The factsheet, as well as the presentation, will reinforce each other and ensure a consistent message is delivered to all stakeholders.

As the project moves into implementation and objectives and activities are realized, it is important to revisit messaging and ensure it remains responsive to real needs. The presentation and factsheet will be reviewed and revised as needed.

Communications activities are detailed in section 6 in the Startup Mobilization Plan.

## Flexibility

Working in Iraq requires maintaining flexibility and responsiveness. GSP is establishing systems to support swift response where opportunities arise while also maintaining a safe and secure office and living environment. In addition to team mobilization, field office start-up, and work planning, Chemonics is identifying methods for providing technical assistance and building capacity of Iraqi nationals to allow for a technical assistance to be done by Iraqis for Iraqis. Additionally through

maintaining a strong network of partners, staff will have access to information in a timely manner to ensure that they are not put in harms way. This is especially important as the U.S. troop withdrawal approaches in December 2011.

GSP will use a results-oriented approach that will be demand responsive to USAID and the Iraqi counterparts. We will actively seek participation of stakeholders in project planning and implementation, and we will be flexible to accommodate changes of priorities, as well as be cooperative in all reform efforts. Even more importantly, the GSP Project will be phased and conditioned by actual results.











