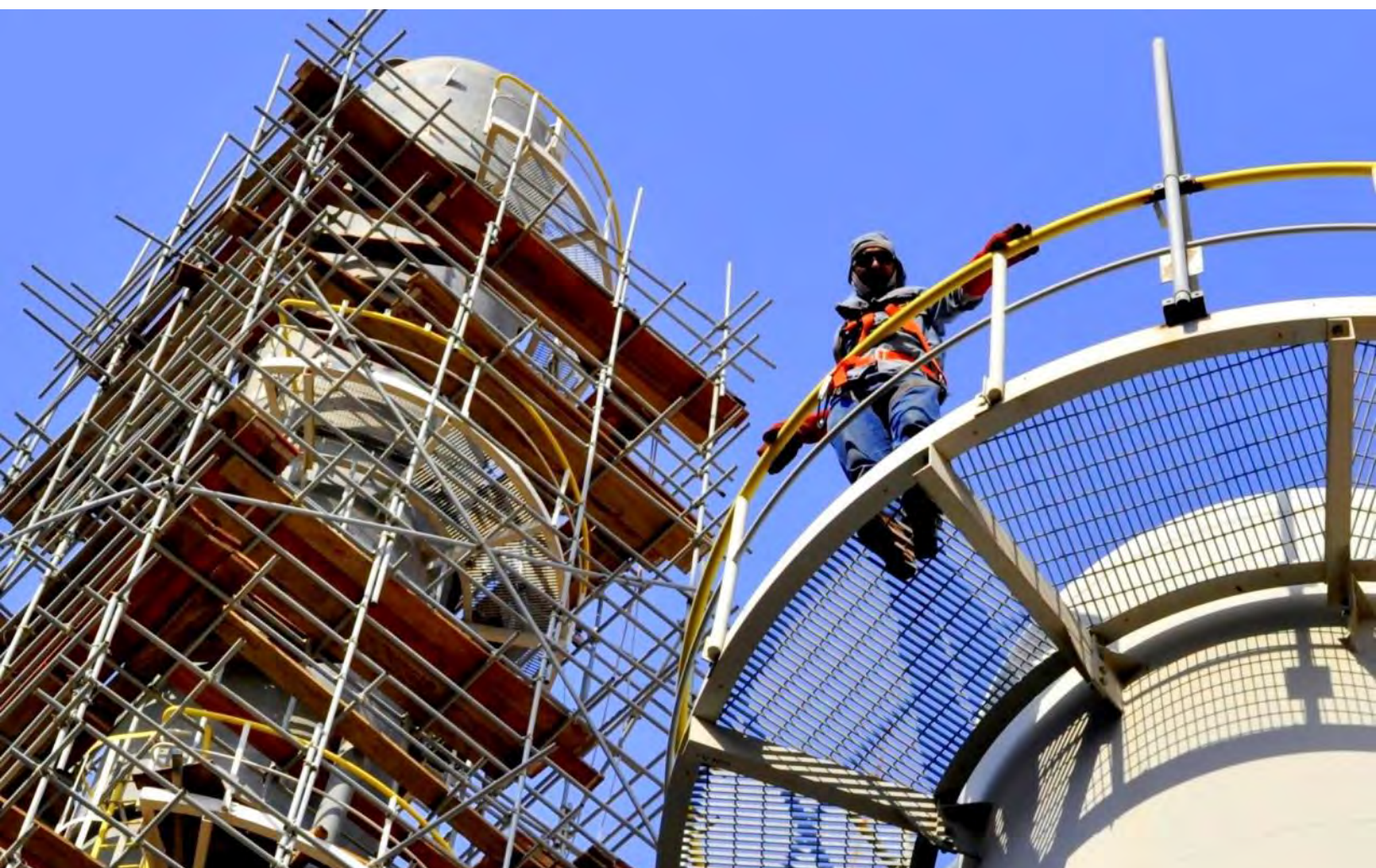




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EVALUATION

USAID/IRAQ Administrative Reform (*Tarabot*) Project Final Performance Evaluation Report

February 11, 2017

This publication was produced at the request of the United States Agency for International Development. It was prepared independently by The QED Group, LLC.

USAID/IRAQ ADMINISTRATIVE REFORM (*TARABOT*) PROJECT FINAL PERFORMANCE EVALUATION REPORT

February 11, 2017

Advancing Performance Management
Contract Number: AID-267-C-13-00001

On cover: USAID-Tarabot project helps the Basra Refinery solve issues in order to restart stalled projects and increase oil exports.

DISCLAIMER

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

ABSTRACT

The QED Group, LLC's Advancing Performance Management Project conducted a final performance evaluation of the USAID/Iraq Administrative Reform (Tarabot) Project implemented by Management Systems International. The purpose of the evaluation was to review and analyze the performance of Tarabot in its final phase of implementation from October 1, 2014 through October 30, 2016 so as to determine lessons learned and provide recommendations for future USAID assistance.

The evaluation was based on a non-experimental design that employed both quantitative and qualitative methods. Because the number of key informants was small, focus was placed on individual interviews and focus group discussions with Iraqi government officials who were knowledgeable and had significant influence over Tarabot's interventions.

The evaluation reviewed Tarabot's efforts to improve various processes and systems in order to enhance performance within the Ministry of Oil and Ministry of Planning. For the Ministry of Oil, the evaluation centered on Tarabot's efforts to help improve oil sector exports/revenues and restart stalled oil projects through improved procurement and project management processes. For the Ministry of Planning, evaluators examined how well Tarabot improved the procurement system and assisted in the rollout and adoption of the Iraq Development Management System, a comprehensive web-based application which facilitates the management of the whole cycle of government and donor-funded projects in Iraq. Additionally, the evaluation summarized Tarabot's assistance in promoting gender equality.

The evaluation's key findings were:

- Overall improvement in the procurement system
- Improvement in project management skills
- No direct correlation between value added and Tarabot's interventions
- Lack of a sustainment strategy
- Lack of a gender strategy

EXECUTIVE SUMMARY

In June 2011, USAID/Iraq awarded a contract to Management Systems International to implement the Iraq Administrative Reform Project (Tarabot). At the end of Tarabot in December 2016, the Mission commissioned an end-of-project performance evaluation through its Advancing Performance Management contract. The evaluation was conducted by a core team of four evaluators and four Iraqi Field Monitors (IFMs). It included five weeks of field research.

The purpose of this evaluation is to determine the extent to which the project met programmatic objectives and to inform future administrative reform projects in the Middle East and North Africa region. The main audiences for the evaluation are USAID/Iraq and USAID/Washington's Middle East Bureau.

Tarabot's overarching goal was to strengthen Government of Iraq (GoI) policy and resource management structures. Tarabot aimed to eliminate business-unfriendly regulations and enhance the efficiency of the public sector in meeting the needs of its citizens. It also sought to improve public administration by the GoI, including federal, regional, and provincial entities. Four interrelated Intermediate Results (IR) explicitly supported Tarabot's goal:

IR 1: Oil Sector Exports Improved

IR 2: Oil Project Execution Improved

IR 3: Procurement Process Enhanced

IR 4: Iraq Development Management System Adopted and Rolled Out

The evaluation was based on a non-experimental design that employed a mix of quantitative and qualitative methods. However, because the final phase of the Tarabot project was narrow in scope and did not target large populations of government staff, and due also to the lack of quantitative data, the evaluation team focused on qualitative versus quantitative data sources. The team relied upon key informant interviews (KIIs) and focus group discussions (FGDs) with numerous key Iraqi personnel to collect qualitative data that could be used to validate the evaluation questions. The team spent 33 days conducting KIIs with 48 individuals and FGDs with 123 participants in Babil, Baghdad, Basra, Muthanna, Qadissiyah, and Wasit governorates. Subjects included senior Iraqi officials from the Ministry of Planning and Ministry of Oil as well as senior officials from various governorates (directors general; heads of departments/sections/divisions).

The team's methodology was to triangulate qualitative data from different sources to answer the evaluation questions. This process was supplemented with quantitative data where available to support conclusions. Comparison between responses was used to develop consensus around conclusions and to identify divergent views.

The following outlines the five questions asked in this evaluation, their main findings and conclusions and the evaluation team's recommendations to USAID, as well as a summary of the lessons learned from the Tarabot project.

Question 1. To what extent did Tarabot contribute to improved government processes, systems, and performance in the Ministries of Planning and Oil to achieve improved oil sector exports? (IR1, IR2)

Findings: Tarabot provided hands-on support to a number of stalled oil projects and helped Iraqi oil companies, particularly South Refineries Company and South Oil Company, improve their capabilities in procurement, cost estimation, and project planning (using Primavera software).¹ In working on procurement, a KII with a senior Head of Procurement stated that Tarabot inserted itself artificially, performing the role of the Ministry of Planning. The project also extended support to the Ministry of Oil and the Iraqi oil companies in an attempt to restructure lines of authority among them, facilitate the issuing of letters of credit, and streamline customs regulations. Yet, there is no evidence that directly supports whether Tarabot's oil sector interventions contributed to increased oil revenues.

Conclusions: Tarabot had a positive impact on a number of specific oil projects, but contributed in a limited way to systemic, institutional management in the oil sector. The project also may have reinforced the disconnect between the Ministry of Planning and the oil sector, Iraq's largest economic and procuring sector.²

Recommendations: USAID should consider supporting the GoI to set up a strategic vision and institutional capacity development plan for the Iraqi oil sector. The Ministry of Oil and the Iraqi oil companies need a systemic and clear policy to restart stalled projects and, more importantly, to minimize such challenges in the future. The institutional positioning of the Ministry of Planning vis-à-vis the oil sector procurement processes has to be addressed within the framework of a comprehensive public procurement reform strategy (see Question 3 below).

Question 2. To what extent did Tarabot contribute to improved government processes, systems, and performance in the Ministry of Oil to achieve improved execution of oil projects? (IR2)

Findings: South Oil Company and South Refineries Company benefited from Tarabot's support in terms of organizational development (process mapping, delegation of authority, quality management standards-ISO 9001, and restructuring of their procurement/contracting sections) and project management, both of which helped jump-start some stalled projects. However, these interventions were very specialized and focused on individual units. The Ministry of Oil received satisfactory support from the Tarabot project, which helped it to improve processes for getting stalled projects back on track and to implement new projects. Because many projects are not

¹ This information was obtained from KII interviews and Tarabot's annual and quarterly reports.

² Based on one KII at Midlands Refineries Company and one KII at Oil Pipeline Company, there was no link between the state oil entities and the Ministry of Planning in relation to the Standard Bidding Documents or the procurement process in general. Tarabot was the source of information and support.

fully operational³ it is hard to determine the extent to which Tarabot's interventions improved Ministry of Oil processes.⁴ Sustainability was not a focus of Tarabot's interventions.

Conclusions: While Tarabot's interventions may have had positive results in so far as improving the capacity of certain units within several Iraqi oil companies and executing some stalled oil projects, they did not provide a clear plan or process for the oil companies to sustainably develop, procure, and implement oil infrastructure projects. Tarabot's contributions would have been greater had an attempt been made to improve the institutional framework of the Ministry of Oil and oil companies based on functional analysis. Given that none of those projects are fully operational as yet, the evidence that the execution of oil projects improved as a result of Tarabot's interventions remains inconclusive.

Recommendations: Informed by the findings of the Rapid Oil Assessment, USAID should support the Ministry of Oil and its oil companies to develop a clear, comprehensive plan to sustainably improve their institutional project management and execution capabilities. Based on functional analysis, the institutional framework should be improved to clearly delineate and define functions among the Ministry of Oil and the oil companies.

Question 3. To what extent did Tarabot contribute to improved government processes, systems, and performance in the Ministries of Planning and Oil to achieve enhanced procurement processes? (IR3)

Findings: Tarabot partnered with the Ministry of Planning to lead improvements in public procurement processes. Positive results have been achieved in a number of areas — the Standard Bidding Documents have been endorsed by the Council of Ministers and mandated by the Ministry of Planning across the GoI; a Procurement Help Desk has been established as a formal unit within the Ministry of Planning's Directorate General for Government Contracts; a team of qualified Procurement Specialists from a number of GoI entities has been created to roll out training on the Standard Bidding Documents; six hundred GoI officials have been trained on the Standard Bidding Documents; and an eleven element package of procurement reforms has been piloted in a number of GoI entities.

Conclusions: These achievements above fall short of achieving Tarabot's overall objective "to overhaul Iraq's outdated and disorganized paper-based procurement systems with the goal of fostering efficiency and fair and open competition in the tendering and awarding of contracts."⁵ Tarabot's efforts lacked a clear vision of an "end result" both in the sense of the ultimate purpose of standardizing procurement processes and the state in which it leaves its GoI counterparts.

Recommendation: USAID should consider supporting the GoI to develop a comprehensive and coherent strategy that addresses public procurement reform in a systematic approach and ensures

³ Tarabot Weekly Update, October 19-25, 2016.

⁴ This information was based upon four KIIs at State Company for Oil Projects

⁵ USAID. *Iraq Administrative Reform Project Annual Report October 1, 2015-September 30, 2016* (Washington, DC: USAID, n.d.), 5.

an efficient and transparent governance structure is in place. Integral to this strategy is the definition and institutional set up of an independent regulatory entity to guarantee the integrity of public procurement, as well as the institutional anchor of the Procurement Help Desk and, accordingly, its sustainability strategy.

In the near term, USAID should support the Ministry of Planning to develop a human capital development strategy to retain existing qualified staff and create additional, equally qualified personnel, and continuously develop the capacity of all.

Question 4. To what extent did Tarabot contribute to improved government processes, systems, and performance in the Ministry of Planning to achieve the roll-out and adoption of IDMS?

Findings: Tarabot played a key role in developing the Iraq Development Management System software. It did so by facilitating the process among the three partners (the Ministry of Planning; the UN Development Program, the funding agency; and Synergy, the software development company) and helping establish the Iraq Development Management System Help Desk as a formal unit in the Ministry of Planning and aiding in the initial rollout efforts across the GoI. At the same time, the IDMS is not yet functional, nor have any decisions been made on the basis of information generated from it as yet. Meanwhile, the Ministry of Planning in partnership with the World Bank is further developing a framework for Public Investment Management (PIM) that was approved and adopted by a Prime Ministerial Decree in 2015.

Conclusions: Tarabot lacked a *holistic* approach to the process of public investment management. Accordingly, its interventions were carried out in isolation of government processes, systems, and performance as well as other critical ongoing efforts in this regard. The need for the Ministry of Planning and its position in this process; the rationale behind the Iraq Development Management System; the need for the Iraq Development Management System Help Desk; and, whether the GoI entities to which the system was rolled out need it, are all important questions that have not been asked. The capacity of the Ministry of Planning to perform its *current* role may be enhanced when the Iraq Development Management System is fully deployed and functional across the GoI, but there have been no improvements in the Ministry of Planning's *institutional* capacity to provide *systematic improvements* to the GoI entities in public investment management.

Recommendations: USAID should support the GoI to develop a comprehensive strategy for public investment management that corresponds to its governance structure and institutional set up. The GoI needs to rethink and reinvent the Ministry of Planning's position and function within a reformed public investment management process. In anticipation of overlap among line ministries as they take responsibility for achieving their objectives and managing their respective budgets, and with the Council of Ministers and Council of Representatives as decision-making and regulatory mechanisms, a well-positioned and adequately-resourced coordination unit would suffice, rather than a whole ministry.

Question 5: How did Tarabot assistance provided to the MoO, state oil companies, and the MoP promote gender equality and the empowerment of women?

Findings: Tarabot did not have a gender strategy or indicators in their monitoring and evaluation plan targeting women as part of its interventions, though its training program and events included a 30 percent participation rate for women.

Conclusions: It is unclear how Tarabot may have influenced these entities in terms of promoting gender equity or empowerment of women across the organization beyond including a high proportion of women in its training.

Recommendations: Future activities should monitor indicators that focus on women's participation and benefits, with targets based on the percentage of women in the workforce of the government counterparts.

Lessons Learned

The following lessons were identified through the evaluation:

1. Prior to committing resources to improve various government functions and processes, a clear and focused strategy that addresses sustainability of these functions needs to be developed and articulated to all stakeholders to ensure “buy-in” and complete acceptance of the new policies and procedures being introduced.
2. Senior GoI officials’ buy-in to new processes before implementation is key to success. The role the Director General of the Ministry of Planning’s Directorate General for Government Contracts played in reforming public procurement processes was key to all the achievements made in this regard.
3. USAID’s future technical assistance to the GoI should ensure that the government commits itself to a robust results-oriented good governance and business enabling environment reform agenda.
4. Development projects need a robust, fully-operational monitoring, evaluation and learning system (ME&L). The ME&L provides for continuous assessment and learning, thereby facilitating course modification when necessary, and generates the necessary information required to assess the contribution of the project. The development and operationalization of this monitoring, evaluation, and learning system should be carried out in a fully participatory manner with government counterparts and should be grounded with a baseline assessment. This endeavor, in itself, is a capacity development exercise for government counterparts.
5. Capacity development projects should create on-the-job training programs throughout their government counterparts as a way to ensure newly trained personnel can implement the theoretical concepts they learn in the classroom through hands-on experience in the workplace.
6. Conduct behavioral change follow-up surveys in line with Kirkpatrick’s four-levels of training evaluation to create a link between intervention and result.

Acronyms

APM	Advancing Performance Management
CBO	Capacity Building Office
CLA	Collaborating, Learning & Adapting
CoM	Council of Ministers
COMSEC	Council of Ministers Secretariat
CoR	Council of Representatives
DG	Director General
DO	Development Objective
DGGC	Directorate General for Government Contracts
FGD	Focus Group Discussion
FY	Fiscal Year
GoI	Government of Iraq
GPA	Government Procurement Agreement
IDC	Iraqi Drilling Company
IDMS	Iraq Development Management System
IFM	Iraqi Field Monitors
IOC	Iraqi Oil Companies
IR	Intermediate Results
ISIS	Islamic State of Iraq and Syria
ISRAR	Iraqi Solutions for Regulatory and Administrative Reform
ITC/ILO	International Training Centre of the International Labour Organization
KII	Key Informant Interviews
MENA	Middle East and North Africa
MoF	Ministry of Finance
MoH	Ministry of Health
MoHE	Ministry of Higher Education
MoLSA	Ministry of Labor and Social Affairs
MoO	Ministry of Oil
MoP	Ministry of Planning

MoST	Ministry of Science and Technology
MRC	Midland Refineries Company
MSI	Management Systems International
NCMDIT	National Centre for Management Development and Information Technology
OJT	On-the-Job Training
OPC	Oil Pipeline Company
PIM	Public Investment Management
PMP	Project Management Program
PPP	Public-Private Partnerships
SAT	Systems Approach to Training
SBD	Standard Bidding Document
SCOP	State Company for Oil Projects
SOC	South Oil Company
SOE	State Oil Entities
SRC	South Refineries Company
SOW	Statement of Work
ToR	Terms of Reference
ToT	Training of Trainers
TMS	Training Management Systems
UNDP	United Nations Development Program
USAID	U.S. Agency for International Development
WB	World Bank

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1. INTRODUCTION

The United States Agency for International Development (USAID)/Iraq Administrative Reform Project (Tarabot) was a sixty-six month, US\$118,048,737.00 project. It was designed to support the Government of Iraq (GoI) in achieving its strategic goal of improving the functions of its public institutions and quality of service delivery through better governance and improved management of human and fiscal resources.

USAID/Iraq commissioned the Advancing Performance Management (APM) project, implemented by The QED Group, LLC, to conduct an independent end-of-project performance evaluation of Tarabot. The evaluation was designed in October 2016 and funded solely by USAID/Iraq with a budget of US\$305,056.

Evaluation Purpose

This performance evaluation is concerned with the final implementation phase of the project, from October 1, 2014 through October 30, 2016. Its main purpose is two-fold:

1. To review, analyze, and evaluate the performance of Tarabot in the final implementation phase as designed by the U.S. government and implemented by Management Systems International (MSI).
2. To procure lessons learned from the final implementation phase and, where appropriate, offer specific programmatic recommendations for future USAID assistance so as to leverage the impact of previous USAID investments.

The evaluation report addresses the following questions:

1. To what extent did Tarabot contribute to improved government processes, systems, and performance in the Ministries of Planning and Oil to achieve improved oil sector exports?
2. To what extent did Tarabot contribute to improved government processes, systems, and performance in the Ministry of Oil to achieve improved execution of oil projects?
3. To what extent did Tarabot contribute to improved government processes, systems, and performance in the Ministries of Planning and Oil to achieve enhanced procurement processes?
4. To what extent did Tarabot contribute to improved government processes, systems, and performance in the Ministry of Planning to achieve the roll-out and adoption of the Iraq Development Management System (IDMS)?
5. How did Tarabot assistance provided to the Ministry of Oil, state oil companies, and the Ministry of Planning promote gender equality and the empowerment of women?

Audience

The results of this evaluation will inform USAID as to whether the design of Tarabot can be applied to other administrative reform projects in the Middle East and North Africa and, possibly, other regions as well. The audience for this evaluation includes the USAID/Iraq

Mission; MSI, which implemented Tarabot; the GoI; private sector partners; and other organizations implementing public sector or governance-strengthening programs in complex, unstable, and risky security environments. Other relevant stakeholders are Iraqi civil society, citizens, and workers – particularly those with ties to the oil and public sectors. Results will also be shared with the USAID/Washington Middle East Bureau as the information contained in this report is expected to be useful to other donors working in administrative reform.

Evaluation Team

The core evaluation team comprised four specialists — a Team Leader, a Public Administration and Good Governance Expert, a Monitoring and Evaluation Expert, and a Public Administration Expert. The team members were:

- **Dr. Nerys Irving-Jones** - *Team Leader*. Dr. Irving-Jones has more than 15 years of experience in international development, with a special focus on evaluations and monitoring. She has conducted evaluations for USAID, the U.S Department of State, and the World Bank in Somalia, Sudan, and Iraq.
- **Mr. Aleksi Aleksishvili** - *Public Administration and Good Governance Expert*. Mr. Aleksishvili has 15 years of experience in public finance and economic development. He served as Minister of Finance of Georgia and was responsible for budget and financial policy, tax and customs policy reform, and business climate improvement. As Chairman of the UN Commission on Sustainable Development, he addressed issues related to energy, climate change, air pollution, and industrial development.
- **Dr. Ashraf Bakr Al-Shareef** - *Monitoring and Evaluation Expert*. Dr. Bakr Al-Shareef has more than 15 years of experience in results-based management and monitoring and evaluation (M&E) across a wide range of technical sectors. He recently led an international team evaluating a UNDP country program in Iraq.
- **Mr. Sadeem Al-Khalil** - *Public Administration Expert*. Mr. Al-Khalil has 20 years of experience in engineering, capacity building, logistics, training, and monitoring and evaluation. He has worked for USAID, the European Union’s Rebuilding Iraq program, and the Oil for Food program.

The evaluation team included four Iraqi Field Monitors (IFMs), who worked in teams of two. Each team collected data from one of Tarabot’s geographic areas. The first team covered Baghdad governorate, while the second covered Babil, Basra, Muthanna, Qadissiyah, and Wasit. The evaluation team was also supported by staff from The QED Group.

2. BACKGROUND

Tarabot (Arabic for “Linkages”) was funded by the USAID/Iraq Governance and Economic Opportunities office and implemented by MSI under contract number AID-267-C-11-00005. Its period of performance ran from June 5, 2011 to December 4, 2016. Tarabot was a follow-on to an earlier USAID project, National Capacity Development or ‘Tatweer,’ which means “development” in Arabic. Tatweer was also implemented by MSI. Tarabot worked closely with public sector institutions at the executive, ministerial, and provincial levels to achieve public management reforms and improvements in three broad areas — Civil Service Reform, Public Policy Development, and Administrative Decentralization.

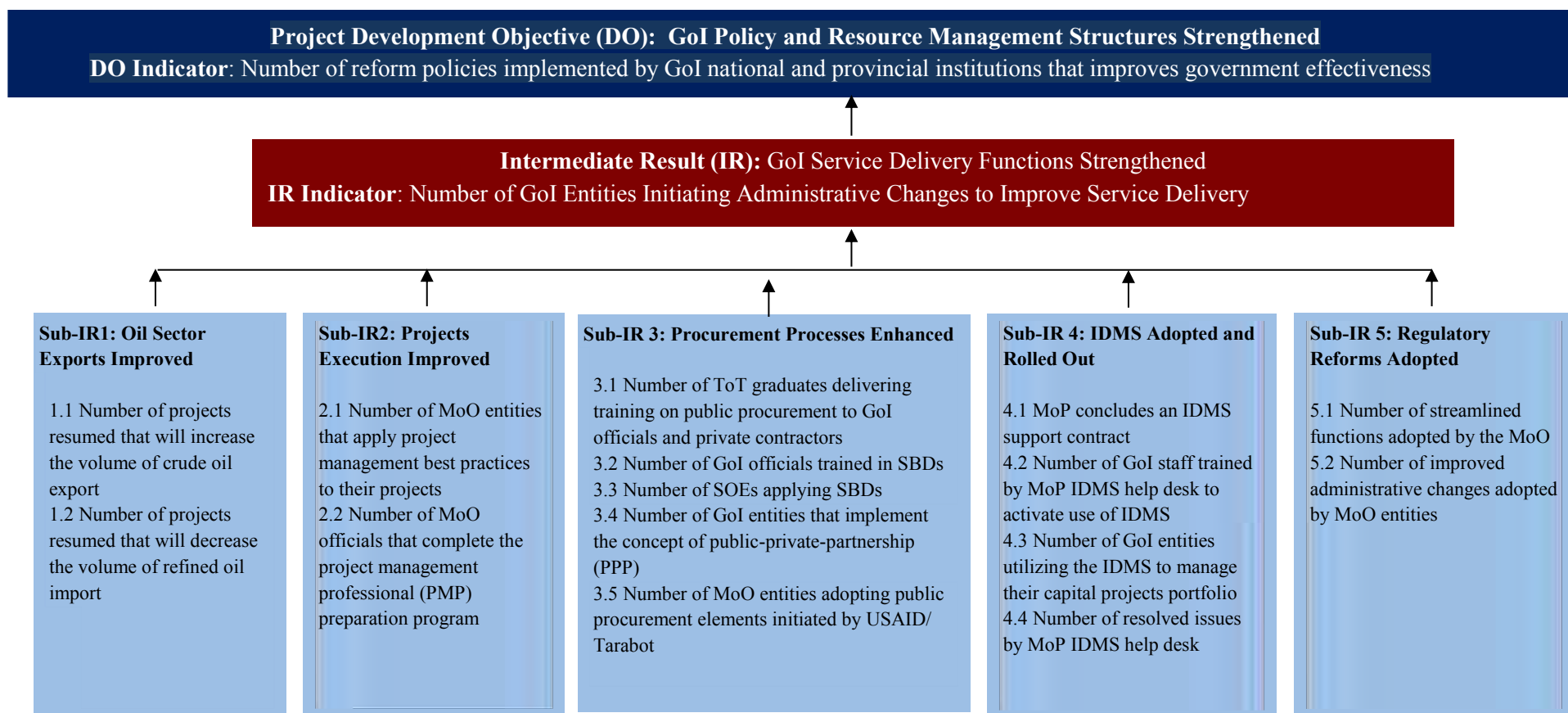
Tarabot’s objective was to strengthen the GoI’s policy and resource management structures. It aimed to eliminate business unfriendly regulations and enhance the efficiency of the public sector in meeting the needs of its citizens. Tarabot further aimed to improve public administration by the GoI, including federal, regional, and provincial entities.

Tarabot’s Statement of Work (SOW) was descope in 2013 due to USAID/Iraq’s “glide-path” strategy, a plan to end the USAID program by 2015. Furthermore, all USAID programming was reduced in what was referred to in the U.S. Embassy as a “brutal prioritization process” to refocus all USAID projects to enhancing the Government of Iraq’s credibility, effectiveness, and ultimately its viability as a state. Discussion of the glide-path decreased as Islamic State of Iraq and the Levant took root in Iraq, and eventually subsided. However, while in effect, the glide-path-motivated strategic shifts led to a shortening of the time frame for implementing Tarabot and a diminishing of resources and mandate. The civil service reform component of Tarabot was terminated and the scope of the other two components, National Policy Management and Administrative Decentralization, was reduced. (For a summary of Tarabot’s objectives and intended results, see Figure 1, USAID-Tarabot Results Framework.)

The critical assumptions that Tarabot identified for each intended result are listed below.

- **Sub-IR 1: Oil sector exports improved.** It is assumed that improving staff skills and providing technical assistance is dependent upon the GoI’s commitment in terms of time and human and financial resources. This will enhance progress toward the efficient and effective increase in oil exports and, ultimately, to an increase in government revenue.
- **Sub-IR 2: Projects execution improved.** It is assumed that the GoI, through its participating entities, will provide the necessary support (e.g., provide relevant staff to participate in project management workshops), adopt all of the required systems and changes recommended, and continue management projects based on international standards.
- **Sub-IR 3: Procurement processes strengthened.** It is assumed that the GoI will sustain current reforms being championed by the prime minister, especially in the area of procurement. Procurement is one of the areas that will make Iraq competitive in international trade.

Figure 1: USAID-Tarabot Results Framework

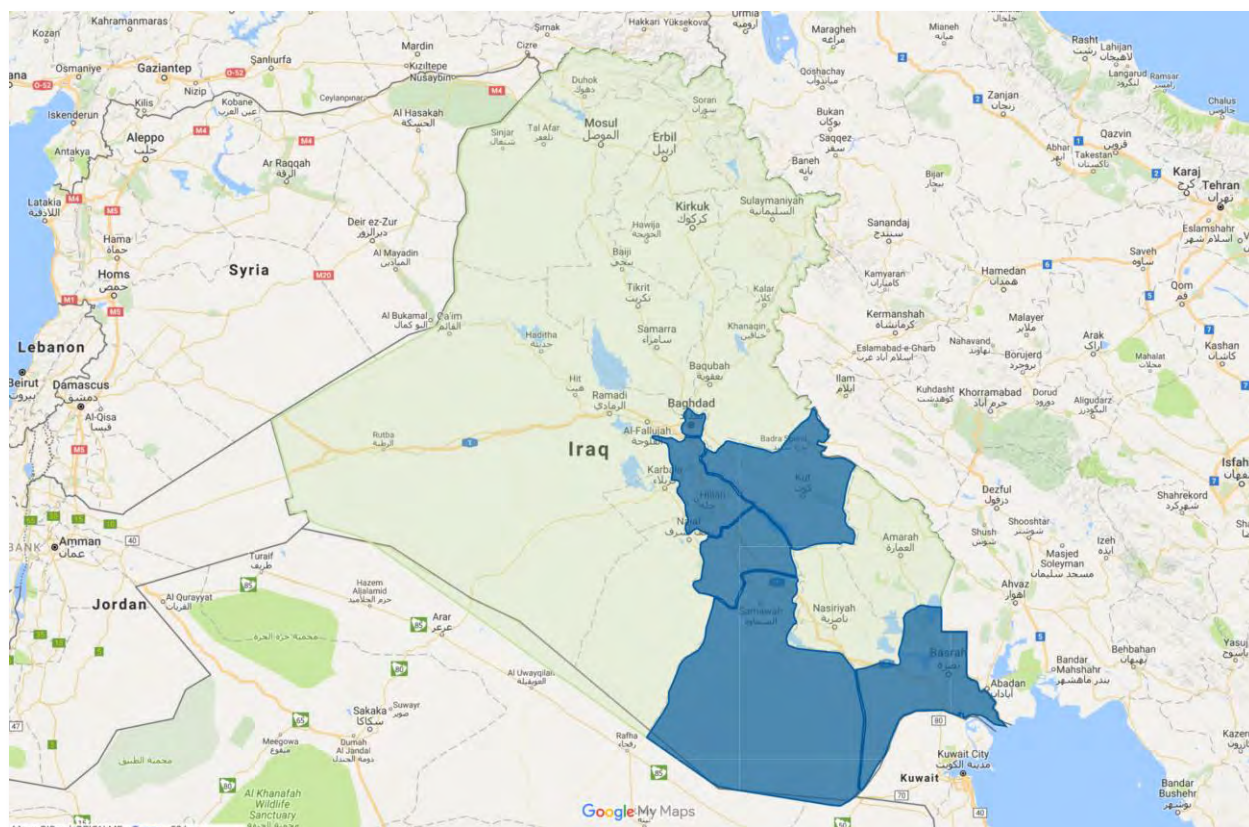


- **Sub-IR4: Iraq Development Management System (IDMS) adopted and rolled out.** It is assumed that the GoI will complete a service agreement with Synergy, the developer of the Iraq Development Management System, so that the system can be fully tested before being rolled out to other ministries. A first phase of set up in the Ministry of Planning Baghdad and rollout to a few ministries has been tested. The Ministry of Planning and Synergy need to come to an agreement for debugging and re-programming in certain areas before the project can move forward. This is assumed to be possible during this extension.
- **Sub-IR 5: Regulatory reforms adopted.** With the challenges facing Iraq, and the usual resistance to change that is expected to face the Iraqi Solutions for Regulatory and Administrative Reform, it is assumed that the GoI will sustain its commitment to implementing the project to create an enabling environment for efficiency and, ultimately, economic growth.

Earlier efforts by the World Bank to develop a Public Investment Management (PIM) framework, which had been endorsed by the prime minister in 2015, and Standard Bidding Documents (SBD), were followed by Tarabot initiatives.

As the evaluation dealt with Tarabot's final implementation phase (October 1, 2014-December 4, 2016), it did not target large populations of government staff. The specific target populations for Tarabot's interventions and the evaluation questions were senior employees from the Ministry of Planning (MoP), the Ministry of Oil (MoO) (and its entities), and procurement and finance personnel from Babil, Baghdad, Basra, Muthanna, Qadissiyah, and Wasit governorates. [For a map showing the target governorates of Tarabot's final implementation phase, see Figure 2, Governorates (Babil, Baghdad, Basra, Muthanna, Qadissiyah, and Wasit) where Tarabot implemented its activities.]

Figure 2: Governorates (Babil, Baghdad, Basra, Muthanna, Qadissiyah, and Wasit) where Tarabot implemented its activities



3. METHODOLOGY

Data Collection and Analysis

Data were collected over a five-week period from November 27, 2016 to January 2, 2017. The design followed a mixed method model that is concurrent (i.e., both quantitative and qualitative data are collected at the same time) as opposed to sequential. Quantitative data were enriched and contextualized by qualitative information from key informant interviews (KIIs) and focus group discussions (FGDs) using open-ended questions that probed for the story behind the numbers. Data were collected through:

- A document review (quantitative and qualitative)
- Key informant interviews conducted during in-person site visits
- Focus group discussions

Document Review: The evaluation team reviewed existing documents and data sources provided by USAID/Iraq and the implementing partner, MSI. These included Tarabot's Annual Work Plans for 2015 and 2016; Rapid Oil Assessment; Tarabot's revised Performance

Management Plan; annual, quarterly, monthly, and weekly progress reports; APM field monitor reports; KII documentation; the Capacity Building Office's (CBO) Summative Evaluation; and other background documentation relevant to understanding the specifics of the project. An Inception Report summarizing the documents reviewed was submitted to USAID on November 5, 2016. The evaluation team also relied upon USAID evaluation policy and guidance.

Individual Key Informant Interviews: The team conducted individual KIIs according to a semi-structured format in which all relevant questions were asked in an order deemed appropriate for the specific interview, but without requiring the exact wording. The following protocol guided each interview:

- Introduction to the evaluation purpose
- Explanation of confidentiality
- Set of common questions asked across respondent types
- Individually tailored questions relevant to the specific background and experience of the respondent type
- Follow-up probes for further clarification during the interview

The guides were designed with open-ended questions and post-coded to analyze frequency of specific themes where appropriate. Interviewers used a standard interview format for summarizing notes to facilitate cross-respondent and cross-site analysis. The interviews were tailored for specific stakeholder types to probe for contextual and detailed information. For example, interviews were conducted with Tarabot's key Iraqi staff members; beneficiaries of technical assistance, training, and Training of Trainers (ToT) activities; personnel of ministries and two Help Desks; and The QED Group's Iraqi Field Monitors to determine who benefited (e.g., the 500 Iraqis trained in Standard Bidding Documents and the 100 GoI employees trained in the Iraq Development Management System).

The Evaluation Team and Iraqi Field Monitors conducted semi-structured qualitative interviews with 48 key informants. The instruments were designed using a consistent set of open questions closely mapped to the five main evaluation questions, along with sub-questions tailored for specific stakeholder types to probe for contextual and detailed information. The sample was also designed to ensure female representation. Tarabot staff and other key partner staff were interviewed as well. Of the semi-structured interviews, there were 34 respondents in Baghdad, eight in Basra, and one each in Babil, Muthanna, Qadissiyah, and Wasit. One area the team attempted to examine was whether Tarabot activities impacted women differently than men and why this might have been the case.

Focus Group Discussions: The expatriate evaluation team members developed FGD guides prior to their arrival in Iraq. Each FGD included up to eight people to allow adequate time for active individual participation. Discussions focused on participants' experience with various Tarabot interventions and programs (e.g., Iraq Development Management System, procurement Standard Bidding Documents, Ministry of Planning Help Desk, etc.) to draw out information on common experiences, gain consensus, and understand differences of opinions and ideas so as to determine if Tarabot's programs were successful. After each session, the team assembled the interview notes (transcripts of each focus group interview), the summaries, and other relevant data to analyze trends and patterns in line with USAID policy on conducting FGDs. The evaluation team facilitated 30 FGDs. There were 18 participants from Baghdad, six from Basra,

two each from Muthanna and Wasit, and one each from Babil and Qadissiyah. Six FDGs (with 14 participants) were held exclusively with female participants.

Data Collector Training and Quality Control: The Iraqi Field Monitors worked under the technical guidance of the team leader, an expatriate with international M&E experience particularly in Iraq. She was supported by The QED Group’s technical team in Iraq (who were actively involved in this evaluation). Both the evaluation team and the four-person Iraqi Field Monitor team, which included three men and one woman, conducted the KIIs and FGDs. After the first week of field work, Iraqi Field Monitors returned to The QED Group’s office in Baghdad where they provided feedback on data quality. Adjustments were made to interview protocols as necessary, and the core evaluation team individually supported the Iraqi Field Monitors. To facilitate both quality control and data analysis, the Iraqi Field Monitors uploaded interview notes daily from the field into a Microsoft Excel data worksheet. These were reviewed by the evaluation team. At the end of data collection, the Iraqi Field Monitors were intensively debriefed on their interviews by the evaluation team, and additional notes and information were solicited to ensure complete capture of interview findings. During the debriefings, the team clarified notes and identified themes and findings. The team completed their final data entry information on December 29, 2016, thereby concluding the data collection process.

Evaluation Design and Data Analysis

The evaluation focused on qualitative rather than quantitative data sources for three reasons. First, the types of questions asked required in-depth knowledge of the project from key personnel who were in positions of influence during Tarabot’s interventions. Second, target groups were small, so using a survey to find quantifiable data would not have provided the level of confidence to definitively answer the evaluation questions. Finally, surveys could not be constructed, tested, and administered in such a short period of time nor yield significant or reliable quantitative data to validate whether a question did or did not achieve intended outcomes.

The Tarabot project was narrow in scope. As such, the team used a stratified sampling technique so that beneficiaries were sampled from ministry or procurement offices. This ensured responses from all the ministries or GoI entities that benefited from Tarabot interventions. Because these target groups had the greatest influence over whether Tarabot interventions succeeded or failed, the evaluation team’s collection tools focused on individual key informant interviews of GoI staff members. That way, data could be explained in greater detail and provide insights into issues that a survey or “statistical data point” would not be able to identify.

Because Iraqi society and government agencies are extremely hierarchal, a senior leader’s support and cooperation, or lack thereof, can “make” or “break” an intervention. Lower level employees generally support the initiatives that senior leaders designate as important. For this reason, high level government officials of Tarabot’s government counterparts were prioritized in sampling.

In conducting the analysis, the team triangulated qualitative data from different sources and types (the KIIs, FGDs, and background project documents) drawing out key themes in responses to protocol questions or in documents to determine consensus or identify divergent views.

Quantitative data, where relevant and available, were used to supplement the team's evidence in developing conclusions or answers to evaluation questions. Annex 8 provides a matrix of the team's evaluation design, indicating data sources and methods by evaluation question and sub-question.

Limitations

The QED Group's evaluation team faced several limitations:

Movement within Iraq: Security concerns curtailed the expatriate team's ability to travel outside of Baghdad and even to some locations within Baghdad. As a result, the Iraqi Field Monitors facilitated many of the KIIs and FGDs. The evaluation team effectively worked under these limitations throughout the days of training in the early stages of field work, individual mentoring, and multiple debriefing and feedback sessions. This limitation affected expatriates primarily. The team, therefore, relied on local staff with intimate knowledge of the area from which data were collected. The local staff had almost no impediment to movement.

Availability of key informants for interviews: Despite repeated requests and follow up, the evaluation team was unable to meet with the Director General of the Directorate General for Government Contracts (DGGC) at the Ministry of Planning. This individual played a key leadership role in procurement reform in Iraq. The inability to meet was largely due to conflicting demands on the Director General's time and schedule. To get around this issue, the team relied on the responses from the Deputy Director General for Procurement, who had intimate knowledge of the Tarabot project and was involved in the previous four years with Tarabot's Standard Bidding Documents and its new procurement system. The evaluation team was also able to obtain valuable information on Tarabot's interventions and the Ministry of Planning's current status and future plans with regard to public procurement from another key informant who works closely with the Director General and who was involved with Tarabot in the previous four years.

Availability of quantitative data from the Ministry of Oil: Financial statements on oil production and exports from the Ministry of Oil and state oil entities (SOEs) are not yet available. Hence, key informants interviewed could not provide estimates of increased production, exports, or revenue partly because the projects Tarabot supported had not been completed and are not yet operational. The evaluation team could not assess, therefore, which oil sector interventions contributed most to increased oil revenues. Due to the lack of financial reports this limitation could not be overcome.

Closure of Tarabot at the start of the evaluation: The close out of Tarabot and the release of staff prior to the evaluation data collection phase limited the QED team's ability to collect data. The biggest issue was the inability to schedule some interviews and focus groups with the Ministry of Oil without Tarabot staff. To mitigate this limitation, the QED Team conducted several Skype calls after the team had arrived with the Chief of Party and his assistants. An Iraqi evaluation team member conducted preemptive interviews with several Tarabot staff members prior to close-out.

Iraqi Context: Because Iraqi society and government agencies are extremely hierarchal, a senior leader’s support and cooperation, or lack thereof, can “make” or “break” an intervention. In other words, if a senior leader (e.g., a director) feels he or she received or will receive no benefit⁶ from an intervention or vice versa, the organization will or will not adopt the processes or concepts that Tarabot sought to introduce. To avoid this potential problem, projects should ensure senior leader buy-in for all activities and provide executive training seminars on interventions being introduced.

4. FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS

This section summarizes the central findings from the evaluation research, outlines the main conclusions from those findings, and formulates recommendations for other administrative reform projects in similar contexts.

QUESTION 1: TO WHAT EXTENT DID TARABOT CONTRIBUTE TO IMPROVED GOVERNMENT PROCESSES, SYSTEMS, AND PERFORMANCE IN THE MINISTRIES OF PLANNING AND OIL TO ACHIEVE IMPROVED OIL SECTOR EXPORTS?

Findings: Tarabot had two objectives in the oil sector. The first was to help the Ministry of Oil and its oil companies restart long stalled investment projects and improve management systems so as to increase oil revenues. This objective focused on short-term targets, so called “low hanging fruits,” to offset losses caused by falling oil prices and mitigate the effects of the expansion of the Islamic State of Iraq and Syria. Tarabot’s actions, investments, and interventions were designed to improve oil revenues within ten months.⁷ Increased oil revenues were seen as key to helping the GoI address its fiscal crisis, and, by extension, promulgate security and stability in Iraq. The second objective had a mid- to long-term perspective, that is, to strengthen management approaches in the oil sector. The goal was to improve poor management processes in the oil companies and the overall government management system; enhance coordination between the Ministry of Oil and its companies; help develop clear oil sector policy; and boost the oil sector’s development planning capacity.⁸

⁶ Benefit is defined as what is ‘in it for me,’ e.g., increased efficiency in a department, financial reward in dollars to fund additional requirements, or an increase in status of having a foreign entity working for the department.

⁷ See Management Systems International. *Iraq Oil Sector Rapid Assessment*. Washington, DC: USAID, 31 August 2015,1 (Executive Summary).

⁸ Ibid.

Question 1.1: How effective was Tarabot in strengthening the institutional capacity of the MoO and its six Iraqi Oil Companies (IOCs) to increase oil production?

Findings: Tarabot was successful in strengthening and building institutional capacity within the Ministry of Oil and its six Iraqi oil companies (IOCs), based on findings from the KIIs and FGDs.⁹

Qualitative data indicate that several specific projects benefited from Tarabot's activities and interventions. Tarabot worked on operating guidelines, cost estimation, cost control, scheduling, earned value, and risk management through training and direct technical assistance to the Ministry of Oil and oil companies. This important mapping exercise laid a foundation for the six oil companies to improve their institutional capacity. Tarabot helped launch dedicated Primavera units at State Company for Oil Projects (SCOP), South Refineries Company (SRC), and Midland Refineries Company (MRC). Primavera is a project management software to help, schedule, and control the implementation of projects, thereby enabling users to budget, prioritize, plan, administer, and manage multiple projects; optimize limited and shared resources; control changes; and consistently move projects to on-time and on-budget completion.¹⁰ The software was meant for use in managing delayed projects. Tarabot also worked with State Company for Oil Projects to establish a Training-of-Trainers program on Primavera. Primavera was praised as one of Tarabot's largest achievements in the oil sector. State Company for Oil Projects is currently using the software to run 25 projects with an estimated value of over US\$1 billion.

Question 1.1.1: Which MoO state companies benefited the most from Tarabot's assistance, in which area (i.e., project management, procurement, refinery, and export projects), and why?

Findings: The oil companies that benefitted most were South Oil Company (SOC) and South Refineries Company because their stalled projects (SPM#5, JICA SEALINE, the six tugboats,¹¹ Basra refinery boiler system, excess salt content in crude oil, and isomerization unit) were responsible for billions in lost oil revenue.

Question 1.2: Which of Tarabot's oil sector interventions contributed most to increased oil revenues?

Findings: When heads of production and planning units in the Ministry of Oil and Iraqi oil companies were asked which projects could potentially contribute to increased oil revenues, two of the nine were unable to answer because projects have not completed end-of-year fiscal reporting.

⁹ Key Informant Interviews with personnel from the Ministry of Oil and Iraqi oil companies' production and planning units as well as KIIs and information provided to the evaluation team from a FGD with State Company for Oil Projects.

¹⁰ USAID. *Iraq Administrative Reform Project Annual Report, October 1, 2015-September 30, 2016* (Washington, DC: USAID, n.d.).

¹¹ Although the purchase of six tugboats is marked as complete in Tarabot's 2016 annual report, a tender to purchase the tugboats has not yet been advertised.

One such example is the purchase of specialized iron, an essential component of a US\$73 million project planned by the General Company for Iraqi Railways to extend the railways in the south from Basra to Amarah. While this project was expected to improve oil revenues, there is no evidence as yet to determine whether that has happened. Specifically, the team could not verify whether the project purchased the iron as the Ministry of Transport, whose project it is, was not targeted for interviews. Moreover, the oil companies' financial results and records will not be available until closeouts (most likely in April 2017), which makes it impossible to determine oil revenues for 2016.¹²

Question 1.2.1: Which technically challenged and stalled projects benefited the most from Tarabot project management, planning, and other assistance in ways that were critical for increasing oil revenues?

Findings: Tarabot's efforts to resolve disputes within stalled oil projects came at the request of the GoI; they were not planned activities. The Ministry of Oil's inability to move forward with technically challenged and stalled projects cost the GoI billions of dollars in oil revenue. Hence, the government turned to Tarabot, which assumed a hands-on role in resolving disputes to quickly stem the hemorrhaging. An example of the process of improving the Ministry of Oil's capacity to restart technically challenged and troubled export projects involves the JICA SEALINE project. Although the offshore portion of the project is still in dispute and the project is not yet generating any money, Tarabot's hands-on role helped to achieve a 75 percent completion rate for the JICA SEALINE project. This project, as well as others that Tarabot worked on, require additional time and effort to bring them to completion and, thereby, realize the benefits of Tarabot's assistance.

Tarabot also successfully resolved the Basra Refinery dispute. This long-stalled project is on its way to completion with up-to-date boilers online. The refinery expects an increase in revenue of around US\$80 million a year thanks to Tarabot's assistance in the areas of contract dispute resolution, technical support in procurement assistance with Standard Bidding Documents, and assistance with improved cost estimation.

The lack of a clear and effective Ministry of Oil policy on how to resolve disputes has prevented many projects like these from moving forward, costing the GoI significant oil revenue. However, creating or enhancing the Ministry of Oil's capacity to resolve disputes was not part of Tarabot's Statement of Work.

Question 1.3: What is the estimated value of the benefits of Tarabot's specific interventions?

Findings: Tarabot did not set up its monitoring system to assess the benefits of its interventions in dollar value terms.¹³ Any such estimate requires detailed financial information on actual expenditure per intervention and a monetary estimate of the benefits of each intervention on the

¹² KIIs with Head of Production Unit and Project Planning, Ministry of Oil, and the six Iraqi oil companies.

¹³ If it were Tarabot's goal to determine the dollar value of interventions, it should have selected different performance indicators and different collection tools to satisfy that requirement.

part of the GoI entity. These were not considered by USAID until the final evaluation. Thus, such information was not available to the evaluation team. Because “benefits” are not clearly defined and their overall monetary value are affected by numerous variables, it is difficult to assign a “value” to intangible benefits such as training someone in a new skill or management technique.

USAID’s Tarabot project design and work plans did not consider a systematic approach to training evaluation, such as Kirkpatrick’s four-level model. Hence, linking classroom-taught skills to actual results, such as an increase in oil revenue, reduction in costs, etc., becomes problematic. Unless it can be determined that learning took place and behaviors have changed in the workplace (i.e., former trainees are applying what they learned on the job), a reasonable assessment cannot be made as to whether training had an impact on results.

Question 1 Conclusions: The project succeeded in helping the Ministry of Oil resolve disputes (e.g., the shipwreck removal, Basra Refinery) and restart several stalled projects. But it contributed little to developing sustainable, systematic institutional/management improvements in the Ministry of Oil or oil sector. Whether the introduction of Primavera is sustainable remains to be seen. In fact, there was no evidence of a clear and coherent oil sector strategy for mid- and long-term sustainability or implementation.

South Refineries Company and South Oil Company benefitted the most from Tarabot’s interventions in terms of procurement, cost estimation, and project planning/Primavera. Midland Refineries Company and State Company for Oil Projects benefited also, but to a lesser degree.¹⁴ Overall, the process of improving the Ministry of Oil’s capacity to restart technically challenged and troubled export projects is incomplete at this time. Due to the lack of financial reports and the incomplete nature of some of the projects Tarabot affected, it is difficult to decide how much Tarabot’s interventions increased the GoI’s oil revenue.¹⁵

Once the stalled projects are operational (most are close to completion), they will generate billions in oil revenues. Whether these projects will come to fruition and generate billions of oil revenue remains to be seen.

Question 1 Recommendations: (1) It is imperative that the Ministry of Oil develop a strategic vision for the oil sector by examining the components and their interdependence and coordinating the roles of the ministry and its six companies. It should also develop a clear and coherent oil sector strategy for mid- and long-term sustainability or implementation. As part of a technical assistance agreement, USAID can provide assistance to the Ministry of Oil to set up and coordinate such a strategy. This would include helping the GoI adopt a legislative and institutional framework in the oil sector to help eliminate specific laws, regulations, and ministerial orders that cause obstacles and delays in oil sector operations.

¹⁴ Field Monitors’ FGDs with staff from Midland Refineries Company and State Company for Oil Projects.

¹⁵ See Tarabot Weekly Update, October 19-25, 2016. This point was also made in KIIs with Tarabot staff.

(2) USAID should also assist the Ministry of Oil in developing a systemic and clear policy on how to resolve disputes so that the ministry can remove barriers to help restart stalled and challenged projects.¹⁶

QUESTION 2: TO WHAT EXTENT DID TARABOT CONTRIBUTE TO IMPROVED GOVERNMENT PROCESSES, SYSTEMS, AND PERFORMANCE IN THE MINISTRY OF OIL TO ACHIEVE IMPROVED EXECUTION OF OIL PROJECTS?

Findings: To get at Question 2, four considerations must be noted. First, Tarabot complemented GoI activities without questioning the rationale behind requests. There was not a wider focus on the impact of these “ad-hoc” fixes on the Ministry of Oil’s ability to achieve improved execution of oil projects without Tarabot’s assistance. Second, by providing a “hands-on” approach to helping the Ministry of Oil deal with the oil and refinery companies, Tarabot lost its focus on creating sustainability within the ministry (i.e., the latter’s capacity to solve problems on its own). While Tarabot cannot be responsible for the Ministry of Oil’s lack of a comprehensive, sustainable strategy, as an implementer it could have highlighted this weakness to USAID. Third, Tarabot mostly reacted to problems instead of being proactive in its approach. Fourth, what proactive support was provided was not followed up to ensure the Ministry of Oil owned the reform. These considerations make it difficult to ascertain whether Tarabot’s contributions did or will improve the Ministry of Oil’s processes, systems, and performance in improving the execution of oil exports.

Tarabot did not address the Ministry of Oil’s consistent failure to adhere to legislation regarding the supervision of petroleum operations; verify costs incurred by companies; ensure the collection of government revenues; set development programs; prepare draft regulations; or issue instructions and statements for implementing federal petroleum policies, laws, and plans.¹⁷

Interviews with all stakeholders (Tarabot staff, Ministry of Oil, and Iraqi oil companies) point to the fact that the Ministry of Oil’s coordination of oil sector policies was limited at best, allowing the companies to act on their own, sometimes in a very uncoordinated manner. For example, the lack of coordination is even more pronounced in investment projects, which leaves the Ministry of Oil out of the picture. Some progress has been made in establishing procurement reform within the Ministry of Oil and state oil entities. However, the oil sector has not benefitted from the Standard Bidding Documents, which had been the focus of Tarabot’s procurement reform. The Standard Bidding Documents have not been standardized across the sector. Key informants in State Company for Oil Projects, for instance, stated the need for specialized Standard Bidding Documents that are fully applicable to the oil sector.¹⁸

¹⁶ The ministry does not have the capability to resolve disputes, primarily due to the absence of a clear policy and procedure with which to follow and the lack of a highly trained resident expert.

¹⁷ This information was obtained from KIIs with four top officials at the Ministry of Oil.

¹⁸ The sources of this information are KIIs with personnel from the Ministry of Oil and state oil entities’ procurement units (see Question 3.3).

Tarabot's procurement reform program (consisting of 11 elements) was an important initiative. However, the government officials interviewed stated that they relied on Tarabot and did not feel comfortable implementing the Standard Bidding Documents program on their own.

Tarabot initiated technical assistance to the Iraqi oil companies in preparing successful bids and tenders (i.e., developing project descriptions, scopes of work, and cost estimates for tenders per international standards) for at least ten priority oil sector projects. Tarabot advisors helped improve company websites (including dgMarket), particularly since it encouraged all government entities to subscribe to the dgMarket website to announce tenders to attract international companies and increase competition. In the absence of traffic data (i.e., number of non-resident suppliers who viewed bids), dgMarket cannot be said to be an internationally recognized portal for tenders, which is how USAID's 2016 Annual Report refers to dgMarket.¹⁹

While the Iraq Administrative Reform Project's 2016 Annual Report states that Midland Refineries Company, Oil Pipeline Company (OPC), State Company for Oil Projects, South Oil Company, and South Refineries Company have all drafted procurement plans, the Ministry of Oil has not produced an annual procurement plan in the past three years. There is no standard bidding template for oil sector procurements and many other standard policies and procedures have contributed to stalled projects.

Tarabot helped to restructure and introduce ISO 9001 into the State Company for Oil Projects. ISO 9001 is an internationally recognized quality management system. There is clear evidence that Tarabot was instrumental in helping the company work toward quality management standards.

USAID Tarabot's strategic oil sector assessment identified opportunities for quickly increasing the government's financial benefits from the sector, which was a sound approach. What was missing, however, was a practical follow-up to translate this mapping exercise into concrete inputs (see Recommendations for details).

Question 2.1: How effective was Tarabot in sustainably improving the capacity of MoO and its six IOCs to develop, procure, and implement oil infrastructure projects?

Findings: Interviews indicate that sustainability was not a focus of Tarabot activities.²⁰ The U.S. Government's interest in Tarabot primarily focused on the stalled oil projects. Tarabot interventions were so specialized and targeted that other affected units within the same organization were unaware of the benefits Tarabot brought to the organization as a whole (e.g., Tarabot helped resume four projects that will decrease the volume of refined oil imports). No attempt was made to improve the institutional framework based on functional analysis.²¹

¹⁹ USAID. *Iraq Administrative Reform Project Annual Report October 1, 2015-September 30, 2016* (Washington, DC: USAID, 2016).

²⁰ This information was obtained from KIIs with Ministry of Oil and state oil enterprises' procurement units.

²¹ KIIs with the Ministry of Oil and state-owned entities' procurement units.

An example of how Tarabot improved the capacity of the Ministry of Oil and its six oil companies to procure essential items as part of oil infrastructure projects was the purchase of tugboats. Tarabot advised on technical specifications and worked with the South Oil Company to prepare a prequalification Standard Bidding Document for the tugboats after it was determined that the initial procurement tender was significantly under resourced. Recognizing the need for the tugboats, the Ministry of Oil allocated US\$15 million out of their US\$400 million emergency funding for the project, which is 10 percent of the original tender estimate of US\$150 million. Tarabot's efforts during the cost estimation workshop reduced the original tender by 50 percent. Had the original tender estimate of US\$150 million not been reduced by 50 percent, the Ministry of Oil would not have considered buying the six tugboats.²²

Question 2.1.1: How well did the MoO and six state companies apply cost estimation, scheduling and project management training to improve project management?

Findings: It appears that the Ministry of Oil and the six Iraqi oil companies did not identify, select, and send the “right” candidate to the “right” training. Firstly, trainee selection (i.e., who was to attend trainings, based on experience and responsibilities) was unclear. Secondly, the GoI and company officials routinely attended different sections of the same training. In other words, one official would attend the first section of the training and another, the second section of the same training. Flawed trainee selection and breach of training continuity often made knowledge sharing impossible/very difficult to achieve.²³

For its part, Tarabot did not gauge what capacity was needed in-house by the GoI and why. It did not assess beforehand whether staff from the Ministry of Oil and companies would be able to benefit from the trainings. The project also did not conduct posttests to determine what benefits were derived from training or post training interviews to establish if trainees were applying their newly-acquired skills in their jobs. Finally, no system was put in place to track performance of the trainees. This would have allowed the evaluation team to verify the value of the trainings against baseline performance.²⁴

The Ministry of Oil's planning unit did not know much about Tarabot, nor did it ever use any of the tools developed by the project. The Ministry of Oil does not see itself as part of the project management life-cycle, but rather a policy planner and provider. Responsibilities for these functions are not clearly defined between the Ministry of Oil and the Iraqi oil companies. The State Company for Oil Projects, South Refineries Company, South Oil Company, and others indicated that they needed more support in project management, cost estimation, financial management, and contracting.²⁵

²² Tarabot Weekly Update, October 19-25, 2016.

²³ The source of this information is a FGD with the Ministry of Oil and its six oil companies.

²⁴ This source is attributed to an interview with the Ministry of Oil's planning unit.

²⁵ This information was obtained from interviews with State Company for Oil Projects and Field Monitors FGDs.

Question 2.2: How effective was Tarabot in assisting the MoO and IOCs to improve efficiency, increase awareness and use of existing resources (i.e., compliance with environmental standards)?

Findings: Increasing environmental awareness was not part of Tarabot's SOW,²⁶ hence, there is no evidence that Tarabot's interventions were directly related to increasing environmental awareness. Tarabot had no role in promoting environmental awareness or compliance with environmental standards.

The Tarabot project introduced capacity building activities within the Ministry of Oil and its oil companies. Employing project management processes for scheduling and estimation, Babil governorate was able to reduce the costs, time, and resources needed to address major deficiencies in the project's plan and to complete it in nearly half the expected time.²⁷ In many other cases, results are not yet available to determine if these capacity building efforts will show results; administrative reforms focused on new processes and systems typically take additional time. However, several companies, specifically State Company for Oil Projects, South Refineries Company, and South Oil Company, indicated during the interview process that they required additional support in the areas of project management, cost estimation, financial management, and contracting.

Question 2 Conclusions: Iraq's oil sector does not operate efficiently due to centralized economic and management systems that lack modern processes and knowledge. There is no clear policy vision, structure, or functional coordination between the Ministry of Oil and its oil companies. As a result, there is little evidence that the execution of oil projects improved as a result of Tarabot's interventions.

Improvement in the execution of oil projects cannot be measured by process indicators, such as the number of Ministry of Oil entities applying best practices in project management to their projects (an increase from 3 in 2015 to 6 in 2016), or the number of the Ministry of Oil officials who have completed the Project Management Program (PMP) (a total of ten in 2016). These are not key performance indicators. Key performance indicators should be related to a change in performance and outcomes rather than outputs. Key performance indicators would be an increase in revenue, a decrease in the number of stalled projects, and an increase in investment activity attributable to better performance by GoI agencies.

Tarabot was partially successful in contributing to improvement in the execution of oil projects. The lack of a cohesive approach to improving oil projects and restarting stalled oil projects prevented Tarabot from achieving greater success in this area. Tarabot did, however, substantially improve the capacity of the Ministry of Oil and its six oil companies to procure, manage, and implement oil infrastructure projects. Additional training in the areas of procurement, project management, and cost estimation would have had a greater impact on the

²⁶ Environmental awareness was not written into the Tarabot project's Scope of Work.

²⁷ USAID. *USAID-Tarabot Year 3 Annual & Concluded Activities Report 2011-2014*. Washington, DC: USAID, December 30, 2014.

Ministry of Oil and its oil companies in terms of their ability to fully implement these new processes and systems.

Because sustainability was not a primary focus of Tarabot's activities, many of these process improvements may be short-lived. As mentioned earlier, a coherent, long-range strategy to support the sustainment of systems and processes should have been clearly identified at the start of the project. Another missed opportunity would have been to include other directorates and departments within the GoI entities associated with Tarabot's activities in a cohesive strategy to ensure the future success of the new systems and processes.

Two Iraqi oil companies, State Company for Oil Projects and South Oil Company, felt the greatest impact of Tarabot's interventions specifically in the area of project management, that is, the implementation of the Primavera 6P software. This software had a positive impact on the development of the operational capacity of the Ministry of Oil. Whether the introduction of Primavera is sustainable remains to be seen. Tarabot also did a good job of improving process management and organizational development at the Ministry of Oil and in the Iraqi oil companies. The Tarabot team helped State Company for Oil Projects map business processes and prepared the company to adopt quality management standards (ISO 9001).

Finally, the Tarabot project did not have a strategy to improve environmental awareness within the Ministry of Oil or any GoI entity. However, because the project introduced good business practices and process management, future oil projects may be in a better position to promote environmental awareness and be in compliance with environmental regulations.

It is doubtful that the training provided will have any significant and sustainable impact. In sum, it appears that Tarabot provided capacity building training to the Iraqi oil companies but may not have actually built much capacity that is sustainable.

Question 2 Recommendations: (1) Assuming GoI buy-in, future technical assistance should involve GoI efforts to increase private sector involvement through outsourcing, production sharing agreements, incorporation of good business practices, and institutional capacity building. Future technical assistance needs to ensure that the Ministry of Oil and oil companies have policies or procedures to determine when there is a need to outsource for services (i.e., when they are unable to deal with a situation on their own, such as cost estimation or dispute resolution).

(2) Future technical assistance should also focus on developing a sustainability strategy for USAID projects based on strategic planning for institutional capacity building, sector strategy development, etc.

(3) Future technical assistance should provide further support to the Iraqi oil companies in the areas of project management, cost estimation, financial management, and contracting.

(4) Future technical assistance should continue working on incorporating environmental awareness and compliance with standards in policy development (the pre-Tarabot experience in Babil could be a useful point of reference).

(5) It is essential that future technical assistance improve the institutional framework, based on a functional analysis, to clearly delineate and define functions among the Ministry of Oil and Iraqi oil companies.

(6) USAID should clearly set out selection criteria for trainings, specifically, who is to attend, based on experience and responsibilities. Furthermore, future projects should ensure that trainees from the GoI and oil companies attend all sections (not parts) of a training program. This will make knowledge sharing possible and training more effective.

(7) USAID should consider requiring cost-sharing with the GoI to boost ownership of the trainings by the Ministry of Oil and Iraqi oil companies.

(8) Provide a combined hands-off/hands-on approach to supporting the Ministry of Oil in its dealings with oil and refinery companies.

(9) Future activities should follow up on the Tarabot strategic oil sector assessment by getting the GoI to: (a) translate Tarabot's mapping exercise into its log frame action plan to identify inputs, output indicators, and responsible agencies and officials (this would increase the GoI's ownership of the process); (b) set up a system to facilitate its decisions as to when to outsource services to contractors to improve oil sector project management; and (c) improve oil sector project management in house. All these would facilitate an improvement in oil sector project management and help generate new revenue when no technical assistance is available.

QUESTION 3: TO WHAT EXTENT DID TARABOT CONTRIBUTE TO IMPROVED GOVERNMENT PROCESSES, SYSTEMS, AND PERFORMANCE IN THE MINISTRIES OF PLANNING AND OIL TO ACHIEVE ENHANCED PROCUREMENT PROCESSES?

Findings: According to a key informant at the Ministry of Planning, the ministry began adapting the World Bank's (WB) Standard Bidding Documents to the Iraqi context in 2007/08. This was confirmed by a key WB informant who explained that the initiative had lacked political support then and was discontinued as a result. Then, in October 2012, the World Bank extended support to the Ministry of Planning through a contract with the International Training Centre of the International Labour Organisation (ITC/ILO). By August 2013, seven of the Bank's Standard Bidding Documents had been adapted and were available for use.

In its early years – before the period covered in this evaluation – Tarabot promoted the use of Standard Bidding Documents “as a central pillar of its efforts to reform procurement processes,” though the “major focus” was on “procurement training,” building on the initiatives of its predecessor, USAID-Tatweer.²⁸ Tarabot worked with the Ministry of Planning's designated committee to complete the revisions of the Standard Bidding Documents.²⁹ As evident in project

²⁸ USAID, *USAID-Tarabot Year 3 Annual & Concluded Activities Report 2011-2014* (Washington, DC: USAID, 2014), 30-31.

²⁹ USAID, *USAID-Tarabot Iraq Administrative Reform Project Annual Report 2015* (Washington, DC: USAID, 2015), 7.

reports and stated by many key informants and focus group participants, Tarabot also supported the Ministry of Planning in training GoI personnel to use these Standard Bidding Documents. During the first quarter of its 2015 Fiscal Year (FY), Tarabot conducted a total of 10 training workshops.³⁰

According to the key informant at the Ministry of Planning, the Standard Bidding Documents were endorsed by the Council of Ministers (CoM) in February 2016 and mandated by the Ministry of Planning for use across the GoI from July 1, 2016.³¹ The ministry allowed GoI entities a five-month period to adapt to the new documents.

Key informants at the Ministry of Planning and Oil Pipelines Company, along with focus group participants at the South Refineries Company, South Oil Company, and the Ministry of Transportation (MoTr) reported that, prior to the GoI's use of the Standard Bidding Documents, each government entity had its own procurement process and different departments within the same entity even had different procurement processes.

The current fiscal crisis has limited any practical application of the Standard Bidding Documents in the sense of tendering out a project and awarding a contract. Focus group participants and key informants at the Ministry of Planning, the Ministry of Oil, Oil Pipelines Company, Midlands Refinery Company, Iraq Drilling Company (IDC), and the South Refineries Company all pointed out that there has been no use of the Standard Bidding Documents. As one key informant at the South Refineries Company put it, "we are awaiting the results." On the contrary, focus group participants in Babil governorate asserted they have used the Standard Bidding Documents on two projects (pre-qualification for a major sewer project in Hilla and CCTV cameras in Hilla and Musayab cities). A key informant at the Ministry of Health also reported that the ministry has made use of the Standard Bidding Documents for three bids (medical supplies and spare parts) out of their operational budget.

A key informant at the Ministry of Planning noted that the Standard Bidding Documents were introduced at a time when there are few public procurement activities. This was so that the application of the Standard Bidding Documents would not become a burden for GoI entities with large procurement portfolios.

Despite the limited practical implementation of the Standard Bidding Documents so far, key informants at the Ministry of Planning, the Ministry of Oil, South Oil Company, South Refineries Company, and Ministry of Transportation as well as focus group participants at the Ministry of Planning, Oil Pipelines Company, South Oil Company, and in Babil governorate are confident that the application of the Standard Bidding Documents will streamline the public procurement process and make it more efficient at the individual GoI entity level or across all

³⁰ Three of the workshops on Standard Bidding Documents were for staff from the Ministry of Planning and its affiliated institutions. The other seven were for officials from four ministries (Electricity, Health, Oil/State Company for Oil Projects, and Transportation) and two Governors' offices (in Basra and Najaf).

³¹ USAID. *Iraq Administrative Reform Project Annual Report October 1, 2015-September 30, 2016* (Washington, DC: USAID, 2016), 25.

GoI entities. As a key informant at the Ministry of Planning put it, these Standard Bidding Documents will make public procurement in Iraq “less vulnerable to corruption.”

Training on Standard Bidding Documents: Overall, Tarabot and the Ministry of Planning trained some 600 GoI officials on how to use the Standard Bidding Documents. Table 1 and Figure 3 break down this number by GoI entity and gender. The majority of trainees (66 percent) came from the Ministry of Oil and state oil entities. A quarter of all trainees (25.3 percent) were females.

A key informant at the Ministry of Health reported that all procurement personnel trained by Tarabot were recently transferred to another department. Except for the interviewee, the contracts section of the Ministry of Health is currently staffed by individuals who have no training in the use of the Standard Bidding Documents. A key informant at State Company for Oil Projects also noted that a large number of those trained by Tarabot had been transferred from the procurement department.

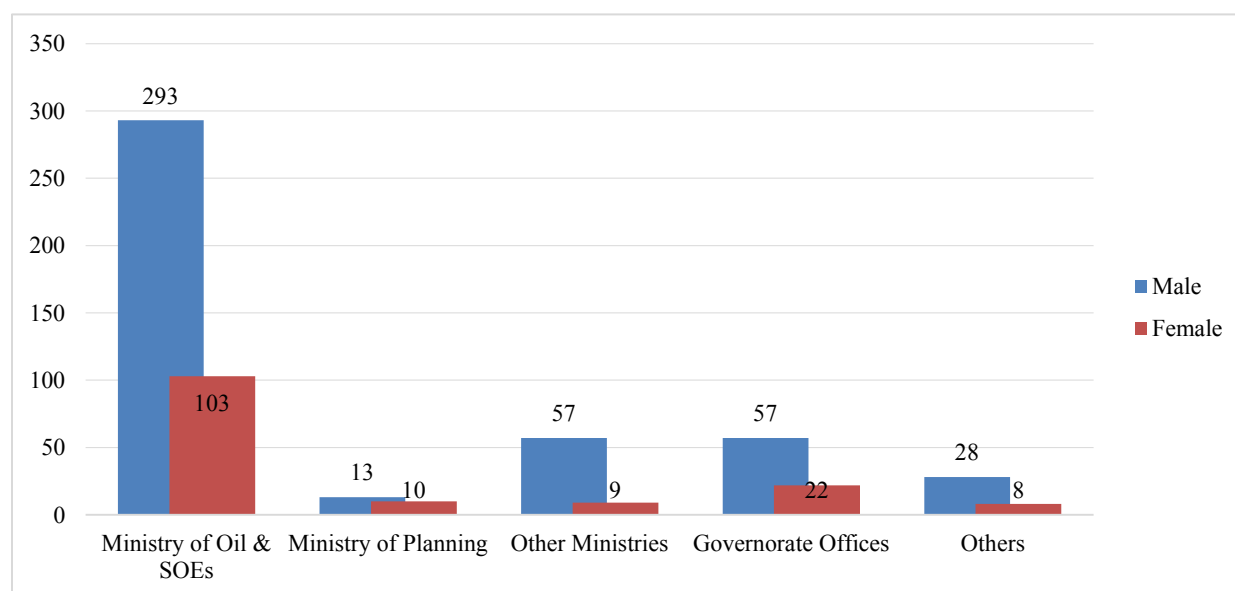
Table 1: Number of Government of Iraq Officials Trained in the Use of the Standard Bidding Documents, by Sex

GoI Entity	Male	Female	Total
Ministry of Oil & SOEs	293	103	396
Ministry of Planning	13	10	23
Other Ministries	57	9	66
Governorate Offices	57	22	79
Others*	28	8	36
Total	448	152	600

Source: Information provided, in electronic format, by a key informant at the Ministry of Planning.

* Based on the Q1-FY15 Progress Report, the Ministry of Industry and Minerals (MoIM) was not among the initial GoI entities from which specialists were selected. In contrast, it was reported that participants from Baghdad Governorate were selected. It is not clear whether that was the case, but participants from Baghdad did not successfully complete the program.

Figure 3: Standard Bidding Documents’ Trainees, by GoI Entity and Gender



Senior leaders overseeing the bidding process (i.e., the head of the Tendering and Contract Unit at the Ministry of Planning and the deputy head of the Contracting Unit at the Babil Governor's Office) commented positively in interviews on the quality of the Standard Bidding Documents training they received from Tarabot. So did the Standard Bidding Documents trainee interviewed at the Ministry of Transportation as well as focus group participants at the Ministry of Planning, Oil Pipelines Company, and South Oil Company. However, they had a few issues with the training. Focus group participants at Oil Pipelines Company stated that some topics were not part of the training (e.g., after sales services and payment on credit). The Ministry of Planning focus group participants believed the length of training was not sufficient to cover Standard Bidding Documents at the required level of detail. This same view was shared by a Ministry of Transportation key informant, who reported that the trainer had to "speed up" the training, allowing participants no time to ask questions. It is not surprising, therefore, that key informants at the Ministry of Planning, Midland Refineries Company, and South Refineries Company and focus group participants at the Ministry of Planning, Oil Pipelines Company, South Refineries Company, and in Babil governorate are seeking additional training on topics not previously addressed (e.g., after sales services and payment on credit, according to focus group participants at Oil Pipelines Company). Focus group participants from the Ministry of Planning pointed out another important issue. As Iraq overcomes its current fiscal crisis and public procurement picks up, participants believe "they will face a lot of problems, especially application of the Standard Bidding Documents." They further stated that, because of Tarabot's closure, they "will not be able to receive technical support during the practical application of the Standard Bidding Documents."³²

Moreover, the level of competency and professionalism on the part of Tarabot specialists/trainers is documented as being inconsistent. "Professionalism," a key informant at Midland Refineries Company pointed out, relates both to the level of knowledge and competency with regard to the subject (i.e., procurement and Standard Bidding Documents) as well as "conduct." A particular specialist from Tarabot would show up very late for the training (2-3 hours late) and, according to the KI, would not explain the topics or allow for discussions during the remaining time. As a result, the key informant stopped attending the training.

Public Procurement Training of Trainers (ToT) Program: Tarabot invested in creating a cadre of qualified procurement specialists to assist the Ministry of Planning in rolling out Standard Bidding Documents training across the GoI. In the first quarter of FY 2015 (October-December 2014), the Ministry of Planning's Directorate General for Government Contracts selected 43 government officials to participate in the ToT program.³³ Twelve males and 17 females were from the Ministry of Planning, while the remaining 14 (11 males and three females) came from three ministries (Municipality and Public Works, Construction and Housing, and Water Resources) and four governors' offices (in Babil, Baghdad, Basra, and Muthanna). The selection

³² USAID informed the Evaluation team subsequent to the data collection period that, until a new USAID award is made, it intends to provide bridge funding for six months for procurement specialists to assist the MoP Procurement Help Desk.

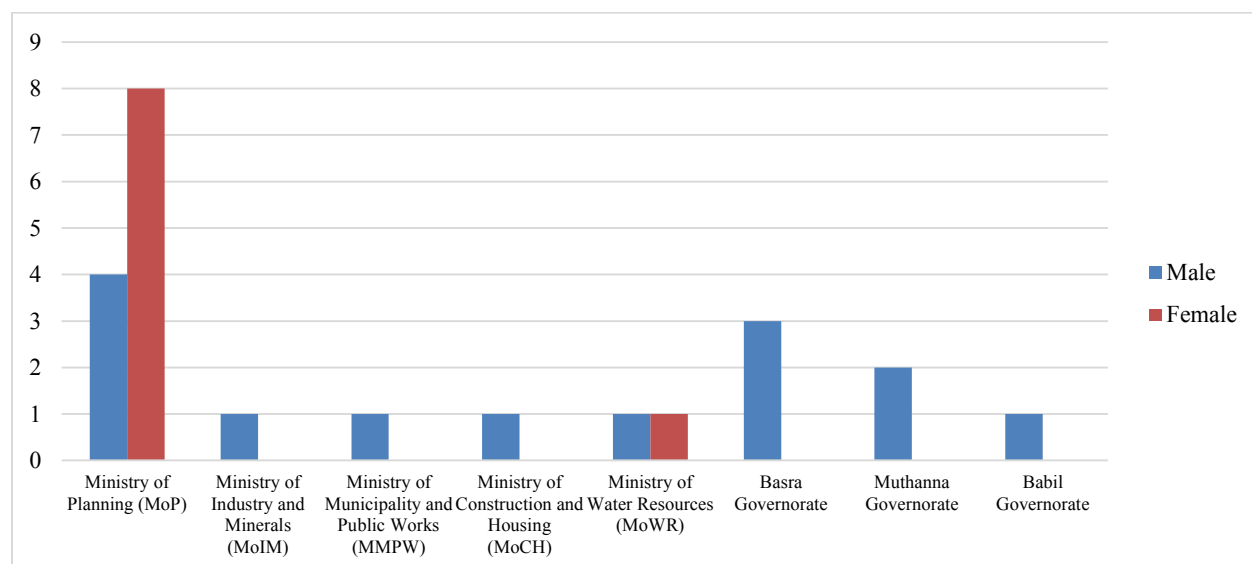
³³ USAID. *Iraq Administrative Reform Project Quarterly Report, October 1-December 31, 2014* (Washington, DC: USAID, n.d.), 7.

criteria for those participants could not be established, but only 29 GoI employees participated in the ToT.

Twenty-three graduates received their certificates from the Minister of Planning on March 19, 2015.³⁴ Figure 4 shows the breakdown of this group by GoI entity and gender. None of the 23 new trainers came from the Ministry of Oil or state oil entities. The reasons why the remaining 20 participants did not complete the program could not be established by the evaluation team.

The ten best participants of the original 23 specialists received “a final, expert-level ToT public procurement process” at ITC/ILO in Turin, Italy.³⁵ In a FGD with those who participated in the course, many commented that the training did not add to their knowledge of public procurement, but improved their training skills. One specialist noted the need for training in other topics and skills, including arbitration, negotiation, and dispute resolution.

Figure 4: Procurement Specialists (ToTs), by Affiliation and Gender



Source: Information provided, in electronic format, by a key informant at the Ministry of Planning.

Note: Based on the Q1-FY15 Progress Report, the Ministry of Industry and Minerals (MoIM) was not among the initial GoI entities from which those specialists were selected. In contrast, it was reported that participants from Baghdad Governorate were selected. It is not clear, though, whether that was the case, but participants from Baghdad did not successfully complete the program.

Indications are that those procurement specialists have acquired adequate knowledge and skills and are capable of delivering quality training to GoI personnel. According to a key informant at the Ministry of Planning, many specialists co-delivered training with Tarabot specialists. Focus group participants at the Ministry of Planning who joined a training session conducted by one of those specialists, “found that...[the specialist] was not less professional than Tarabot [specialists].”

³⁴ USAID. *Iraq Administrative Reform Project Quarterly Report, January 1-March 31, 2015* (Washington, DC: USAID, n.d.), 6.

³⁵ USAID. *Iraq Administrative Reform Project Annual Report 2015* (Washington, DC: USAID, n.d.), 5.

The evaluation team could not establish the extent to which specialists from GoI entities other than the Ministry of Planning are active in rolling out Standard Bidding Documents training. However, one specialist in a governorate office delivered four trainings to different departments within the governorate. He also commented that his managers have been supportive, allowing him “administrative leave” to be able to perform this role. The Ministry of Planning’s key informant also asserted that another specialist in another governorate office has also been active in training personnel from other departments within that governorate.

Another key informant at the Ministry of Planning stated that there are currently only six out of the 12 specialists trained by Tarabot at the ministry. This will soon become five as one will be taking a leave of absence. Focus group participants at the Ministry of Planning also confirmed that the number of specialists is decreasing; out of five in the contracting section, there are currently only two. One has been transferred and the other two are on leave. Another Ministry of Planning key informant indicated a need to create additional qualified trainers to respond to growing demands for training and support.

There is no mechanism to manage this pool of specialists and the burden of training GoI officials is left to those at the Ministry of Planning. When asked about the role of specialists from other GoI entities, a key informant at the Ministry of Planning said that there was no contact with the rest of the group and “we have not seen any role for them.” There is also little communication among different GoI entities and little knowledge of the role and distribution of the specialists. A key informant at Iraqi Drilling Company (IDC) mentioned that they need further training on Standard Bidding Documents and has requested trainers (specialists) from the Ministry of Planning. There are already three certified specialists at the Governor’s office in Basra. Similarly, key informants at both South Refineries Company and South Oil Company stated they need further training and would request such help from the Ministry of Planning.

Public Procurement Training Curricula: Tarabot has updated and reviewed the training materials (curricula) and handed them over to the Ministry of Planning “to develop a detailed training program to increase the awareness and capacity of all GoI entities on public procurement concepts, with a special focus on Standard Bidding Documents.”³⁶ This update was reported in Tarabot’s 2016 Annual Report,³⁷ but it is not clear whether the curricula were revised a second time during 2016.

The Ministry of Planning’s National Centre for Management Development and Information Technology (NCMDIT),³⁸ by mandate and position, could potentially be the institution where future training on Standard Bidding Documents takes place, though there is no evidence that the center had been approached by Tarabot.

³⁶ Ibid., 5.

³⁷ USAID. *Iraq Administrative Reform Project Annual Report October 1, 2015-September 30, 2016* (Washington, DC: USAID, n.d.), 5.

³⁸ See <http://www.mop.gov.iq/mop/index.jsp?sid=1&id=365&pid=1> (in Arabic), accessed January 5, 2017.

There are two important issues to note. First, a key World Bank informant indicated that the Bank has extended support to the Ministry of Planning to roll out procurement reform in higher education. Moreover, the Standard Bidding Documents have been integrated into the curricula of relevant faculties in six universities around Iraq, although the details were unavailable. The Directorate General for Government Contracts' webpage on the Ministry of Planning's website confirms an "Iraqi Capacity Universities Development Program" in public procurement, in partnership with the World Bank and Ministry of Higher Education (MoHE).³⁹ Other than the objectives of this program and the composition of the Central Committee convened to manage it, there are no details to confirm whether the universities are using the curricula.

Second, efforts to roll out the Standard Bidding Documents have been confined to GoI entities. The Iraqi private sector has not benefited from any training on these documents. This issue was raised by focus group participants at the Ministry of Planning and key informants at the Ministry of Oil, State Company for Oil Projects, South Refineries Company, and Oil Pipeline Company.

Question 3.1: How effective was Tarabot in strengthening the institutional capacity of the MoP to provide systematic improvements to GoI entities in the area of procurement?

Findings: *Capacity Building of Select GoI Entities:* Tarabot supported the ministry's efforts to roll out public procurement reform to other GoI entities. This support dates to the initial years of the project, before the period examined in this evaluation. The first quarterly report of FY 2015 (October 1-December 31, 2014) noted that Tarabot "continued its broad procurement reform program with *six* GoI entities."⁴⁰ The criteria upon which the selection was made could not be identified by the evaluation team. The six entities were the Ministry of Electricity (MoE), Ministry of Oil,⁴¹ Ministry of Transportation, Ministry of Health, and the Governors' offices in Basra and Najaf.

Tarabot's "comprehensive procurement reform package" in working with those entities was made up of 11 elements, including the Standard Bidding Documents, though these were grouped and presented differently in the 2015 and 2016 annual reports. It is evident from the 2016 Annual Report that the "reform package" has been extended to other unnamed GoI entities in addition to the initial "pilot" ones.

³⁹ See <http://www.mop.gov.iq/mop/index.jsp?sid=1&id=657&pid=580&lng=ar> (in Arabic), accessed on January 5, 2017.

⁴⁰ USAID. *Iraq Administrative Reform Project Quarterly Report, October 1-December 31, 2014* (Washington, DC: USAID, n.d.), 7.

⁴¹ Key informant interviews and focus group discussions at the Ministry of Oil and state oil entities, as well as Tarabot's quarterly and annual reports for 2015 and 2016, all clearly show that state oil entities, not the Ministry of Oil, were the direct recipients of Tarabot's support.

The following is a brief outline of achievements made in this regard during the period under consideration in this evaluation. Given the focus on Ministry of Oil/state oil entities, as per the main evaluation question, state oil entities are singled out.⁴²

- **Law and Regulations:** Government officials were trained in the areas of Iraqi procurement laws and regulations (including the Standard Bidding Documents), bid evaluation criteria, contract management, and conflict resolution.
- **Procurement Department Structure:** Personnel in the six “pilot entities” received awareness workshops on the proper procurement departments, as requested by the Ministry of Planning. Tarabot “assisted” five state oil entities with job descriptions for their contract departments, and South Refineries Company, Midland Refineries Company, and State Company for Oil Projects apparently have restructured their contract departments. According to a key informant and focus group participants at Oil Pipeline Company, the company has recently established a contracting section, a “tangible impact of Tarabot,” as one focus group participant put it.
- **Procurement Staff Qualification:** GoI representatives received training on procurement qualifications (i.e., procurement planning, Standard Bidding Documents, and archiving).⁴³
- **Standard Procurement Process:** A new procurement process was developed with specific timelines for completing the entire process. Midland Refineries Company, Oil Pipeline Company, and State Company for Oil Projects “approved” the new standard procurement process.
- **Procurement Plan:** Thirty GoI entities — including Midland Refineries Company, Oil Pipeline Company, State Company for Oil Projects, South Oil Company, and South Refineries Company — are said to have drafted procurement plans. As reported earlier, the major deviations in the 2014 and 2015 procurement plans, due to the financial crisis,⁴⁴ mean that the added value of these plans is questionable. Additionally, focus group participants at South Oil Company noted that the planning process “needs to be simplified.”
- **Procurement Indicators:** Six GoI entities (including State Company for Oil Projects, Midland Refineries Company, Oil Pipeline Company, and South Oil Company) ostensibly have piloted the public procurement performance indicators.
- **Procurement Archiving:** Nineteen partner entities have, by all accounts, reformed their records management systems. Midland Refineries Company, Oil Pipeline Company, State Company for Oil Projects, and South Refineries Company have “replace[d]” outdated, paper-based systems.
- **Procurement Report:** Ten GoI entities, including Midland Refineries Company and South Oil Company, are said to be documenting and reporting on procurement activities.
- **Department Webpage:** Five state oil entities, along with the Ministry of Transportation, Ministry of Electricity, Ministry of Health, Ministry of Oil, and Basra governorate have

⁴² USAID. *Iraq Administrative Reform Project Annual Report October 1, 2015-September 30, 2016* (Washington, DC: USAID, n.d.), 17-18.

⁴³ USAID. *Iraq Administrative Reform Project Quarterly Report, January 1-March 31, 2015* (Washington, DC: USAID, n.d.), 10.

⁴⁴ USAID. *Iraq Administrative Reform Project Annual Report 2015* (Washington, DC: USAID, n.d.), 7.

reportedly updated their webpages; Najaf governorate's website was completely redesigned.

- **dgMarket:** Seventeen GoI entities, including five state oil entities, have apparently subscribed to the dgMarket.

Key informants at State Company for Oil Projects pointed out that there remains a certain level of conflict between the provisions of Regulations No. 2 of 2014⁴⁵ and the Standard Bidding Documents, but confirmed that the company has adopted and is applying the procurement indicators. Referring to training received from Tarabot on procurement indicators, a key informant at Oil Pipeline Company asserted that the company has completed its electronic archiving and indexing system “according to Tarabot training.” The key informant also confirmed that the company has subscribed to the dgMarket and noted its added value in gaining access to the international market.

When asked about the added value of Tarabot's interventions, key informants at South Oil Company and South Refineries Company and focus group participants at Oil Pipeline Company, South Oil Company, and South Refineries Company focused primarily on Standard Bidding Documents training and made no reference to other interventions. A key informant at South Refineries Company viewed restructuring of the contracts and procurement sections of the company as the priority area for future support from the Ministry of Planning.

Since Standard Bidding Documents are in Arabic, not English, this will limit the potential for subscribing to the dgMarket as well as state oil entities' ability to penetrate the international market. Even some Government Procurement Agreements (GPA), which is a format for public procurement-related cooperation used by the World Trade Organization, do not require its member states to have all procurement documentation in national languages. It is the menu of the member states' procurement websites that is in both the national language and English, rather than the bids (technical specifications, etc.) themselves.

Question 3.2: To what extent did the project increase the sustainability of the MoP Procurement Help Desk?

Findings: In 2015, Tarabot developed and officially submitted to the Ministry of Planning a detailed proposal for the establishment of a procurement help desk, to be housed at the Ministry of Planning's Directorate General for Government Contracts. The proposal reportedly detailed “the role of the help desk, its structure and job description for staff, and the mechanism by which it will intersect with GoI entities and contractors (i.e., electronic website, hotline, and online library).”⁴⁶ The proposal was accepted by the Directorate General for Government Contracts which “began activating the help desk's activities to various governorates while simultaneously

⁴⁵ These are “instructions” (literally translated) issued by the Ministry of Planning to guide GoI entities “in the implementation of contracts” with Iraqi and non-Iraqi vendors/suppliers/companies. As such, they cover many elements of the procurement process in an overlap with the Standard Bidding Documents.

⁴⁶ USAID. *Iraq Administrative Reform Project Quarterly Report, January 1-March 31, 2015* (Washington, DC: USAID, n.d.), 7.

seeking the Minister of Planning’s approval.”⁴⁷ The Public Procurement Help Desk at the Ministry of Planning was officially launched by the Minister of Planning on September 16, 2015.⁴⁸

A key informant at the Ministry of Planning asserted that the Help Desk was “functioning;” its personnel can respond directly to queries or refer to other sections of the Directorate General for Government Contracts if need be. During data collection, eight personnel were observed working at the Help Desk, but it is understood that this included legal, information technology and, perhaps, other specialists. A key informant at State Company for Oil Projects stated that the company’s legal department had received some support from the Help Desk. However, a key informant at the Ministry of Health was unaware of the existence of the Help Desk. The Ministry of Planning’s key informant believed that the Help Desk’s role will “evolve as work progresses.” That said, there is no formal plan per se for the future of the Help Desk, at least none that the evaluation team could identify or gain access to. Furthermore, the key informant at the Ministry of Planning noted that the Help Desk may be unable to cope with increasing demands for support, especially with decreasing numbers of qualified personnel. Additionally, the current group of Procurement Specialists (the ToTs) do not have the capability to train others to become trainers, thus further limiting the Ministry of Planning’s ability to respond to growing demands for support.

Question 3.3: What is the capacity of the MoO state oil companies to use SBDs?

Findings: Initially, specialized Standard Bidding Documents for the oil sector that “address both the unique demands of the Ministry of Oil while simultaneously fulfilling the requirements of the Ministry of Planning” were to be developed.⁴⁹ However, a “sub-committee” (comprised of Tarabot, the Ministry of Planning, and the Ministry of Oil) convened to develop these specialized Standard Bidding Documents concluded that there was “no need to develop Ministry of Oil-specific Standard Bidding Documents,” and the Minister of Planning officially communicated this to the Ministry of Oil.⁵⁰ Subsequently, it was reported that the Ministry of Oil approved the adoption of the Ministry of Planning-issued Standard Bidding Documents.⁵¹

Key informants at State Company for Oil Projects state that there is still a need for specialized Standard Bidding Documents for the oil sector, given the specificities of projects in this sector. They believe that the “Electromechanical Works” Standard Bidding Documents are not readily applicable to the sector, contrary to the Ministry of Planning’s recommendation. One key

⁴⁷ Ibid., 7.

⁴⁸ USAID. *Iraq Administrative Reform Project Annual Report 2015* (Washington, DC: USAID, n.d.), 4.

⁴⁹ Ibid., 13.

⁵⁰ USAID. *Iraq Administrative Reform Project Quarterly Report, October 1-December 31, 2015* (Washington, DC: USAID, n.d.), 9.

⁵¹ USAID. *Iraq Administrative Reform Project Quarterly Report, January 1-March 31, 2016* (Washington, DC: USAID, n.d.), 9.

informant was of the opinion that “Tarabot failed in the...application of the Standard Bidding Documents.”

As Table 1 and Figure 3 show almost two-thirds (66 percent) of GoI officials trained in the application of Standard Bidding Documents came from the Ministry of Oil and state oil entities. Key informants at State Company for Oil Projects, Oil Pipeline Company, Midland Refineries Company, Iraqi Drilling Company, and South Refineries Company, and FGDs at South Refineries Company and South Oil Company revealed that there has been no actual application of the Standard Bidding Documents in the sense of tendering out a project and awarding a contract (due to the current fiscal crisis). As one South Refineries Company key informant put it, “we are awaiting the results.” Another key informant at State Company for Oil Projects noted that the selection of trainees was not based on the “right criteria;” most of those trained have since been transferred or are no longer working on Standard Bidding Documents.

A critical issue regarding the introduction of the Standard Bidding Documents into the oil sector relates to the legislative framework governing the roles and responsibilities of different state oil entities when it comes to tendering and implementing projects. Two key informants at State Company for Oil Projects mentioned that their company is the “sole contractor” for the oil sector in Iraq. Other state oil entities are “production” companies and have no contracting role or responsibility, hence, none had a contracting/procurement department. When a state oil entity had a project to implement, it would “contract” State Company for Oil Projects to manage the project from beginning to end and, in many cases, State Company for Oil Projects itself would implement the project. Tarabot’s intervention in so far as training state oil entity personnel on the use of Standard Bidding Documents has led to confusion and conflict among the state oil entities. This issue was brought to the attention of Tarabot, but not addressed or resolved.

The resolution of this issue – the demarcation of lines of authority among state oil entities – is governed by Iraq’s Oil and Gas Law, but the law itself was not available for the evaluation team to review. Furthermore, it is understood that within the provisions of the law itself the Minister of Oil can grant any state oil entity special authority. It is also understood that the establishment of the contracts department in Oil Pipeline Company was sanctioned by the Minister of Oil, though this could not be verified independently.

As noted under Question 3, there were several issues concerning training. Key informants at Midland Refineries Company and South Refineries Company and focus group participants at Oil Pipeline Company and South Refineries Company all believed there is still a need for training – either to provide further detail or to address previously excluded topics, such as after sales services and payment on credit. The latter was mentioned by Oil Pipeline Company focus group participants. Also, key informants at Midland Refineries Company and Oil Pipeline Company pointed out that there was no link between state oil entities and the Ministry of Planning in relation to the Standard Bidding Documents and procurement processes in general; Tarabot was the source of information and support throughout. A key informant at Oil Pipeline Company stated, “Tarabot had supported us and made it easier for us to get these instructions without the need to go and connect with the Ministry of Planning.” Another key informant at Midland Refineries Company said they have not received “any support from the Ministry of Planning till now.” This is, most likely, why a key informant at South Oil Company saw “promoting

cooperation between the Ministry of Planning and oil companies” as an area for future Ministry of Planning support.

Despite the Ministry of Planning’s formal request in 2015 for Tarabot’s assistance in translating the Standard Bidding Documents into English,⁵² an English version is not yet available, according to key informants at the Ministry of Planning, Ministry of Oil, Oil Pipeline Company, South Oil Company, and South Refineries Company and focus group participants at South Refineries Company. The lack of an English version renders the Standard Bidding Documents less useful for many sectors, particularly oil, where a large number of bids are targeting the international market. It also reduces the potential of the state oil entities to subscribe to the dgMarket.

Question 3 Conclusions: Tarabot partnered with the Ministry of Planning to lead improvements in public procurement processes, which yielded positive results in a number of areas. However, these achievements fall short of achieving Tarabot’s overall objective “to overhaul Iraq’s outdated and disorganized paper-based procurement systems with the goal of fostering efficiency and fair and open competition in the tendering and awarding of contracts.”⁵³ Tarabot’s efforts lacked a clear vision of an “end result,” that is, the standardization of procurement processes and the sustainability of its GoI counterparts once it left.

Such a goal can only be achieved through a comprehensive reform strategy, which has not been established. The focus has been on the rollout of the Standard Bidding Documents, which has not been fully executed, and there seems to be a need for specialized Standard Bidding Documents for the oil sector. Critical reform elements have not been addressed (e.g., the independent regulatory institution that is positioned and empowered to monitor the integrity of public procurement beyond simply verifying use of the Standard Bidding Documents). It is critical to note that the provisions of the Standard Bidding Documents in so far as contesting the outcome of any procurement activity are neither objective nor transparent,⁵⁴ and the provisions leave the door wide open for corruption.

This regulatory function is a much wider governance issue that has to be approached and resolved at the highest levels of the GoI. The Ministry of Planning is not the only agency that can carry out this function; other contenders are the Ministry of Finance (MoF), the Council of Representatives (CoR), and the Prime Minister’s Office, to name a few.

Finally, in working with the Ministry of Planning and state oil entities, Tarabot inserted itself artificially, performing the job of the Ministry of Planning. This reinforced the disconnection between the Ministry of Planning and the Ministry of Oil/state oil entities at a time when the

⁵² USAID. *Iraq Administrative Reform Project Quarterly Report, April 1-June 30, 2015* (Washington, DC: USAID, n.d.), 9.

⁵³ USAID. *Iraq Administrative Reform Project Annual Report October 1, 2015-September 30, 2016* (Washington, DC: USAID, n.d.), 5.

⁵⁴ Republic of Iraq. *Guidelines for the Implementation of Government Contracts in Iraq – Part One: The Legal Framework for Contracting in the Public Sector*. Available online at: <http://www.mop.gov.iq/mop/index.jsp?sid=1&id=738&pid=580> (in Arabic).

latter has yet to use the recently introduced Standard Bidding Documents. Meanwhile, Tarabot has left the Ministry of Planning with limited technical and institutional capacity to advance reform. This is particularly so given both the contentious issue of staff retention and the lack of vision or approach for the future of the Procurement Help Desk. This risks transforming the Help Desk into a dysfunctional bureaucratic unit.

Question 3 Recommendations: (1) USAID should consider supporting the GoI to develop a comprehensive and coherent public procurement reform strategy. There is a clear need for such a strategy to address public procurement systematically, to put in place an efficient and transparent governance structure, and to position and empower stakeholders (particularly the Ministry of Planning) to dynamically sustain the reform effort. Integral to this strategy should be a clear definition of the role and institutional anchor of the Public Procurement Help Desk and, accordingly, its sustainability plan.

(2) Such a strategy should also explore existing institutional mechanisms for sustaining procurement reform. The updated procurement processes and the Standard Bidding Documents may be integrated into the curricula of relevant higher education institutions. This is a potential sustainability mechanism to ensure that would-be public servants join the service with the required knowledge and skills, and other private sector bound professionals, such as accountants and lawyers, could acquire the same knowledge and skills base. Inserting these skills into the qualifications requirements of procurement positions would magnify this effect by addressing both the “demand” and “supply” sides of the labor market. The Ministry of Planning’s National Centre for Management Development and Information Technology (NCMDIT) could create additional trainers (via ToTs) within GoI entities to train GoI officials in reformed procurement processes, and serve as a training provider itself at least in the short- to medium-term.

(3) In the near term, USAID should help the Ministry of Planning develop a human capital development strategy to retain existing qualified staff; create additional, equally qualified personnel; and continuously develop the capacity of all. USAID is also advised to consider supporting the Ministry of Planning, Ministry of Oil, and state oil entities to develop a clear approach to build on and sustain achievements in an integrated manner both internally (Ministry of Oil and state oil entities) and externally (oil sector and the Ministry of Planning).

(4) Another way Tarabot could have made sustainment a success especially in the procurement offices throughout the GoI entities was to create an on-the-job training (OJT) program. The tasks required to prepare and submit the new Standard Bidding Documents could have been listed in an individual “job book” for each procurement specialist who had undergone Tarabot training and, as tasks were completed in the workplace, they could be signed off by the subject matter expert verifying that the new graduate could implement the new skills he/she had learned. OJT programs, which feature hands-on experience in the workplace, are one method of ensuring that newly trained persons can implement the theoretical concepts learned in the classroom.

QUESTION 4: TO WHAT EXTENT DID TARABOT CONTRIBUTE TO IMPROVED GOVERNMENT PROCESSES, SYSTEMS, AND PERFORMANCE IN THE MINISTRY OF PLANNING TO ACHIEVE THE ROLL-OUT AND ADOPTION OF IDMS?

Findings: According to Tarabot’s Chief of Party, the project’s role in the development of the Iraq Development Management System (IDMS) was confined to facilitating the process among the three partners, the United Nations Development Program (UNDP) as the funding agency, the software development company Synergy, and the Ministry of Planning. This was confirmed by two key informants from the Ministry of Planning. They explained that Tarabot played a key role in communicating the Ministry of Planning’s requirements and suggestions for the features of the software and resolving a number of contractual disputes that emerged between the Ministry of Planning and Synergy. The Ministry of Planning had no knowledge of the provisions of the contract between the UNDP and Synergy.

Throughout the process (which lasted more than five years, according to a senior official at the Ministry of Planning), there was no evidence that the Ministry of Planning’s position and function vis-à-vis other key public investment and finance management stakeholders was ever considered. The Ministry of Finance was not involved in developing the Iraq Development Management System. In fact, there is currently no link between the Iraq Development Management System and any other system to track budget allocations and actual expenditures. The senior official at the Ministry of Planning indicated that a next step in the Iraq Development Management System’s development would be to either link it with the Ministry of Finance or have a “financial module” built into it to track actual financial allocations and expenditures. Either way, it is perhaps self-evident that the Iraq Development Management System would then become redundant.

It is also critical to note that the Ministry of Planning itself, according to a key World Bank informant, has been partnering with the Bank on the development of a framework for public investment management. A prime ministerial decree issued in 2015 approved the adoption of the Public Investment Management framework.⁵⁵ Two key informants at the Bank also stated that the World Bank is about to launch a subsequent phase of cooperation with the Ministry of Planning in this respect.

Neither the Ministry of Planning’s position vis-à-vis other public investment management decision making mechanisms (Council of Ministers, Council of Representatives) nor the drafting of investment projects with regard to the mandate and authority of line ministries in their respective areas was ever considered. Additionally, as discussed in sub-question 4.3 below, the Iraq Development Management System is not yet fully deployed, let alone functional, at GoI entities, including the Ministry of Planning itself.

⁵⁵ The English translation of Prime Ministerial Decree No. 445, issued on October 20, 2015, was provided by a key informant at the World Bank. The evaluation team was unable to obtain a verified copy of the original decree.

Question 4.1: How effective was Tarabot in strengthening the institutional capacity of the MoP to provide systematic improvements to GoI entities in the area of management of capital investment projects/IDMS?

Findings: As noted under Question 4, Tarabot’s intervention with the Ministry of Planning in the area of public investment management focused on facilitating the development of the software and, as discussed under Questions 4.2 and 4.3, rolling it out to GoI entities. Tarabot neither examined nor intervened in the process of managing capital investment projects in Iraq, nor questioned the need for the Ministry of Planning in this process. Additional findings related to the Iraq Development Management System software are discussed under Question 4.3.

Question 4.2: To what extent did the project increase sustainability of the MoP IDMS Help Desk?

Findings: Tarabot played a key role in establishing the Iraq Development Management System Help Desk as a formal unit within the organizational structure of the Ministry of Planning. A detailed Scope of Work for the Help Desk was developed by Tarabot, most probably during the last quarter of FY 2015 (July-September 2015).⁵⁶ Establishment of the unit, however, seems to have been fraught with difficulties and, so, took almost a year. Only in Tarabot’s 2016 Annual Report was it reported that the Ministry of Planning had established the Help Desk.⁵⁷

The Help Desk staff came from a team of 24 Ministry of Planning personnel assembled by the ministry in the last quarter of FY 2015. The group was “extensively trained” by Tarabot “to team with USAID-Tarabot and Synergy to work with select government partners to better prepare them to use the system”⁵⁸ and then “spearhead the establishment of an IDMS Help Desk that will be responsible for introducing the system to the remaining ministries and governorates, troubleshoot, and provide advice.”⁵⁹ During data collection, four staff members were observed working at the Help Desk.

According to the two key informants interviewed at the Ministry of Planning, the Help Desk staff does not have the capacity to resolve any technical issues or bugs that may surface in the Iraq Development Management System. This is not surprising given the fact that they have not been involved in the programming of the software (which is not an open-source software). The key informants maintained that the Ministry of Planning needs technical support to sustain the Iraq Development Management System; both believed that Synergy should be contracted for this purpose. Although Tarabot had worked on the Terms of Reference (ToR) for a “Service Level

⁵⁶ See USAID. *Iraq Administrative Reform Project Annual Report 2015* (Washington, DC: USAID, n.d.), since there has been no mention of this in all previous quarterly reports for FY 2015.

⁵⁷ USAID. *Iraq Administrative Reform Project Annual Report October 1, 2015-September 30, 2016* (Washington, DC: USAID, n.d.), 4.

⁵⁸ USAID. *Iraq Administrative Reform Project Annual Report 2015* (Washington, DC: USAID, n.d.), 17.

⁵⁹ USAID. *Iraq Administrative Reform Project Annual Report October 1, 2015-September 30, 2016* (Washington, DC: USAID, n.d.), 9.

Agreement” since the last quarter of FY 2015,⁶⁰ there was no such contract in place at the time the evaluation team met with senior officials at the Ministry of Planning (December 5, 2016).⁶¹ The key informants have had no update with regard to this contract. Consequently, the Ministry of Planning is left with no maintenance mechanism, which seriously undermines the integrity of the software.

Question 4.3: How effective was Tarabot in assisting the MoP to roll out IDMS across the GoI?

Findings: Tarabot initiated the roll out of the Iraq Development Management System by training “targeted staff members from the Ministry of Planning and 57 other entities...to update and enter project information into the system, query the system for information, and generate reports on capital investment projects and their implementation progress” well before the period examined in this evaluation.⁶²

Thus, the Ministry of Planning “gave long-awaited approval in May of [2015]...for the roll out” of the Iraq Development Management System.⁶³ Tarabot, in partnership with the Ministry of Planning and Synergy, targeted “select government partners to better prepare them to use the system.” These GoI entities comprised five ministries and three governorates. Information for 2013 and 2014 was entered onto the system and system-generated reports were compared with paper records for accuracy.

The Ministry of Planning, however, “officially approved the Iraq Development Management System and called for its immediate use in all capital investment projects” sometime between April and June of 2016. The launching conference was jointly hosted by the Ministry of Planning and Tarabot on June 3rd in Baghdad and drew “a crowd of 1,000 attendees.”⁶⁴

The GoI entities were first informed to use 2013 as the base year, hence, all projects from 2013 and 2014 were entered into the system as noted above. Then, when the system was formally launched, the Ministry of Planning changed the base year to 2015.⁶⁵ A key informant at the Ministry of Labor and Social Affairs (MoLSA) as well as focus group participants at the Ministry of Science and Technology (MoST) and Ministry of Labor and Social Affairs reported that this led to some confusion and added work. At the end of the day, said a key informant at the Ministry of Planning, data for the 2015 projects were uploaded by Synergy from an Excel sheet

⁶⁰ USAID. *Iraq Administrative Reform Project Annual Report 2015* (Washington, DC: USAID, n.d.), 34.

⁶¹ These ToR were “still under negotiation” when Tarabot came to an end. See USAID. *Iraq Administrative Reform Project Annual Report October 1, 2015-September 30, 2016* (Washington, DC: USAID, n.d.), 36.

⁶² USAID. *USAID-Tarabot Year 3 Annual & Concluded Activities Report 2011-2014*. Washington, DC: USAID, December 30, 2014, 30.

⁶³ USAID. *Iraq Administrative Reform Project Annual Report 2015* (Washington, DC: USAID, n.d.), 17-18.

⁶⁴ USAID. *Iraq Administrative Reform Project Quarterly Report, April 1-June 30, 2016* (Washington, DC: USAID, n.d.), 20.

⁶⁵ *Ibid.*, 21.

that the Ministry of Planning already possessed. Data for the 2016 projects (which carried over from previous years due to Iraq's fiscal crisis) have not been uploaded into the system; GoI entities, as a key informant at the Ministry of Science and Technology explained, are waiting for instructions from the Ministry of Planning.

Key informants from the Ministry of Science and Technology, Ministry of Labor and Social Affairs, and Ministry of Higher Education (MoHE), and focus group participants in Wasit governorate and from the Ministry of Science and Technology, reported that a number of GoI entities continue to face difficulties in using the system (such as data entry and report generation). This is due to design issues with the system and the Ministry of Planning's lack of high-speed internet connection.

Overall, key informants at the Council of Ministers Secretariat (COMSEC), the Ministry of Higher Education, and in Wasit and Qadissiya governorates pointed out that the Iraq Development Management System is not yet functional. There have been no results and no decisions made on the basis of information generated from the system.

Question 4 Conclusions: Tarabot complemented GoI activities by successfully facilitating the development of the Iraq Development Management System software. But it did not question the rationale behind it. The project lacked a holistic approach to the process of public investment management. Hence, its interventions were carried out in isolation of government processes, systems, and performance, and the governance structure and institutional setup that govern this process. The Ministry of Planning, as it currently stands, is a leftover from a highly-centralized governance system and has little, if any, relevance to a market-oriented economy. An important question that was not asked was whether the GoI needed a central planning institution in the first place. The Ministry of Planning's capacity to perform its *current* role may be enhanced when the Iraq Development Management System is fully deployed and functional across the GoI. However, there have been no improvements in the Ministry of Planning's *institutional* capacity to provide *systematic improvements* to the GoI entities in public investment management.

Whether the Iraq Development Management System in its current form was truly needed, or whether the GoI entities to which it was rolled out required it in the first place, are additional questions that were not asked up front.

Finally, the need for an Iraq Development Management System 'Help Desk' was not questioned, and its future is uncertain, especially in the absence of any sustainability plan. Initial efforts to roll out the Iraq Development Management System across the GoI were not in sync with formal processes, leading to inefficient use of resources, confusion, and additional work on the part of GoI staff. It is not surprising, then, that the Iraq Development Management System fell into disuse, or that it is not yet fully deployed across the GoI. It is also not fulfilling its decision making function, as no decisions have yet been made based on the information generated from the system.

More important, perhaps, and as noted under Questions 4 and 4.1, the Ministry of Planning's position vis-à-vis public investment management was not considered when Tarabot's approach

was established. It follows, then, that whether a ‘Help Desk’ was needed was a question that was not considered either.

The Iraq Development Management System, if and when fully deployed and functional, may enhance the capacity of the Ministry of Planning to perform the role it played prior to Tarabot – and is likely to continue playing unless the process is reformed.

Question 4 Recommendations: (1) USAID should provide support to the GoI to develop a comprehensive strategy for public investment management that corresponds to its governance structure and institutional setup. Rather than strengthening the Ministry of Planning in its current form and perpetuating a cycle of bad planning, the GoI needs to rethink and reinvent the Ministry of Planning’s position and function within a reformed public investment management process or, perhaps, phase it out altogether. In anticipation of overlap among line ministries as they take responsibility for achieving their objectives and managing their respective budgets, and with the Council of Ministers and Council of Representatives as decision-making and regulatory mechanisms, a well-positioned and adequately-resourced coordination unit would suffice, rather than a whole ministry.

(2) It is within the framework of such a strategy that the need, function, and position of a ‘Help Desk’ and a decision-making/information management tool such as the Iraq Development Management System should be examined.

QUESTION 5: HOW DID TARABOT ASSISTANCE PROVIDED TO THE MOO, STATE OIL COMPANIES, AND THE MOP PROMOTE GENDER EQUALITY AND THE EMPOWERMENT OF WOMEN?

Findings: A total of 4,315 GoI personnel participated in Tarabot’s trainings and events. Of that number, 3,017 were men and 1,298 were women.⁶⁶ This equated to an overall 70 percent participation rate for men and a 30 percent participation rate for women. Because at the start of its interventions Tarabot did not conduct a gender survey of the ministries and GoI entities that they partnered with, the evaluation team was unable to determine if the 30 percent participation rate for women is adequate. In its 2010 Iraq Gender Assessment, the QED Group found that the previous USAID project, Tatweer (also under MSI’s control), also sought to ensure gender balance in its training activities, but did not measure or evaluate the professional level of those women (junior, senior, etc.) or their capacity before and after the trainings.⁶⁷ If the Tarabot project had carried out a survey, the data could have been used to break down the number of “seats” for training that should have been offered to both men and women based on overall workforce representation. The 30 percent finding was based on the ad hoc approach that the ministry used to select women. In fact, in some ministries (e.g., the Ministry of Finance) this number may be well underrepresented.

⁶⁶ Figures were obtained from Tarabot’s consolidated training data. There is no evidence to suggest there was any double counting.

⁶⁷ QED Group, LLC. *USAID/Iraq Gender Assessment: Final Report* (Washington, DC: USAID, 2010), 27. Retrieved from http://pdf.usaid.gov/pdf_docs/Pnadw085.pdf.

The evaluation team conducted six FGDs with female participants only (14 in total). The women felt that they were treated as equals and allowed to participate and learn the same as their male counterparts. However, the program did not tailor its training for empowerment. Moreover, Tarabot staff indicated that the training did not include any follow-up in the form of mentoring or behavioral surveys to determine whether the women were implementing what they learned from training.

Question 5 Conclusions: There was no gender analysis or dimensions incorporated into the design of the Tarabot project, so data collected for the evaluation focused on the rate of participation of women and men in Tarabot's activities. Data on direct benefits to women were not available.

Recommendations: (1) Although women's empowerment was not part of the Tarabot Statement of Work, USAID has a long history of supporting programming to increase gender equality. In future projects, a proactive gender empowerment strategy should be developed to ensure future programs are tailored to empower women in order to improve the prospects of individual job seekers and increase the supply of skilled women available for employment.

(2) To ensure that women are being adequately represented in future projects, targets should be made based on the percentage of women in the government counterparts' workforce. A simple gender study can be conducted by the implementing partner prior to beginning its interventions to ensure that adequate numbers of women are represented in each of its training events and, depending on the event, at the same rate as males or greater so as to empower women in the workplace.

Summary of Evaluation Question Status

Table 2 provides a summary of whether the questions posed by USAID for this evaluation were met, partially met, or not met by Tarabot's interventions. If the evidence discovered during the evaluation supports the conclusion that Tarabot fully met the USAID question, it is shaded green. If Tarabot's interventions only partially satisfied the question, it is shaded yellow. If Tarabot's actions failed to satisfy the evaluation question, it is colored red. Where the team had insufficient data to form firm conclusions, the table was marked "N/A."

Table 2: Extent to which Tarabot Interventions met Evaluation Questions

Evaluation Questions	Conclusions
QUESTION 1. To what extent did Tarabot contribute to improved government processes, systems, and performance in the Ministries of Planning and Oil to achieve improved oil sector exports? (IR1, IR2)	
Q1.1 How effective was Tarabot in strengthening the institutional capacity of the MoO and its six Iraqi Oil Companies (IOCs) to increase oil production?	
Q1.1.1 Which MoO state companies benefited the most from Tarabot's assistance, in which area (i.e., project management, procurement, refinery, and export projects), and why?	
Q1.2. Which of Tarabot's oil sector interventions contributed most to increased oil revenues?	N/A
Q1.2.1 Which technically challenged and stalled projects benefited the most from Tarabot project management, planning, and other assistance in ways that were critical for increasing oil revenues?	
Q1.3 What is the estimated value of the benefits of Tarabot's specific interventions?	N/A
QUESTION 2. To what extent did Tarabot contribute to improved government processes, systems, and performance in the Ministry of Oil to achieve improved execution of oil projects? (IR2)	
Q2.1 How effective was Tarabot in sustainably improving the capacity of MoO and its six IOCs to develop, procure, and implement oil infrastructure projects?	
Q2.1.1. How well did the MoO and six state companies apply cost estimation, scheduling and project management training to improve project management?	
Q2.2 How effective was Tarabot in assisting the MoO and IOCs to improve efficiency, increase awareness and use of existing resources (i.e., compliance with environmental standards)?	
QUESTION 3. To what extent did Tarabot contribute to improved government processes, systems, and performance in the Ministries of Planning and Oil to achieve enhanced procurement processes? (IR3)	
Q3.1 How effective was Tarabot in strengthening the institutional capacity of the MoP to provide systematic improvements to GoI entities in the area of procurement?	
Q3.2 To what extent did the project increase sustainability of the MoP Procurement Help Desk?	
Q3.3 What is the capacity of the MoO state oil companies to use SBDs?	
QUESTION 4. To what extent did Tarabot contribute to improved government processes, systems, and performance in the Ministry of Planning to achieve the roll-out and adoption of IDMS? (IR4)	
Q4.1 How effective was Tarabot in strengthening the institutional capacity of the MoP to provide systematic improvements to GoI entities in the area of management of capital investment projects/IDMS?	
Q4.2 To what extent did the project increase sustainability of the MoP Help Desk for IDMS?	
Q4.3 How effective was Tarabot in assisting the MoP to roll out IDMS across the GoI?	
Q5. How did Tarabot assistance provided to the MoO, state oil companies, and the MoP promote gender equality and the empowerment of women? (IR1, IR2, IR3, IR4)	N/A

5. LESSONS LEARNED

The following lessons were identified through the evaluation:

1. Prior to committing resources to improve various government functions and processes, a clear and focused strategic strategy that addresses sustainability of these functions needs to be developed and articulated to all stakeholders to ensure “buy-in” and complete acceptance of the new policies and procedures being introduced.
2. Senior GoI officials’ buy-in to new processes before implementation is key to success. The role the Director General of the Ministry of Planning’s Directorate General for Government Contracts played in reforming public procurement processes was key to all the achievements made in this regard.
3. USAID’s future technical assistance to the GoI should ensure that the government commits itself to a robust results-oriented good governance and business enabling environment reform agenda.
4. Development projects need a robust, fully-operational monitoring, evaluation and learning system (ME&L). The ME&L provides for continuous assessment and learning, thereby facilitating course modification when necessary, and generates the necessary information required to assess the contribution of the project. The development and operationalization of this ME&L system should be carried out in a fully participatory manner with government counterparts and should be grounded with a baseline assessment. This endeavor, in itself, is a capacity development exercise for government counterparts.
5. Capacity development projects should create on-the-job training programs throughout their government counterparts as a way to ensure newly trained personnel can implement the theoretical concepts they learn in the classroom through hands-on experience in the workplace.
6. Conduct behavioral change follow-up surveys in line with Kilpatrick’s four-levels of training evaluation to create a link between intervention and result.⁶⁸

⁶⁸ It is necessary to establish whether the participants were receptive to training (level 1). Once this has been established, a level 2 (learning) is conducted by comparing both pre- and posttests ideally with a control group to determine if learning took place. Once it is known that there was an increase in knowledge, level 3 (behavioral change) surveys and interviews can be conducted 60-90 days after training. Use of these tools can determine whether participants are exhibiting a change in behavior and applying their newly acquired knowledge. If that is the case, a level 4 (results) can determine if the training was effective in improving results.

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7. ANNEXES

Annex 1. Evaluation Statement of Work

THE FINAL PERFORMANCE EVALUATION

USAID IRAQ ADMINISTRATIVE REFORM PROJECT (TARABOT)

STATEMENT OF WORK

Project Title: Iraq Administrative Reform Project (Tarabot)

Implementing Organization: Management Systems International (MSI), A Tetra Tech Company

Project's Contract Number: AID-267-C-11-005

Contract Type: Cost Plus Fixed Fee (CPFF) Term Contract

Contract Value: \$118,048,737.00 million

Period of Performance: June 5, 2011-December 4, 2016

Period covering by the Evaluation: October 1, 2014 - October 30, 2016.

Type and Purpose of Evaluation: Final Performance Evaluation

Expected Period of Performance: October 20 2016 to February 7 2016

Contracting Officer's Representative (COR) for Project to be Evaluated: Slavica Radosevic, USAID/Iraq

I PURPOSE

This Statement of Work (SOW) directs a final performance evaluation of the USAID Iraq Administrative Reform Project (Tarabot) final implementation phase from October 1, 2014, until October 30, 2016. The principle audience of this evaluation

II BACKGROUND

Tarabot (Arabic for “linkages”) goals were to support the Government of Iraq (GoI) in achieving its strategic goal of improving the functions of its public institutions, and quality of service delivery through better governance and improved management of human and fiscal resources. Towards those ends, Tarabot aimed to eliminate business-unfriendly regulations, and enhance the efficiency of the public sector in meeting the needs of its citizens. Tarabot also aimed to improve public administration by the GoI, including federal, regional and provincial entities.

In the initial USAID Tarabot phase, managed from June 2011 until June 2013, the project had a very broad scope that covered many diverse activities and supported numerous GOI partners. Initially, the project had three components: Component 1: Civil Service Reform; Component 2: National Policy Management; and Component 3: Administrative decentralization. Tarabot's

SOW faced descoping in 2013 due to USAID/Iraq's "glide-path" strategy -- a plan to end the Mission program by 2015. This strategic shift resulted in a shortening the duration of the Tarabot project and a diminishment of resources and mandate. The civil service reform component of Tarabot was terminated, and the scope of the other two components, National Policy Management and Administrative Decentralization, was reduced.

In 2014, the GoI underwent a fiscal crisis caused by significantly lower oil prices and Da'esh occupation of Salah ad Din, Anbar and Ninewah provinces. In its final implementation phase, Tarabot focused on partnering with the Ministry of Planning (MoP) and the Ministry of Oil (MoO) on improved national policy management and administrative decentralization.

National Policy Management: In the final implementation phase, Tarabot supported smaller scale administrative reform and delegation of authorities in cooperation with the Ministry of Oil.

Administrative Decentralization: Tarabot supported: 1) improved capital investment planning and implementation, through capacity building in budgeting, procurement, and project oversight and management; 2) improved service delivery by introducing new models and automation where applicable; and 3) decentralization and practical devolution of administrative responsibilities. The goal of Tarabot was to shift administrative decision-making to the levels where services are delivered.

III STRATEGIC LINKAGES & RESULTS FRAMEWORK

Development hypothesis for the final implementation phase:

The reforms that will have the greatest, short-term impact on the GoI's ability to manage its fiscal crisis are 1) to modernize procurement practices and the management of capital projects and 2) to expand Iraq's oil production.

Critical Assumptions:

- 1) The fiscal crisis will energize and sustain political will to make the required reforms; and
- 2) There will be sufficient political stability and security to allow for the reforms.

Specific project-level results and outcomes to be addressed within the final Tarabot evaluation:

Development Objective (DO):

GoI Policy and Resource Management Structures Strengthened.

DO Indicator:

Number of reform policies implemented by GoI national and provincial institutions' that improve government effectiveness.

Intermediate Result (IR): GoI Service Delivery Functions Strengthened

IR Indicator: Number of GoI entities Initiating Administrative Changes to improve Service delivery

Sub-Intermediate Results:

IR 1: Oil Sector Exports Improved

IR 2: Project Execution Improved

IR 3: Procurement Process Enhanced

IR 4: Iraq Development Management System (IDMS) Adopted and Rolled Out

IR 5: Regulatory Reforms Adopted

Objectives:

USAID-Tarabot, in its final phase, contributed to the objective, indicator, and results described above by focusing on:

1. Assisting the Ministry of Planning to reform the public procurement system in Iraq and to improve the management of the capital investment budget. Key activities supported under this objective are to:
 - (a) implement a transparent and efficient public-procurement system in Iraq capable of meeting international standards and the expectations of local and international vendors, and
 - (b) roll out the IDMS to all federal and provincial GoI entities.
2. Assisting the MoO to increase oil revenues through immediate, practical solutions to existing oil-sector deficiencies and problems. Key activities include:
 - a) expeditious implementation of critical and technically challenged projects;
 - b) establishing transparent and effective procurement systems;
 - c) improving project-management execution systems; and
 - d) streamlining internal policies, regulations and administrative functions of MoO and its entities.

Procurement Reform & Management of the Capital Investment Budget

Tarabot helped the MoP launch the IDMS and lead Public Procurement Reform through the adoption and mandatory use of standard bidding documents (SBDs).

a) *Public Procurement Reform*

In partnership with the MoP, Tarabot works to replace disorganized, paper-based systems that hinder transparency and efficiency with fair and transparent investment-budget-procurement systems for works, services, construction and consultants. These reforms aim to create a more favorable environment for international businesses, attracting the expertise the GoI needs to manage complex projects, and improve the quality of public services. Tarabot works with the MoP to deliver complementary capacity-building activities and systems reform to establish unified procurement system aligned with international standards. The project has trained more than 2,000 MoP employees in procurement, and has facilitated practical application of SBDs on pilot projects. With support of the MoP, the Government partners are now implementing SBDs for various tenders through greater transparency and efficiency, owing to mandatory use of SBDs and improved procurement procedures.

The MoP and the government adopted 19 SBDs for procuring entities to implement, as well as a new set of procurement instructions. Tarabot assisted the MoP in the following areas:

- (1) Training MoP staff on SBDs.
- (2) Training 23 procurement specialists as trainers to expand procurement-related skills and knowledge to the procurement offices of other government entities and within the MoP
- (3) Helping MoP staff to assist procuring entities in drafting and implementing SBDs for priority pilot projects.
- (4) Developing course materials to serve as reference documents, and for use by MoP experts in training additional staff.
- (5) Establishing a Procurement Help Desk with web and human resources to assist other GOI entities.

In partnership with the MoP, Tarabot has supported many GoI entities with public procurement and capital-investment budgeting.

b) Management of Capital Investment Budget

IDMS is an initiative undertaken by the MOP and Tarabot to support the implementation and oversight of Iraqi capital investment budget on the federal and provincial level. It is a comprehensive, web-based application, available in Arabic and English, which facilitates the management of the whole cycle of government and donor-funded capital projects in Iraq, enabling better monitoring and management of the capital investment budget. The system serves as a reliable and credible source of information on the distribution of development projects by sector, location, and implementing institution. The IDMS provides valuable data for planning and decision-making, and illuminates project implementation performance by ministry, sectors, or individual projects. This information allows government officials to invest capital resources more wisely, and to better address implementation weaknesses, enhancing efficiency, transparency, and accountability in the allocation of development funds. Tarabot has helped the MoP improve the system, train 782 MoP employees and other GoI entities in the use of IDMS, and establish an IDMS Help Desk, which assists GoI entities with IDMS implementation. The GoI Council of Ministers has mandated the use of the IDMS for all capital investment projects from July 1, 2017.

Oil Sector Assistance

Tarabot provides urgent assistance to the GoI to increase oil revenues. Recent developments in Iraq, including the security-related events that began in the summer of 2014 and tumbling oil prices, have been crippling the GoI's ability to fund critical infrastructure projects and pay staff salaries. Tarabot provided the MoO with technical assistance based on a rapid oil-sector assessment conducted by the project. Tarabot published an Oil Sector Rapid Assessment in July 2015, identifying targeted interventions to improve oil revenues quickly. This assessment provided the framework for Tarabot to assist the MoO in overcoming existing problems in oil projects, plugging in critical systems needed to enhance oil-sector management, such as procurement, project management, organizational management, and other key systems. Tarabot oil assistance covers four key areas:

- 1) Streamlining of internal policies, regulations, and administrative functions.

- 2) Supporting technically challenged refinery and export projects.
- 3) Establishing transparent and effective procurement systems.
- 4) Improving project management.

During the past year, Tarabot helped the MoO implement solutions to increase performance and efficiency in the southern export systems. Tarabot also focused on finding practical responses to immediate problems. The project identified a list of stalled investment projects in the refining and exporting sub-sectors that can be quickly and cost-effectively implemented, unlocking an estimated \$4.5 billion annually.

To assist the MoO, Tarabot extensively supported the MoO's six key state companies: the State Company for Oil Projects; the Midland Refinery Company; the Oil Pipeline Company; Iraq Drilling Company; the South Oil Company; and the South Refinery Company.

Tarabot also helps the MoO reconsider delegation of authorities to lower levels, empowering project and site managers; to modernize and develop internal regulations and procedures to simplify and expedite processes, and re-engineer specific processes that improve preparations for and implementation of the engineering, procurement, and construction of infrastructure projects. The project helps the MoO and its state companies identify the causes of delays in implementing troubled export and refinery projects, and address rapid solutions to overcome problems and expedite implementation. Resolution of these priority projects issues will lead to improved revenues.

The project supported MoO efforts to reform its procurement system, to adopt SBDs based on international standards, and to develop successful bids and tenders for at least 10 priority oil projects. Project management was enhanced through the identification of the causes of delays in 10 projects and proposing effective solutions based on project-management best practices, hands-on expertise in project and conflict management, and contract dispute-resolution. Tarabot is also providing capacity-building support in developing cost estimation techniques, enhancing scheduling methods, delivering case models and guidelines to conduct feasibility studies, and developing a project-implementation tracking process.

IV EVALUATION PURPOSE

The main purpose of this final performance evaluation is two-fold:

1. Review, analyze and evaluate the performance of Tarabot in the final implementation phase as designed by the U.S. Government and implemented by Management Systems International (MSI).
2. Provide lessons learned from the final implementation phase, and, if appropriate, specific programmatic recommendations for future USAID assistance, to leverage the impact of previous USAID investments.

V DISSEMINATION AND UTILIZATION PLAN

The primary audience of this evaluation will be USAID, implementing partners such as MSI, the GoI, private sector partners, and other organizations implementing public sector or governance-strengthening programs in complex, unstable, and risky security environments. Other relevant stakeholders include Iraqi civil society, citizens, and workers – particularly those with ties to the oil sector, and the public sector. The evaluation report, and this SoW, will be accessible through the USAID Development Experience Clearinghouse. USAID will use the evaluation findings to, inter-alia, increase the impact of USAID investments to further strengthen the capacity of the Iraqi public sector in managing its resources and improving service delivery.

VI KEY EVALUATION QUESTIONS

The evaluation will answer the following question:

Regarding the four project intermediate results below, to what extent did Tarabot contribute to improved government processes, systems, and performance in the Ministries of Planning and Oil?

- IR 1: Oil Sector Exports Improved
- IR 2: Oil Project Execution Improved
- IR 3: Procurement Process Enhanced
- IR 4: IDMS Adopted and Rolled Out

In responding to the above, overarching question, the evaluation team should ensure that responses to several specific considerations are addressed:

1. (IR 1) The effectiveness of Tarabot in strengthening the institutional capacity of the MoO and its six state companies to increase oil production; identification of Tarabot oil-sector interventions that contributed most to increased oil revenues; estimation of the values of the benefits of Tarabot's specific interventions.
2. (IR 2) The effectiveness of Tarabot in sustainably improving the capacity to the MoO and its six state companies to develop, procure, and implement oil infrastructure projects.
3. (IR 3 and IR 4) The effectiveness of Tarabot in strengthening the institutional capacity of the MoP to provide systemic improvements to GoI entities in the areas of procurement and management of capital investment projects/IDMS.
4. (IR 3 and IR 4) The sustainability of the two MoP Help Desks for procurement and IDMS.

Gender considerations must be taken into account in this performance evaluation. In addition to gender disaggregation and differences in trends for all questions, QED should also briefly summarize Tarabot assistance promoting gender equality and the empowerment of women (if applicable) that was provided to the MoO, state oil companies and the MoP. Environmental

considerations must also be included and considered as one component of sustainability in the evaluation questions listed above.

VII EVALUATION METHODS

Evaluation methods are outlined below. The evaluation team is encouraged to propose additional or alternative methods that can yield robust answers to evaluation questions.

a) Use Existing Data Sources

USAID will make available several sources of existing data, such as project weekly, monthly, quarterly, and annual performance reports, an oil assessment, previous evaluations, project booklets, as well as the project Performance Management Plan, annual work plans, and implementing partner M&E data. Tarabot's field-monitoring reports will be provided by QED. The 2014 USAID/Iraq Capacity Building Office (CBO) Summative and USAID Tatweer evaluations will be shared, as a background documents for the previous phase and the previous project.

b) Conduct a Desk Review (QED shall consider and may combine this step with step "a" above, if appropriate)

Relevant project documents will be provided to the evaluation team, to obtain and collect necessary evaluation data. The team is requested to review the project documents, which will include Tarabot's Annual Workplans for 2015 and 2016, Rapid Oil Assessment, Revised Performance Management Plan dated March 2016, Annual, Quarterly, Monthly and Weekly Reports, and other related project documents. USAID will also provide the team with other relevant documents, including CBO Summative Evaluation, which can shed light on previously highlighted recommendations by another evaluation team. This desk review will take place during the first evaluation week, which will allow the evaluation team to consider making final evaluation adjustments to develop a clearer workplan, finalize necessary evaluation tools, and appropriately adjust expected deliverables and corresponding timelines for completing key evaluation tasks and write the inception report.

c) Design Questionnaires/Instruments and Pre-Test

Semi-structured, key informant interview and focus group discussion tools/guides will be developed as a data collection guides. USAID will review and approve these tools as part of the workplan. If appropriate, the evaluation team will design a sample survey instrument covering key aspects of the project. Questionnaires will need to be properly coded to facilitate data analysis and pre-tested to ensure their validity and reliability.

d) Conduct Qualitative Data Collection

(i) Key informant interviews

The evaluation team will conduct key informant interviews with the implementing partner, Government of Iraq key partners, and key USAID managers. The team will draft a list of key

informants based on the Tarabot- and USAID-supplied background documents and inputs, which will be finalized during the evaluation desk review of project materials/reports. To provide a strong contextual understanding of this evaluation and to select a representative group, the key informants must include individuals who are closely involved with activities, or were closely involved and subsequently transferred but still have good knowledge of important project activities. These personnel include USAID Mission staff, government counterparts, at the national and provincial levels, and senior project-implementing partner staff, such as Chief of Party, and other key technical staff. The evaluation team must ensure that appropriate and key stakeholders are included in key informant interviews, and interactions may suggest others to interview, so the evaluation team will need to remain flexible in accommodating additional interviewees.

(ii) Focus group discussions

The evaluation team will conduct focus group discussions to assess perceptions about the Tarabot project effectiveness, contribution, and the overall satisfaction with project assistance and benefits. Employees of supported ministries, and MoO state companies should be included in these focus groups. Organizing focus groups for this evaluation may present a challenge, considering traveling restrictions for expatriate team members. The evaluation team is encouraged to include at least two regional and representational centers, including Baghdad and Basrah. As with previous evaluations, we recommend the use of QED Data Collectors or USAID field monitors, to ensure better data collection and appropriate geographic coverage. It will be also important to conduct interviews with selected GoI leaders and technical experts at the federal and provincial level, to develop a stronger evidence of how much collective knowledge Tarabot partners and beneficiaries have, and how significantly the project assisted them.

(iii) On-Site Observations

During the Tarabot final phase, technical assistance was provided to two key partners, the MoP and MoO, at the central and provincial level. The evaluation team is expected to make site visits to conduct interviews and to assess the quality and impact of Tarabot assistance. A description of proposed site visits should be included in the workplan.

(iv) Other types of qualitative methods

The evaluation team may consider other types of qualitative, participatory methods, including geo-spatial techniques, audio-visuals (“before” and “after” pictures and videos can be powerful tools to demonstrate impact), case studies, and other appropriate significant change methodology. USAID encourages the evaluation team to include such methods and other appropriate qualitative methods in the work plan for this evaluation.

e) Conduct Quantitative Data Collection

(i) Sample Survey

To strengthen the quantitative data collected through project documents and qualitative data obtained, the evaluation team will conduct a sample survey of assisted GoI beneficiaries. The evaluation team should be careful in collecting disaggregated data by gender, federal, or

provincial beneficiaries. Before conducting the GOI partners' beneficiary survey, the evaluation team must collect information on project sites and assisted partners from project documents, field monitors, and implementing partner staff. The evaluation team shall obtain information on supported partner beneficiaries through focus group participants and other key informants. It shall also review any other prior and current analysis, and appropriate oil industry production data and savings in resolving issues related to priority stalled projects, as for example management of exports operations during the rough weather, to augment the evaluation's analyses. This analysis should compare some of the oil rapid assessment data with the current data.

f) Analyze Data

Quantitative and qualitative data analyses will be important to analyze progress, project results, and any sustainable results or legacy.

VIII TEAM COMPOSITION

The contractor shall propose a realistic and sound evaluation team with appropriate "Team Skills Match Pattern," with relevant prior experience in public-sector/governance-strengthening and program evaluation. Relevant USAID governance evaluation experience in a post-conflict development context shall be strongly considered. Collectively, the evaluation team must have the following qualifications:

- Demonstrated technical experience in designing, managing, monitoring and evaluating international development projects, and in writing quality reports.
- Strong expertise in monitoring and evaluation methodology for the public sector/governance, and within post-conflict, and risky security environment.
- Technical expertise in public sector, governance strengthening, and engineering (i.e. oil, mechanical or civil engineering), with good understanding of import/export economics in post-conflict and fragile states.
- Familiarity with public sector and governance strengthening programing and evaluation in the Middle East, and post-conflict environments.
- All members should possess excellent English language writing, editing, and communication skills.
- At least one team member should be fluent in Arabic and have appropriate Iraq public sector, oil and/or governance expertise.

In addition, all team members must be able and willing to travel to Iraq. The Contractor is highly encouraged to ensure at least one team member is female. Specific requirements for all team members are listed below.

Team Leader (Expatriate Consultant) - The evaluation team must include an experienced team leader with relevant technical expertise in the area of public administration and governance, with strong evaluation experience and skills, who will ensure a sound methodological approach, and will incorporate generally accepted evaluation practices, while also being capable of using evaluation's input to construct a full report. The team leader should have extensive experience in

evaluation of USAID and other donors' programs, combined with a strong public sector and governance technical expertise.

The Team Leader should also have an advanced degree and 15 years of experience in the designing, managing, monitoring and evaluating international programs in the public administration and governance projects. He or she will be responsible for coordinating and directing the overall evaluation, including preparation and submission of the draft and final products. He or she should be thoroughly familiar with techniques of program evaluation and possesses relevant organizational and team-building skills. Regional experience and knowledge of Iraq are desirable. The Team Leader should have excellent English writing and speaking skills and relevant prior experience in drafting evaluation reports.

Team Member – Public Administration and Good Governance Expert (Expatriate or Iraqi)– The second team member will have a public administration, political science, economic or engineering degree and at least 10 years of relevant experience in good governance and public administration area, with good understanding of import/export economics within the Middle East and oil developing countries context. The second team member shall possess strong knowledge of the Middle East region and experience in the design, implementation and/or evaluation of USAID and other governance/public administration programs. Strong writing skills are a requirement. English language knowledge is required and knowledge of Arabic is desirable. The second team member will work closely with a team leader to develop draft workplan, draft, and final evaluation report, as well as the mid-term and final presentation.

Team Member – Iraqi Public Administration Expert (Iraqi) – The third team member shall be an Iraqi national with relevant public sector, oil and engineering expertise, and excellent understanding of Iraqi public sector on the federal and provincial level. At least five years of relevant public-sector experience in oil sector is required. Native fluency in Arabic is required, as well as professional fluency in English. Experience of participating as a team member in conducting project evaluations and assessments is preferable. He or she shall serve as a liaison between the international experts and the data collection team and will provide significant local expertise about the situation, culture, geography. He or she shall provide support in identifying and contacting local stakeholders, helping arranging meetings, performing translation/interpretation as needed and in conjunction with the administrative and logistical support person.

Additional Team Member(s) – (Expatriate or Iraqi) –QED shall consider the use of, and, as appropriate, propose to USAID/Iraq for approval, a third team member, and potentially additional team members, including the use of shorter-term consultants. In doing so, QED would include individuals who possess technical expertise in areas it deems critical to the realization of the purpose of this evaluation, and in providing high quality responses to the key evaluation questions outlined above. Examples of skills to be considered include (but are not limited to) engineering, monitoring and evaluation methodology, and data collection methods, including qualitative and quantitative data.

Data Collection Team – Shall be hired locally and trained by the Team Leader and QED Senior Monitoring and Evaluation Specialist on how to conduct interviews and summarize results using

standard formats for eventual compilation and analysis. Local data collectors should have demonstrated experience in conducting interviews, surveys, or other data collection. They must have the ability (with training, if necessary) to ensure standardized data collection, in accordance with the best practices in social science research. If local team members are not able to organize data in English and put it into the system, QED will provide this support. The team should be mixed, including male and female data collectors.

Evaluation team members must provide a written disclosure of conflicts of interest (COI) and require key personnel to submit their COI disclosure with the proposal.

Administrative & logistical support person (Iraqi) – Assigned by QED to the Evaluation Team will assist with logistical arrangements, accommodation, and other administrative and office support required by the team.

IX DELIVERABLES

1.	<u>The Final Evaluation Design Plan</u> – The final design plan should include the team composition, level of effort of each team member, timeline, and proposed methodological approach and tools. Inception Report with the key background summary. This electronic document shall not exceed 10 pages (excluding annexes), and shall be presented to the USAID/Iraq team for approval.
2.	<u>Inception Report</u> – or background report that address what the evaluation team has learnt based on program documents provided to them. This brief (three -10 page) report shall include the key background summary on the initial key desk review findings. https://usaidlearninglab.org/sites/default/mergedpdfs/print-toolkit.pdf
3.	<u>Mid-Term Briefing (Preliminary Findings)</u> – Following the completion of 35 – 65 percent of total Level of Effort, the evaluation team shall hold a Mid-Term Briefing meeting to present progress and next steps for data analysis and report drafting. This meeting involves a PowerPoint and oral presentation, and any additional and necessary handouts. The PowerPoint shall address, in preliminary form, all major sections (findings, initial conclusions, recommendations if any, etc.) contained in the Final Report. The presentation shall follow standard (“best practice”) benchmarks of good communication.
4.	<u>Exit Briefing</u> - Before departure from the field, the evaluation team holds a formal USAID debriefing meeting (i.e., USAID Front Office, PRO, and GEO/Technical Office) and submits a detailed outline of the report to present the major findings and recommendations. This meeting involves an oral presentation and any necessary handouts, and a time for dialogue and feedback.
5.	<u>Evaluation Report Draft</u> - The evaluation team provides USAID/Iraq with a draft report that includes all the components of the final evaluation report except the Annexes. USAID/Iraq will provide comments on the draft report to the evaluation team within six working days of receiving the report. The evaluation team will then revise the draft report and re-submit the revised draft report to USAID/Iraq for the final review. USAID/Iraq will provide the final comments on the revised draft report to the evaluation team within five working days of receiving the revised draft report. The

	evaluation team will incorporate final comments into the revised draft report and submit the final report to QED for editing and formatting within four days of receiving final comments from USAID.
6.	<u>Evaluation Report Final</u> - The Contractor edits, formats, and prints the final report within 10 working days of receiving final USAID approval of report content. The final report must not exceed 40 pages, excluding graphics, tables, abstract, and annexes. The abstract, of maximum 250 words, must briefly describing what was evaluated, evaluation questions, methods, and key findings or conclusions. The abstract should appear on its own page immediately after the evaluation report cover. The final report will be submitted to USAID in electronic form. The report will be a public document and the Contractor is to post it onto the DEC once it has been “scrubbed” of any information that could pose a security risk to USAID or its partners or beneficiaries. Datasets—and supporting documentation such as code books, data dictionaries, scope, and methodology used to collect and analyze the data—to be submitted to the USAID Development Data Library.
7.	<u>Evaluation PowerPoint</u> - The Contractor is to create and submit to USAID a PowerPoint presentation, based on the Evaluation Final Report. This PowerPoint is to include all major sections (findings, conclusions, recommendations, etc.) contained in the Final Report, and shall follow standard (“best practice”) benchmarks of good communication. For example, the number of total slides is to be commensurate with the content; there is to be no cramming of excessive information onto any one slide. A background notes page is to accompany each slide, so as to provide clarifying or background information, where appropriate.

X EVALUATION DESIGN PLAN STRUCTURE AND FORMAT

The design plan structure and format will include a table showing the identified research questions and sub-questions as developed by the evaluation team with proposed methodology tools. For each question and sub-question the table will include:

1. Measures or indicators,
2. Targets,
3. Baseline data (if any),
4. Data sources,
5. Sample sizes/surveys,
6. Data collection instruments, and
7. Data analysis plan.

The evaluation design plan should also include a detailed timeline of tasks for deliverables.

XI EVALUATION REPORT STRUCTURE AND FORMAT

1. Executive Summary
The page count of the executive summary is roughly ten per cent of the page count of the main report, generally two to five pages. It should exactly mimic the content of the main

report, including precisely the same report headings, though in condensed form focusing on findings and results. It should stand alone as a complete document suitable for circulation apart from the main report.

2. Table of Contents
3. Report (maximum 40 pages, excluding graphics, tables and annexes)
 - a. Introduction (purpose, audience)
 - b. Background (overview of USAID Tarabot)
 - c. Methodology (overview only, reserving details for the annex)
 - d. Findings (respond explicitly to each research question, with evidence)
 - e. Conclusions (supported by set of findings)
 - f. Recommendations (specific and action oriented)
 - g. Lessons Learned
4. References
5. Annexes
 - a. Evaluation Statement of Work (including modifications, if any)
 - b. Statement of Differences (significant unresolved differences of opinion between the USAID Tarabot implementer and USAID/Iraq, or among the members of the implementing team or their managers)
 - c. Research Tools (questionnaires, checklists, survey instruments, discussion guides, etc.)
 - d. Sources of Information (with contact information as relevant, etc.)
 - f. Translation of the executive summary into Arabic (TBC)
 - g. Glossary of Terms
 - h. Conflict of Interest Statements

Outside of the final report, QED will provide USAID with data and records. These will include survey responses, interview transcripts, etc. in an electronic file in easily readable format, organized and fully documented for use by those not fully familiar with the project or the evaluation, owned by USAID.

The format of the report should adhere to the following:

- Microsoft Word format
- Single line spacing with 12-point Times News Roman type font for the body of the report
- 1 inch top/bottom and left/right margins

Stakeholder Participation and Local Capacity

Note that the final evaluation plan, including the design, will be shared with the intended audience, as well as staff of Tarabot, prior to the plan being finalized. Their views will be solicited on how the evaluation can best be structured to meet their needs.

Technical Direction

Technical direction during the performance of this evaluation will be provided by the USAID Program Office through the COR. The USAID/Iraq Governance and Economic Opportunities (GEO) Office will provide the Program COR with relevant USAID documentation to review and a list of suggested contacts to interview.

XII BUDGET AND LOGISTICS

Level of Effort (LOE)

The evaluation team should propose and succinctly justify the number of LOE days each member of the evaluation team is expected to work, and during which evaluation phase (i.e., Document Review and Evaluation Plan, Field Work, and Report Writing, Review and Approval).

Budget

A draft budget must be submitted, revised (if and as required), and approved before the evaluation begins.

Logistical Support

Logistical support to be provided by the Contractor includes international travel, transportation, meeting and interview scheduling, secretarial and office support, interpretation, translation, report printing and communication, life and security support, as appropriate. USAID Tarabot staff may be contacted to assist with setting up interviews, organizing logistics for focus groups and coordinating the work of the field research team (if relevant).

A six-day workweek is authorized in Iraq with no premium pay. Friday and Saturday are considered weekend days in Iraq; the team may choose one of these two days as an “off” day.

All evaluation team members should demonstrate familiarity with USAID’s current Evaluation Policy. All team members will be required to provide to USAID a signed statement attesting to a lack of conflict of interest.

Logistics, Schedule, timeline considerations, and the estimated level of efforts

USAID recognizes that an important constraint in this evaluation SOW is that Tarabot’s program activities are scheduled to end on October 31, 2016. For any evaluation fieldwork that takes place beyond this date, Tarabot staff will not likely be able to provide support to the evaluation team, due to the limited presence of staff members in country. QED, via its design plan, shall recognize this constraint, via pragmatic considerations, such as the potential use of virtual interviews and/or split-timing fieldwork. QED shall propose appropriate LOE/days of work to optimize the quality of the evaluation and value to the USG.

Drafted by: Slavica Radosevic

Cleared:

USAID / GEO: MNeurbass (19 October 2016 e-cleared)

USAID / A-PRO: MDouglas (20 October 2016 e-cleared)

Annex 2. Statement of Differences

There were no differences among the team members in the findings, conclusions, or recommendations related to this final performance evaluation.

Annex 3. Research Tools

KEY INFORMANT INTERVIEW GUIDE – Tarabot Staff

RELEVANT EVALUATION QUESTIONS: Q2.1, Q3.1, Q3.2 & Q3.3, Q5.1 & Q5.2

ESTIMATED LENGTH OF INTERVIEW = 60 MINUTES

DATE OF INTERVIEW: NAME OF DATA COLLECTOR: NAME OF RESPONDENT(S): ORGANIZATION: POSITION OF RESPONDENT(S): STARTED WORK (MONTH/DAY/YEAR): TELEPHONE/EMAIL: MALE: FEMALE:
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INTRODUCTION: *Thank you for meeting with me as part of the USAID evaluation of the USAID-Tarabot program. The results of this evaluation will provide lessons learned from the final implementation phase, and, provide specific programmatic recommendations for future USAID assistance.*

CONFIDENTIALITY: *Everything we discuss is confidential. We do not share your name or anything that can be used to identify you with anyone outside of our evaluation team. We do not share information you provide with other people we are talking to for this evaluation. Although our internal report to USAID will include a list of everyone that we interviewed, the public version of the report does not include this list. Whatever you share with us will not have any impact at all on the level of support you receive now or are eligible to receive in the future.*

Do you have any questions before we begin?

4. To what extent do you believe the MoP will be able to continue providing support to GoI entities to improve their procurement processes and systems?
5. To what extent are procurement specialists trained by Tarabot capable of training procurement staff at other GoI entities on SBDs?
6. For state-owned companies that have implemented these new SBDs, how would you describe their experience?
7. What are the benefits to state-owned companies from implementing these new SBDs?
8. For the GoI entities that have implemented the public-private partnership (PPP) concept, how would you describe their experience?
9. What are the benefits to GoI entities from applying the PPP pilots?
10. What was the added value of Tarabot interventions in enhancing MoP procurement processes and systems?
11. What was (were) the most effective intervention(s) of Tarabot - the one(s) that had the most effect on enhancing the institutional capacity of the MoP to provide systematic improvements to GoI entities in the area of procurement?
12. To what extent is MoP currently capable of national data collection, analysis and reporting for capital investment projects in Iraq?
13. How would you describe the current status of implementing the IDMS, at ministry, province and executive levels?
14. What are the results of rolling out the IDMS across GoI entities?
15. To what extent do you believe the MoP will be able to maintain the IDMS in the future and continue providing support to GoI entities in the implementation of the system?
16. What are the measures that the MoP Help Desk takes to integrate environmental considerations into GoI procurement processes?
17. What was the added value of Tarabot interventions in enhancing the government's management processes, systems and performance?
18. What was (were) the most effective intervention(s) of Tarabot - the one(s) that had the most effect on improving the MoP's capacity in managing capital investment projects?
19. How did you identify female participants for your programs?
20. What types of programs were best suited for females to participate in?

21. Did the female participants use the information they learned?
22. Does the Ministry have an active program in promoting women in their organization?
23. Did Tarabot ensure that women were included in all their programs?
24. What were the typical roles that women participants had in their respective ministry/GoI entity?
25. What were some of the difficulties you faced in ensuring women were represented at all of your events?
26. Can you please tell us how the MoO addressed smuggling, leakage, weather outages, problems caused by outdated infrastructure during the period October 2014-October 2016?
27. Can you please tell us how the MoO addressed smuggling, leakage, weather outages, problems caused by outdated infrastructure before October 2014?
28. Can you please tell us how the MoO addressed smuggling, leakage, weather outages, problems caused by outdated infrastructure before Tarabot?
29. Can you please tell us how South Oil Company (SOC), South Refineries Company (SRC), SCOP, Midland Refineries Company (MRC), Oil Pipelines Company (OPC), and Iraqi Oil Drilling Company (IDC), the six MoO companies, addressed smuggling, leakage, weather outages, problems caused by outdated infrastructure during the period October 2014-October 2016?
30. Can you please tell us how SOC, SRC, SCOP, MRC, OPC, and IDC addressed smuggling, leakage, weather outages, problems caused by outdated infrastructure before October 2014?
31. Can you please tell us how SOC, SRC, SCOP, MRC, OPC, and IDC addressed smuggling, leakage, weather outages, problems caused by outdated infrastructure before Tarabot?
32. Which MoO state companies do you think benefited from Tarabot's assistance in
 - 32.1. Project management -----
 - 32.1.1. What makes you think so? -----
 - 32.2. Procurement -----
 - 32.2.1. What makes you think so? -----
 - 32.3. Refinery -----
 - 32.3.1. What makes you think so? -----
 - 32.4. Export projects -----
 - 32.4.1. What makes you think so? -----

- 33.** What are issues other than institutional capacity, smuggling, leakage, weather outages, problems caused by outdated infrastructure that you think prevent the MoO and its six state companies from increasing oil production?
- 34.** What have the MoP, MoO and its six companies (SOC, SRC, SCOP, MRC, OPC, IDC) applied the following tools and processes for:
- a. risk management -----
 - b. earned value management -----
 - c. time management -----
 - d. cost management -----
 - e. cost estimation -----
 - f. feasibility studies -----
 - g. Microsoft Project -----
 - h. Other tools and processes (Please name the tool(s) and process(es) -----

- 35.** What tools and processes acquired from Tarabot have the MoP, MoO and its six companies (SOC, SRC, SCOP, MRC, OPC, IDC) used to manage their capital investment project portfolios?
- 36.** Which technically challenged and stalled projects did you have to deal with?

- If the respondent names a project, proceed to Q 36.1. If the respondent answers in the negative skip to Q 37.*
- 36.1. Do you think this project benefited from Tarabot assistance in ways that were critical for increasing oil revenues?
- 36.1.1. Yes
 - 36.1.1.1. Project management
 - 36.1.1.2. Planning
 - 36.1.1.3. Other ways (Please specify) -----
 - 36.1.2. No
- 37.** What resources do you think the MoP/MoO will have to put in starting 2017 in order to not to let themselves lapse into their pre-Tarabot state?
- 38.** Have there been any major impediments that slowed Tarabot's progress in delivering assistance to the MoO and its six companies and the MoP?
- 39.** What kind of technical assistance are the MoO and MoP in need of post-Tarabot? Why?

KEY INFORMANT INTERVIEW GUIDE – MoO and SOE Procurement Units

TARGET AUDIENCE:

Head, Procurement Unit - Ministry of Oil (MoO)

Heads, Procurement Units - SOEs

RELEVANT EVALUATION QUESTIONS: Q2.1, Q3.1, Q3.2 & Q3.3, Q5.1 & Q5.2

ESTIMATED LENGTH OF INTERVIEW = 60 MINUTES

DATE OF INTERVIEW:

NAME OF DATA COLLECTOR:

GOVERNORATE:

TOWN:

NAME OF RESPONDENT(S):

ORGANIZATION:

POSITION OF RESPONDENT(S):

STARTED WORK (MONTH/DAY/YEAR):

TELEPHONE/EMAIL:

MALE:

FEMALE:

INTRODUCTION: *Thank you for meeting with me as part of the USAID evaluation of the USAID-Tarabot program. The results of this evaluation will provide lessons learned from the final implementation phase, and, provide specific programmatic recommendations for future USAID assistance.*

CONFIDENTIALITY: *Everything we discuss is confidential. We do not share your name or anything that can be used to identify you with anyone outside of our evaluation team. We do not share information you provide with other people we are talking to for this evaluation. Although our internal report to USAID will include a list of everyone that we interviewed, the public version of the report does not include this list. Whatever you share with us will not have any impact at all on the level of support you receive now or are eligible to receive in the future.*

Do you have any questions before we begin?

-
1. How would you describe the Ministry's (SOE's) current procurement processes and systems, in comparison to those that were in place before Tarabot?

2. What are the results of introducing these new government procurement processes and systems?
3. To what extent do you believe the MoP will be able to continue providing support to GoI entities to improve their procurement processes and systems?
4. To what extent are procurement specialists trained by Tarabot capable of training procurement staff at other GoI entities on SBDS?
5. For state-owned companies that have implemented these new SBDs, how would you describe the experience?
6. For the GoI entities that have implemented the PPP concept, how would you describe the experience?
7. What was the added value of Tarabot interventions in enhancing the MoO's (SOE's) procurement processes and systems?
8. What would be the priority areas of future support that the MoP would be required to continue providing to enhance the institutional capacity of the MoO's (SOE's) in procurement processes and systems? Why?
9. Do you know how exactly Tarabot helped the MoO and its six state companies and the MoP sustainably improve the capacity to develop, procure, and implement oil infrastructure projects?
10. Have the MoP, MoO and its six companies (SOC, SRC, SCOP, MRC, OPC, IDC) applied the following tools and processes in their work:
 - 10.1. Risk management
 - 10.2. Earned value management
 - 10.3. Time management
 - 10.4. Cost management
 - 10.5. Cost estimation
 - 10.6. Feasibility studies
 - 10.7. Microsoft Project
 - 10.8. Other tools and processes (Please name the tool(s) and process(es))

11. What have the MoP, MoO and its six companies (SOC, SRC, SCOP, MRC, OPC, IDC) applied the following tools and processes for:
 - 11.1. Risk management -----
 - 11.2. Earned value management-----
 - 11.3. Time management -----
 - 11.4. Cost management -----
 - 11.5. Cost estimation -----
 - 11.6. Feasibility studies -----
 - 11.7. Microsoft Project -----
 - 11.8. Other tools and processes (Please name the tool(s) and process(es)

12. What tools and processes acquired from USAID-Tarabot have the MoP, MoO and its six companies (SOC, SRC, SCOP, MRC, OPC, IDC) used to manage their capital investment project portfolios?
13. What resources do you think the MoP/MoO will have to put in starting 2017 in order to not let themselves lapse into their pre-Tarabot state?
14. How did you identify female participants for the Tarabot programs?
15. How did you determine which programs were best suited for your female participants to take part in?
16. How did you ensure that women were included in all your programs?
17. What was your ‘selection criteria’ for picking female participants?
18. What were the typical roles that women had in their respective Ministry/GoI entity?
19. What were some of the difficulties you faced in ensuring women were represented at all your events?
20. Did your female employee use the skills they learnt from the Tarabot Program?

21. Did you follow up with the participants to see if they were using the new skills/information they learnt from the Tarabot program?
22. How would you encourage women to participate in future training opportunities?

KEY INFORMANT INTERVIEW GUIDE – MoO and IOC Production and Project Planning Units

TARGET AUDIENCE:

Head, Production Unit - Ministry of Oil (MoO)
Heads, Production Units – IOCs
Head, Project Planning Unit – Ministry of Oil (MoO)
Heads, Project Planning Units – IOCs

RELEVANT EVALUATION QUESTIONS: Q1.1, Q1.1.1, Q1.2.1, Q 2.1, Q2.2, Q. 2.3, Q5.1 & Q5.2

ESTIMATED LENGTH OF INTERVIEW = 1 HOUR

DATE OF INTERVIEW: NAME OF DATA COLLECTOR: GOVERNORATE: TOWN: NAME OF RESPONDENT(S): ORGANIZATION: TELEPHONE/EMAIL: MALE:
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INTRODUCTION FOR FOCUS GROUP: *Hello. My name is _____, and I am part of a research team that is talking to people about the work of USAID-Tarabot. Our team is conducting an evaluation of this project. Thank you for meeting with me to talk about your experience with USAID-Tarabot.*

CONFIDENTIALITY: *Everything we discuss is confidential. We do not share your name or anything that can be used to identify you with anyone outside of our evaluation team. We do not share information you provide with other people we are talking to for this evaluation. Although our internal report to USAID will include a list of everyone that we interviewed, the public version of the report does not include this list. Whatever you share with us will not have any impact at all on the level of support you receive now or are eligible to receive in the future.*

STRUCTURE: *As part of this discussion, I will ask you about 8 questions about the organization's program and my co-worker will take notes. It is important to give everyone an opportunity to speak about her/his experience, so I will do my best to be sure everyone has a chance to participate*

Do you have any questions before we begin?

1. Do you know what specific Tarabot interventions targeted strengthening the institutional capacity of the MoO and its six state companies to increase oil production?
2. Do you know which of Tarabot's oil sector interventions contributed most to increased oil revenues?

The interviewer needs to find out whether or not the respondent is prepared to answer Q 1-2 before the interview to make sure that the respondent knows how effective Tarabot was in strengthening the institutional capacity of the MoO and its six state companies to increase oil production.

Should a selected respondent not have sufficient information on the interventions, the interviewer/the person who is responsible for setting up interviews should move on to select a knowledgeable respondent. Q 1-2 need to be asked in the actual interview, too, even when a respondent state before the interview he/she knows what specific Tarabot interventions targeted strengthening the institutional capacity of the MoO and its six state companies to increase oil production. Should an interviewer conclude during rather than before the interview that the respondent is not in a position to answer the questions, the interview should be discontinued.

3. Can you please tell us how the MoO addressed smuggling, leakage, weather outages, problems caused by outdated infrastructure during the period October 2014- October 2016?
4. Can you please tell us how the MoO addressed smuggling, leakage, weather outages, problems caused by outdated infrastructure before October 2014?
5. Can you please tell us how the MoO addressed smuggling, leakage, weather outages, problems caused by outdated infrastructure before Tarabot?
6. Can you please tell us how SOC, SRC, SCOP, MRC, OPC, and IDC, the six MoO companies, addressed smuggling, leakage, weather outages, problems caused by outdated infrastructure in October 2014-October 2016?
7. Can you please tell us how SOC, SRC, SCOP, MRC, OPC, and IDC addressed smuggling, leakage, weather outages, problems caused by outdated infrastructure before October 2014?

8. Can you please tell us how SOC, SRC, SCOP, MRC, OPC, and IDC addressed smuggling, leakage, weather outages, problems caused by outdated infrastructure before Tarabot?
9. Which MoO state companies do you think benefited from Tarabot's assistance in
 - 9.1. Project management-----
 - 9.1.1. What makes you think so? -----
 - 9.2. Procurement -----
 - 9.2.1. What makes you think so? -----
 - 9.3. Refinery -----
 - 9.3.1. What makes you think so? -----
 - 9.4. Export projects-----
 - 9.4.1. What makes you think so? -----

If in response to Q 9, the respondent gives a list of areas that he/she thinks benefited from Tarabot's project management, planning, and new procurement process, please ask the following question:

10. Can you please give us reasons that prompt you to the understanding that these companies benefited from Tarabot's project management, planning, and new procurement process?
11. What are issues other than institutional capacity, smuggling, leakage, weather outages, problems caused by outdated infrastructure that you think prevent the MoO and its six state companies from increasing oil production?
12. Do you think the MoP has a role in helping the MoO and its six state companies to increase oil production?

If the respondent answers in the affirmative, proceed to Q 13. Otherwise skip to Q14.

13. Do you think the MoP is doing a good job helping the MoO and its six state companies to increase oil production?
14. Can you please give us an instance/instances of any of the six oil companies correcting their course of action in response to a pressure to ensure compliance with environmental standards?

If the respondent answers in the affirmative, proceed to Sub-Question 14.1& 14.2.

14.1 Which environmental standards?

14.2 What kind of pressure?

Note for the interviewer: *We need to find out about cases of compliance with environmental standards rather than cases where sustainable environmental practices were promoted, such as in Babil, where by employing PMI processes for scheduling and estimation, the governorate was able to reduce the costs, time, and resources needed to address major deficiencies in the project's plan and to complete it in nearly half the expected time. Engineers were able to reduce the gap in the time of unfiltered sewage by 30 days. While this contributed to responsible and sustainable environmental practices, this is not the type of case we are interested in.*

15. Can you give us examples/an example when Tarabot interventions between October 2014 and October 2016 helped put capital investment budget to better use?

If the respondent answers in the affirmative, proceed to Question 16.

Note for the interviewer & the person setting up an interview: *Q16-18 are complex questions. A respondent that can give credible answers to these questions needs to be a high-profile manager with a technocratic background and relevant professional experience.*

16. What Tarabot interventions between October 2014 and October 2016 helped put capital investment budget to better use (in terms of inputs and outputs/outcomes):

16.1 Selecting projects based on careful cost-benefit analyses of criteria covering economic, social, spatial, environmental, and financial considerations?

16.1.1. Any examples?

16.2 Tarabot developing mid-term investment plans that serve as broader strategies for prioritizing their project planning?

16.2.1. Any examples? _____

16.3 Improving the capacity of GoI officials?

16.3.1 Any examples?

16.4 Capacity building program, studying current planning processes and identifying weaknesses, developing selection criteria, and applying those criteria in the development of project plans or lists aligned with National Development Plan goals?

16.4.1 Any examples?

Note for the interviewer: *the choice below is an open-ended option. Please record what the respondent says.*

16.5 Other -----

17. What prompts you to the understanding that:

17.1 These outputs/outcomes would not have been achieved with the same inputs before October 2014 (*see choices from Q16 above*)?

17.2 These outputs/outcomes can be attributed to an intervention (*see choices from Q16 above*)?

18. What stands in the way of improvements in the quality of refinery products?

18.1 Quality improvements in refinery products reducing Iraq's needs for import conflicts with vested interests

18.2 Procurement system dysfunctions that spans the oil sector

18.3 Problems with isomerization projects

18.4 MoO senior leadership unable/reluctant to engage on isomerization issues

18.5 Delays attributable to intermediaries

18.6 Contract disputes

Note for the interviewer: the choice below is an open-ended option. Please record what the respondent says

18.7 Other -----

19. Do you think Tarabot helped the MoO to streamline internal regulations and procedures?

19.1. Yes

19.1.1. Which internal regulations and procedures?

19.1.2. How (Please specify) -----

19.2. No

20. Which technically challenged and stalled projects did you have to deal with?

If the respondent names a project, proceed to Q 20.1.

20.1. Do you think this project benefited from Tarabot assistance in ways that were critical for increasing oil revenues?

20.1.1. Yes

20.1.1.2. Project management

20.1.1.3. Planning

20.1.1.4 Other ways (Please specify) -----

20.1.2. No

21. How did you identify female participants for the Tarabot programs?
22. How did you determine which programs were best suited for your female participants to take part in?
23. How did you ensure that women were included in all your programs?
24. What was your 'selection criteria' for picking female participants?
25. What were the typical roles that women had in their respective Ministry/GoI entity?
26. What were some of the difficulties you faced in ensuring women were represented at all your events?
27. Did your female employee use the skills they learnt from the Tarabot Program?
28. Did you follow up with the participants to see if they were using the new skills/information they learnt from the Tarabot program?
29. How would you encourage women to participate in future training opportunities?

KEY INFORMANT INTERVIEW GUIDE – MoP Procurement Unit

TARGET AUDIENCE:

Head, Procurement Unit - Ministry of Planning (MoP)

RELEVANT EVALUATION QUESTIONS: Q3.1, Q3.2, Q5.1 & Q5.2

ESTIMATED LENGTH OF INTERVIEW = 60 MINUTES

DATE OF INTERVIEW:
NAME OF DATA COLLECTOR:
GOVERNORATE:
TOWN:
NAME OF RESPONDENT(S):
ORGANIZATION:
TELEPHONE/EMAIL:
MALE:
FEMALE:

INTRODUCTION: *Thank you for meeting with me as part of the USAID evaluation of the USAID-Tarabot program. The results of this evaluation will provide lessons learned from the final implementation phase, and, provide specific programmatic recommendations for future USAID assistance.*

CONFIDENTIALITY: *Everything we discuss is confidential. We do not share your name or anything that can be used to identify you with anyone outside of our evaluation team. We do not share information you provide with other people we are talking to for this evaluation. Although our internal report to USAID will include a list of everyone that we interviewed, the public version of the report does not include this list. Whatever you share with us will not have any impact at all on the level of support you receive now or are eligible to receive in the future.*

Do you have any questions before we begin?

1. How would you describe the Ministry's current procurement processes and systems, in comparison to those that were in place before Tarabot?
2. What are the results of introducing these new government procurement processes and systems?

3. To what extent do you believe Procurement Departments in different GoI entities are capable of implementing these new processes and systems?
4. To what extent do you believe the MoP will be able to continue providing support to GoI entities to improve their procurement processes and systems?
5. To what extent are procurement specialists trained by Tarabot capable of training procurement staff at other GoI entities on SBDS?
6. For state-owned companies that have implemented these new SBDs, how would you describe their experience?
7. For the GoI entities that have implemented the PPP concept, how would you describe their experience?
8. What are the MoP's plans with regard to the Help Desk and its role in the future?

Note for the interviewer: *We need to find out if the MoP has a plan for the Help Desk – in the sense of a document specifying activities/actions that will be taken, timeline, responsible staff or units or departments, and most important if a budget has been earmarked for this plan. Does this plan have performance indicators to monitor the progress and achievements? And, if this plan has been approved and is now official. Or, is it a matter of “thinking” and “intentions”. Does the Ministry of Finance have a say in the approval of such a plan (with regard to budget allocations)?*

9. What was the added value of Tarabot interventions in enhancing MoP's procurement processes and systems?
10. What was (were) the most effective intervention(s) of Tarabot - the one(s) that had the most effect on enhancing the institutional capacity of the MoP to provide systematic improvements to GoI entities in the area of procurement?
11. What would be the priority areas of future interventions that the MoP may require to continue enhancing its institutional capacity in procurement processes and systems? Why?
12. How did you identify female participants for the Tarabot programs?
13. How did you determine which programs were best suited for your female participants to take part in?

14. How did you ensure that women were included in all your programs?
15. What was your 'selection criteria' for picking female participants?
16. What were the typical roles that women had in their respective Ministry/GoI entity?
17. What were some of the difficulties you faced in ensuring women were represented at all your events?
18. Did your female employee use the skills they learnt from the Tarabot Program?
19. Did you follow up with the participants to see if they were using the new skills/information they learnt from the Tarabot program?
20. How would you encourage women to participate in future training opportunities?

KEY INFORMANT INTERVIEW GUIDE – Finance Departments

TARGET AUDIENCE:

Head, Finance Dept. - 5 Ministries utilizing IDMS

Head, Finance Dept., 3 Governors' Offices utilizing IDMS

RELEVANT EVALUATION QUESTIONS: Q4.3, Q 5.1 & Q.5.2

ESTIMATED LENGTH OF INTERVIEW = 60 MINUTES

DATE OF INTERVIEW:

NAME OF DATA COLLECTOR:

GOVERNORATE:

TOWN:

NAME OF RESPONDENT(S):

ORGANIZATION:

TELEPHONE/EMAIL:

MALE:

FEMALE:

INTRODUCTION: *Thank you for meeting with me as part of the USAID evaluation of the USAID-Tarabot program. The results of this evaluation will provide lessons learned from the final implementation phase, and, provide specific programmatic recommendations for future USAID assistance.*

CONFIDENTIALITY: *Everything we discuss is confidential. We do not share your name or anything that can be used to identify you with anyone outside of our evaluation team. We do not share information you provide with other people we are talking to for this evaluation. Although our internal report to USAID will include a list of everyone that we interviewed, the public version of the report does not include this list. Whatever you share with us will not have any impact at all on the level of support you receive now or are eligible to receive in the future.*

Do you have any questions before we begin?

1. How would you describe the current status of implementing the IDMS, at ministry, province and executive levels (specify exact level corresponding to interviewee's affiliation)?
2. What are the results of applying the IDMS at the ministry/Governor's office (specify exact level corresponding to interviewee's affiliation)?
3. To what extent do you believe the MoP will be able to maintain the IDMS in the future and continue providing support to GoI entities in the implementation of the system?

4. What was the added value of Tarabot interventions in enhancing the government's management processes, systems and performance?
5. What was (were) the most effective intervention(s) of Tarabot - the one(s) that had the most effect on improving the GoI entities' capacity in managing capital investment projects?
6. What would be the priority areas of future support that the MoP would be required to continue providing to enhance the capacity of GoI entities' in managing capital investment projects? Why?
7. How did you identify female participants for the Tarabot programs?
8. How did you determine which programs were best suited for your female participants to take part in?
9. How did you ensure that women were included in all your programs?
10. What was your 'selection criteria' for picking female participants?
11. What were the typical roles that women had in their respective Ministry/GoI entity?
12. What were some of the difficulties you faced in ensuring women were represented at all your events?
13. Did your female employee use the skills they learnt from the Tarabot Program?
14. Did you follow up with the participants to see if they were using the new skills/information they learnt from the Tarabot program?
15. How would you encourage women to participate in future training opportunities?

KEY INFORMANT INTERVIEW GUIDE –COMSEC

TARGET AUDIENCE:

Council of the Ministers Secretariat (COMSEC)

RELEVANT EVALUATION QUESTIONS: Q4.1, 4.2 & 4.3

ESTIMATED LENGTH OF INTERVIEW = 30 MINUTES

DATE OF INTERVIEW:
NAME OF DATA COLLECTOR:
GOVERNORATE:
TOWN:
NAME OF RESPONDENT(S):
POSITION OF RESPONDENT(S):
ORGANIZATION:
TELEPHONE/EMAIL:
MALE:
FEMALE:

INTRODUCTION: *Thank you for meeting with me as part of the USAID evaluation of the USAID-Tarabot program. The results of this evaluation will provide lessons learned from the final implementation phase, and, provide specific programmatic recommendations for future USAID assistance.*

CONFIDENTIALITY: *Everything we discuss is confidential. We do not share your name or anything that can be used to identify you with anyone outside of our evaluation team. We do not share information you provide with other people we are talking to for this evaluation. Although our internal report to USAID will include a list of everyone that we interviewed, the public version of the report does not include this list. Whatever you share with us will not have any impact at all on the level of support you receive now or are eligible to receive in the future.*

Do you have any questions before we begin?

1. To what extent is MoP currently capable of national data collection, analysis and reporting for capital investment projects in Iraq?
2. To what extent has the application of the IDMS impacted on the performance of the Council of Ministers (COM) and the Government of Iraq (GoI)?
3. From COMSEC's perspective, and to the best of your knowledge, what was the added value of introducing IDMS?

4. Can you give example(s) of decisions made by the COM that was based on or informed by reports generated from the IDMS?
5. To what extent do you believe COMSEC and COM will continue to utilize the IDMS and take decisions on its basis?
6. What would be the priority areas of future interventions that would be required to continue enhancing the capacity of the MoP in managing capital investment projects? Why?
7. What would be the priority areas of future support that GoI entities would require to continue utilizing the IDMS?

FOCUS GROUP GUIDE – MoO and IOC Project Planning Unit

TARGET AUDIENCE:

Staff, Project Planning Unit – MoO

Staff, Project Planning Unit – IOCs

RELEVANT EVALUATION QUESTIONS: Q1.1, Q1.1.1, Q1.2, Q1.2.1, Q 2.1 & Q2.2

ESTIMATED LENGTH OF FGD = 1 HOUR

DATE OF FOCUS GROUP DISCUSSION (FGD):

NAME OF ORGANIZING FGD:

NAME OF FGD FACILITATOR:

NAME OF FGD NOTETAKER:

GOVERNORATE OF FGD:

TOWN OF FGD:

NAME OF PARTICIPANTS: Attach sign-in sheet to notes.

NUMBER OF WOMEN:

INTRODUCTION FOR FOCUS GROUP: *Hello. My name is _____ and I am part of a research team that is talking to people about the work of USAID-Tarabot. Our team is conducting an evaluation of this project. Thank you for meeting with me to talk about your experience with USAID-Tarabot.*

CONFIDENTIALITY: *Everything we discuss is confidential. We do not share your name or anything that can be used to identify you with anyone outside of our evaluation team. We do not share information you provide with other people we are talking to for this evaluation. Although our internal report to USAID will include a list of everyone that we interviewed, the public version of the report does not include this list. Whatever you share with us will not have any impact at all on the level of support you receive now or are eligible to receive in the future.*

STRUCTURE: *As part of this discussion, I will ask you about 16 questions about the organization's program and my co-worker will take notes. It is important to give everyone an opportunity to speak about her/his experience, so I will do my best to be sure everyone has a chance to participate*

Do you have any questions before we begin?

1. Let's all introduce ourselves. Can you please tell me your name, job, and what Tarabot activities you participated in?
2. What's your overall idea of Tarabot? Do you think they did a good job helping the GoI?
3. Would you say that the MoO or IOCs have a stronger institutional capacity than before 2014 or before Tarabot?

Put Q 4 to the participants who give an affirmative answer to Q3.

4. What prompts you to the understanding that the MoO and IOCs have a stronger institutional capacity than before 2014 or before Tarabot?
5. What are issues other than institutional capacity, smuggling, leakage, weather outages, problems caused by outdated infrastructure that you think prevent the MoO and its six state companies from increasing oil production?

This (#6) question is asked only to MoO representatives:

6. Do you think that the MoP has stronger institutional capacity than before Tarabot? Do you think the MoP is doing a good job helping the MoO?
7. What have the MoO and its six companies (SOC, SRC, SCOP, MRC, OPC, IDC) applied the following tools and processes for:
 - 7.1 risk management -----
 - 7.2 earned value management -----
 - 7.3 time management -----
 - 7.4 cost management -----
 - 7.5 cost estimation -----
 - 7.6 feasibility studies -----
 - 7.7 Microsoft Project -----
 - 7.8 Other tools and processes (Please name the tool(s) and process(es))

8. Can you please give us an instance/instances of any of the six oil companies correcting their course of action in response to a pressure to ensure compliance with environmental standards?

If the respondent answers in the affirmative, proceed to Sub-Question 8.1 & 8.2.

- 8.1 Which environmental standards?
- 8.2 What kind of pressure?

Note for the interviewer: *We need to find out about cases of compliance with environmental standards rather than cases where sustainable environmental practices were promoted, such as in Babil, where by employing PMI processes for scheduling and estimation, the governorate was able to reduce the costs, time, and resources needed to address major deficiencies in the project's plan and to complete it in nearly half the expected time. Engineers were able to reduce the gap in the time of unfiltered sewage by 30 days. While this contributed to responsible and sustainable environmental practices, this is not the type of case we are interested in.*

9. Can you give us examples/an example when Tarabot interventions between October 2014 and October 2016 helped put capital investment budget to better use?

10. What Tarabot interventions between October 2014 and October 2016 helped put capital investment budget to better use (in terms of inputs and outputs/outcomes):

10.1 Selecting projects based on careful cost-benefit analyses of criteria covering economic, social, spatial, environmental, and financial considerations?

10.1.1 Any examples?

10.2 Tarabot developing mid-term investment plans that serve as broader strategies for prioritizing their project planning?

10.2.1 Any examples?

10.3 Improving the capacity of GoI officials?

10.3.1 Any examples?

10.4 Capacity building program, studying current planning processes and identifying weaknesses, developing selection criteria, and applying those criteria in the development of project plans or lists aligned with National Development Plan goals?

10.4.1 Any examples?

Note for the interviewer: the choice below is an open-ended option. Please record what the respondent says.

10.5 Other -----

11. What prompts you to the understanding that:

11.1 These outputs/outcomes would not have been achieved with the same inputs before October 2014.

11.2 These outputs/outcomes can be attributed to an intervention.

12. What stands in the way of improvements in the quality of refinery products?

12.1 Quality improvements in refinery products reducing Iraq's needs for import conflicts with vested interests

12.2 Procurement system dysfunctions that spans the oil sector

12.3 Problems with isomerization projects

12.4 MoO senior leadership unable/reluctant to engage on isomerization issues

12.5 Delays attributable to intermediaries

12.6 Contract disputes

Note for the interviewer: the choice below is an open-ended option. Please record what the respondent says

12.7 Other factors (Please specify) -----

13. Which MoO state companies do you think benefited from Tarabot's assistance in

13.1 Project management -----

What makes you think so? -----

13.2. Procurement -----

What makes you think so? -----

13.3. Refinery -----

What makes you think so? -----

13.4. Export projects -----

What makes you think so? -----

14. Do you think Tarabot helped the MoO to streamline internal regulations and procedures?

14.1 Yes

14.1.1 Which internal regulations and procedures?

14.1.2 How (Please specify) -----

14.2. No

15. What resources do you think the MoO will have to put in starting 2017 in order to not let themselves lapse into their pre-Tarabot state?

16. Is there anything else you would like to add regarding anything we have discussed here?

Thank you for your taking the time to participate in this discussion! If you have any questions about this discussion or our research, please feel free to come up to talk with my co-worker or me individually.

FOCUS GROUP GUIDE – QED Iraqi Field Monitors

RELEVANT EVALUATION QUESTIONS: Q2.1.1, 2.2, Q3.2, & Q4.1

ESTIMATED LENGTH OF FGD = 1 HOUR

DATE OF FOCUS GROUP DISCUSSION (FGD): NAME OF ORGANIZING FGD: NAME OF FGD FACILITATOR: NAME OF FGD NOTETAKER: GOVERNORATE OF FGD: TOWN OF FGD: NAMES OF PARTICIPANTS: Attach sign-in sheet to notes. NUMBER OF WOMEN:
--

INTRODUCTION FOR FOCUS GROUP: *Hello. My name is _____ and I am part of a research team that is talking to people about the work of USAID-Tarabot. Our team is conducting an evaluation of this project. Thank you for meeting with me to talk about your experience with USAID-Tarabot.*

CONFIDENTIALITY: *Everything we discuss is confidential. We do not share your name or anything that can be used to identify you with anyone outside of our evaluation team. We do not share information you provide with other people we are talking to for this evaluation. Although our internal report to USAID will include a list of everyone that we interviewed, the public version of the report does not include this list. Whatever you share with us will not have any impact at all on the level of support you receive now or are eligible to receive in the future.*

STRUCTURE: *As part of this discussion, I will ask you about 9 questions about the organization's program and my co-worker will take notes. It is important to give everyone an opportunity to speak about her/his experience, so I will do my best to be sure everyone has a chance to participate*

Do you have any questions before we begin?

A. Procurement Processes and systems, and the SBDs

1. How would you describe the current procurement processes and systems, in comparison to those that were in place before Tarabot at: MoP; MoO; and IOCs?
2. Are there aspects of the procurement processes and systems, in any of these entities, that you feel should have also been addressed/changed?

3. To the best of your knowledge, to what extent are staff in these entities (MoP; MoO; and IOCs) able to implement these new processes and systems?
4. In your opinion, what are the results of introducing these new government procurement processes and systems?
5. How would you describe the experience of introducing and implementing the new SBDs in these entities? What were the results of introducing these new SBDs?
6. To what extent do you believe the MoP will be able to continue providing support to GoI entities to improve their procurement processes and systems?
7. What was the added value of Tarabot interventions in enhancing the government's management processes, systems and performance?
8. What was (were) the most effective intervention(s) of Tarabot - the one(s) that had the most effect on improving the GoI entities' capacity in managing capital investment projects?

B. Capital Investment - IDMS

9. How would you describe the MoP's current capabilities in national data collection, analysis and reporting for capital investment projects in Iraq?
10. To the best of your knowledge, to what extent are staff at: MoP and different GoI entities, able to implement the IDMS?
11. In your opinion, what are the results of rolling out the IDMS across GoI entities?
12. To what extent do you believe the MoP will be able to maintain the IDMS in the future and continue providing support to GoI entities in the implementation of the system?
13. What was the added value of Tarabot interventions in enhancing the capabilities of the MoP and GoI entities in managing capital investment projects/IDMS?
14. What was (were) the most effective intervention(s) of Tarabot - the one(s) that had the most effect on improving the GoI entities' capacity in managing capital investment projects?

Closing/Final Question

15. Is there anything else you would like to add?

FOCUS GROUP GUIDE – SBD Trainees

TARGET AUDIENCE:

GoI Officials trained on the new SBDs at: MoP, MoO, SOEs and 3 pilot ministries(TBD)

RELEVANT EVALUATION QUESTIONS: Q3.2

ESTIMATED LENGTH OF FGD = 1 HOUR

DATE OF FOCUS GROUP DISCUSSION (FGD):
NAME OF ORGANIZING FGD:
NAME OF FGD FACILITATOR:
NAME OF FGD NOTETAKER:
GOVERNORATE OF FGD:
TOWN OF FGD:
NAMES OF PARTICIPANTS: Attach sign-in sheet to notes.
NUMBER OF WOMEN:

INTRODUCTION FOR FOCUS GROUP: *Hello. My name is _____ and I am part of a research team that is talking to people about the work of USAID-Tarabot. Our team is conducting an evaluation of this project. Thank you for meeting with me to talk about your experience with USAID-Tarabot.*

CONFIDENTIALITY: *Everything we discuss is confidential. We do not share your name or anything that can be used to identify you with anyone outside of our evaluation team. We do not share information you provide with other people we are talking to for this evaluation. Although our internal report to USAID will include a list of everyone that we interviewed, the public version of the report does not include this list. Whatever you share with us will not have any impact at all on the level of support you receive now or are eligible to receive in the future.*

STRUCTURE: *As part of this discussion, I will ask you about 9 questions about the organization's program and my co-worker will take notes. It is important to give everyone an opportunity to speak about her/his experience, so I will do my best to be sure everyone has a chance to participate*

Do you have any questions before we begin?

-
1. How would you describe the Ministry's (SOE's) current procurement processes and systems, in comparison to those that were in place before Tarabot?
 2. Are there aspects of the procurement processes and systems that you feel should have also been addressed/changed?

3. Are you able to implement these new processes and systems? If not, why? What needs to be done in order for you to be able to implement these processes and systems?
4. What are the results of introducing these new government procurement processes and systems?
5. How would you describe the experience of introducing and implementing the new SBDs? What were the results of introducing these new SBDs?
6. To what extent have these new processes and systems increased or lessened your workload?
7. To what extent do you believe the MoP will be able to continue providing support to GoI entities to improve their procurement processes and systems?
8. What is your overall opinion of Tarabot and what is your opinion on what they were trying to do with the GoI?
9. Is there anything else you would like to add?

FOCUS GROUP GUIDE – MoP Staff in charge of IDMS

TARGET AUDIENCE:

MoP Staff in charge of the IDMS (and the IDMS Help Desk if different)

RELEVANT EVALUATION QUESTIONS: Q4.1 & 4.2

ESTIMATED LENGTH OF FGD = 1 HOUR

DATE OF FOCUS GROUP DISCUSSION (FGD): NAME OF ORGANIZING FGD: NAME OF FGD FACILITATOR: NAME OF FGD NOTETAKER: GOVERNORATE OF FGD: TOWN OF FGD: NAMES OF PARTICIPANTS: Attach sign-in sheet to notes. NUMBER OF WOMEN:
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INTRODUCTION FOR FOCUS GROUP: *Hello. My name is _____ and I am part of a research team that is talking to people about the work of USAID-Tarabot. Our team is conducting an evaluation of this project. Thank you for meeting with me to talk about your experience with USAID-Tarabot.*

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STRUCTURE: *As part of this discussion, I will ask you about 9 questions about the organization's program and my co-worker will take notes. It is important to give everyone an opportunity to speak about her/his experience, so I will do my best to be sure everyone has a chance to participate*

Do you have any questions before we begin?

-
1. How would you describe the Ministry's current capabilities in national data collection, analysis and reporting for capital investment projects in Iraq?
 2. For the group, are there aspects of the Ministry's management processes and systems that you feel should have also been addressed/changed?

3. Are you able to implement the IDMS? If not, why? What needs to be done in order for you to be able to implement and utilize this system?
4. What are the results of rolling out the IDMS across GoI entities?
5. To what extent has the implementation of the IDMS increased or lessened your workload?
6. To what extent do you believe the MoP will be able to maintain the IDMS in the future and continue providing support to GoI entities in the implementation of the system?
7. What is your overall opinion of Tarabot and of what they were trying to do with the GoI?
8. Is there anything else you would like to add?

FOCUS GROUP GUIDE – IDMS Staff

TARGET AUDIENCE:

GoI Pilot 5 Ministries and 3 Governorates

RELEVANT EVALUATION QUESTIONS: Q41 & 4.2

ESTIMATED LENGTH OF FGD = 1 HOUR

DATE OF FOCUS GROUP DISCUSSION (FGD): NAME OF ORGANIZING FGD: NAME OF FGD FACILITATOR: NAME OF FGD NOTETAKER: GOVERNORATE OF FGD: TOWN OF FGD: NAMES OF PARTICIPANTS: Attach sign-in sheet to notes. NUMBER OF WOMEN:
--

INTRODUCTION FOR FOCUS GROUP: *Hello. My name is _____ and I am part of a research team that is talking to people about the work of USAID-Tarabot. Our team is conducting an evaluation of this project. Thank you for meeting with me to talk about your experience with USAID-Tarabot.*

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STRUCTURE: *As part of this discussion, I will ask you about 9 questions about the organization's program and my co-worker will take notes. It is important to give everyone an opportunity to speak about her/his experience, so I will do my best to be sure everyone has a chance to participate*

Do you have any questions before we begin?

-
1. For the group, are there aspects of the Ministry's/Governorate's management processes and systems that you feel should have also been addressed/changed?

2. Are you able to implement the IDMS? If not, why? What needs to be done in order for you to be able to implement and utilize this system?
3. What are the results of implementing the IDMS at the ministry/Governorate?
4. To what extent has the implementation of the IDMS increased or lessened your workload?
5. To what extent do you believe the MoP will be able to maintain the IDMS in the future and continue providing support to GoI entities in the implementation of the system?
6. What is your overall opinion of Tarabot and of what they were trying to do with the GoI?
7. Is there anything else you would like to add?

FOCUS GROUP GUIDE – Women Participants

TARGET AUDIENCE:

Women who attended Tarabot training programs/events

RELEVANT EVALUATION QUESTIONS: 5.2

ESTIMATED LENGTH OF FGD = 1 HOUR

DATE OF FOCUS GROUP DISCUSSION (FGD):**NAME OF ORGANIZING FGD:****NAME OF FGD FACILITATOR:****NAME OF FGD NOTETAKER:****GOVERNORATE OF FGD:****TOWN OF FGD:****NAMES OF PARTICIPANTS: Attach sign-in sheet to notes.****NUMBER OF WOMEN:**

INTRODUCTION FOR FOCUS GROUP: *Hello. My name is _____ and I am part of a research team that is talking to people about the work of USAID-Tarabot. Our team is conducting an evaluation of this project. Thank you for meeting with me to talk about your experience with USAID-Tarabot.*

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STRUCTURE: *As part of this discussion, I will ask you about 9 questions about the organization's program and my co-worker will take notes. It is important to give everyone an opportunity to speak about her/his experience, so I will do my best to be sure everyone has a chance to participate*

Do you have any questions before we begin?

1. Let's all introduce ourselves. Tell us what job you are doing and what Tarabot activities you participated in.
2. How did you feel about the training? Did you feel comfortable enough during the activity to contribute?

3. For the group are there things that you felt should have been taken into consideration based on your gender?
4. Did the training or event that you attended meet your needs?
5. How would you improve the training?
6. Are you able to apply the new skills that you learned at your workplace? If not, why?
7. If not, do you feel you needed follow-up training or does the management prevent you from implementing the new skills and methods that Tarabot taught?
8. What was your overall opinion of Tarabot, and what they were trying to do with the GoI?
9. Is there anything else you would like to add?

Thank you for your taking the time to participate in this discussion! If you have any questions about this discussion or our research, please feel free to come up to talk with my co-worker or me individually.

FOCUS GROUP GUIDE – MoP Procurement Help Desk Staff

TARGET AUDIENCE:

MoP Procurement Help Desk Staff

RELEVANT EVALUATION QUESTIONS: Q3.1 and Q3.2

ESTIMATED LENGTH OF FGD = 1 HOUR

DATE OF FOCUS GROUP DISCUSSION (FGD):**NAME OF ORGANIZING FGD:****NAME OF FGD FACILITATOR:****NAME OF FGD NOTETAKER:****GOVERNORATE OF FGD:****TOWN OF FGD:****NAMES OF PARTICIPANTS: Attach sign-in sheet to notes.****NUMBER OF WOMEN:**

INTRODUCTION FOR FOCUS GROUP: *Hello. My name is _____ and I am part of a research team that is talking to people about the work of USAID-Tarabot. Our team is conducting an evaluation of this project. Thank you for meeting with me to talk about your experience with USAID-Tarabot.*

CONFIDENTIALITY: *Everything we discuss is confidential. We do not share your name or anything that can be used to identify you with anyone outside of our evaluation team. We do not share information you provide with other people we are talking to for this evaluation. Although our internal report to USAID will include a list of everyone that we interviewed, the public version of the report does not include this list. Whatever you share with us will not have any impact at all on the level of support you receive now or are eligible to receive in the future.*

STRUCTURE: *As part of this discussion, I will ask you about 9 questions about the organization's program and my co-worker will take notes. It is important to give everyone an opportunity to speak about her/his experience, so I will do my best to be sure everyone has a chance to participate*

Do you have any questions before we begin?

1. How would you describe the Ministry's current procurement processes and systems, in comparison to those that were in place before Tarabot?
2. Are there aspects of the government's procurement processes and systems that you feel should have also been addressed/changed?

3. What are the results of introducing these new government procurement processes and systems, in particular the SBDs, in GoI entities?
4. To the best of your knowledge, how would you describe the capabilities of GoI entities in implementing these new procurement processes and systems, in particular the SBDs?
5. What are the main problems/challenges that GoI entities are facing in implementing these new procurement processes and systems, in particular the SBDs?
6. How has the Help Desk been providing support/assistance to GoI entities in implementing the new procurement processes and systems, and overcoming any problems they face?
7. To what extent do you believe the MoP will be able to maintain the Help Desk in the future and continue to provide support to GoI in implementing the new procurement processes, in particular the SBDs?
8. What is your overall opinion of Tarabot and what is your opinion on what they were trying to do with the GoI?
9. Is there anything else you would like to add?

FOCUS GROUP GUIDE – Procurement Specialists

TARGET AUDIENCE:

GoI Procurement Specialists

RELEVANT EVALUATION QUESTIONS: Q3.1

ESTIMATED LENGTH OF FGD = 1 HOUR

DATE OF FOCUS GROUP DISCUSSION (FGD):**NAME OF ORGANIZING FGD:****NAME OF FGD FACILITATOR:****NAME OF FGD NOTETAKER:****GOVERNORATE OF FGD:****TOWN OF FGD:****NAMES OF PARTICIPANTS: Attach sign-in sheet to notes.****NUMBER OF WOMEN:**

INTRODUCTION FOR FOCUS GROUP: *Hello. My name is _____ and I am part of a research team that is talking to people about the work of USAID-Tarabot. Our team is conducting an evaluation of this project. Thank you for meeting with me to talk about your experience with USAID-Tarabot.*

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STRUCTURE: *As part of this discussion, I will ask you about 9 questions about the organization's program and my co-worker will take notes. It is important to give everyone an opportunity to speak about her/his experience, so I will do my best to be sure everyone has a chance to participate*

Do you have any questions before we begin?

1. Let's all introduce ourselves. Tell us what job you are doing and what Tarabot activities you participated in.
2. To what extent do you feel the training you received has adequately prepared you to train other GoI procurement staff?

3. Are there topics and/or skills that you felt should have also been addressed in the training you received? What are these? And why should these been addressed?
4. Do you feel you need follow-up training? Either yes or no, why? If yes, on which topics and or skills?
5. To what extent are you able to adequately train other GoI procurement staff on the new procurement processes and SBDs?
6. To what extent has your management been supportive of you in delivering training to procurement staff in other GoI entities? That is, are you allowed time for this training? Has your workload and responsibilities been reduced?
7. To the best of your knowledge, to what extent have procurement specialists in GoI entities benefited from the training they received from you? Did you assess their learning outcomes at the end of the training? Please explain
8. To the best of your knowledge, to what extent are procurement specialists in GoI entities able to apply the new procurement processes and SBDs?
9. In your opinion, do procurement staff in GoI entities need follow-up and/or advanced training on procurement processes and SBDs? Please explain
10. For the Group who has participated in the Training at the ITC:
 - 10.1 What was the added value of the training you received at the ITC, especially compared to the training you received from Tarabot?
 - 10.2 How did this training reflect on your abilities to train other GoI procurement staff?

Thank you for your taking the time to participate in this discussion! If you have any questions about this discussion or our research, please feel free to come up to talk with my co-worker or me individually

Annex 5. Executive Summary (Arabic)

ملخص تنفيذي

في حزيران في العام 2011، قامت الخلية الأيرلندية للتقنية الدولية العراقية بحلحلة عقبات تنفيذي الى مؤسسة انظم الدوائر الدولية في غرض تنفيذ مشروع الإصلاح الإداري (تربيط) (وفي هذا المشروع، في كل واحد من الأول من عام 2016، قامت الخلية الأيرلندية للتقنية الدولية باجراء تنفيذ الأداء للمشروع مع هذا الاصر بتطوير الاداء الإداري. ويتم للتحقيق معرفتي فيكون من أوعية أعضاء الضفلة الى أوعية مرفعين مدنيين عرفيين بضمها خمسة اسابيع في العمل ببطي لمدني

وكل الغرض في التنفيذ جيد المدى الذي افهم المشروع تحلياً أهله الموضوع فمبقا وتوفير العمل وكمك اللازم لمشروع المبتغى للاحاد الإداري في ينطق فاشر الأوسط وشمال أفريقيا. يتبع الخلية الأيرلندية للتقنية الدولية ففرع العراق والخلية الأيرلندية للتقنية الدولية في واشنطن/لندن شرق الأوسط في الجهد المجهدة حتى هذا التاريخ.

قد كان لهدف الأوس على مشروع تربيط متعزز سياسات لالحكوم فالعربية بناء الموارد الإدارية لالحكوم العربية. كما امدف مشروع تربيط الى ازالة الأنظمة المتعارضة مع طاع العمل وفيادة كفاءة العمل عام في تلبية متطلبات المواطنين كمدعى المشروع الى تحسني الإدارة لعام لمدى سلك الحكوم العربية على المستوى الاتحادي والاقليمي والمحللي. وقد مثل في تحقيق أهداف المشروع في أوعية تتلج بوسطية تربيط، وهي:

النتيجة الوسطي رقم 1 تطوير صناديق القطاع الفطري

النتيجة الوسطي رقم 2 تطوير وتوعية تنفيذ المشاريع الفطرية

النتيجة الوسطي رقم 3 تحسين وتوسيع عمليات المشتريات

النتيجة الوسطي رقم 4 تحسين وتحسين نظم ادارة النجدة العراقية IDMS

واستند للتحقيق على تصنيحي في توجيه سياسات خدام مخرج مالى السليب الكمية والنوعية. على الرغم من تحقيق صنف المشروع في حله الناجمة، وعدم تمكن المشروع في استمداد عدد كبير من موظفي الحكومة ففقد افوق للتحقيق المركزي الفشر على اجل بلانوعى على حساب الاجل الكمي في التحقيق. والظنية الى ذلك، ونظرا لالبيات الكمية رزكال في قعلى المقبلات مع المجهين اليهين، واللقاشات مع المجهين المستعدة لتطوير نوعية البيات التي قست خلفها ائلة للتحقيق.

أما في الفتيق 33 ويومي اجراء القالات مع المجهين اليهين والمجموعات المستعدة في مخططات تبديل بوغالب صرقو النجى والق ادسرية وولربط النجى خلا لملب 48 شخص صلب مطي ملبار طلى ولي في وزارات الخطة واللفط الضفلة الي بظلال المرفق والى في المخططات لمدراء لاهين و دراء القسام الشعب يعرف لانتفري. وقد انتهت لالقاءات مع المجهين والمجموعات المستعدة من بظلال المرفق والى في تحقيق للتحقيق في التوصل الستاتاجات رلخة حول مديفع الية مشروع تربيط في تحقيق ال مداف التي حدها الخلية الأيرلندية للتقنية الدولية لهذا المشروع.

وقد سيجب أن أذه الأمانة التي عرفت الخسرة التي يتم طرحها خلال هذا التقييم والاحتياج الاستراتيجي التي يتوصل اليها في وقتها، والتوصيات المقدمه في الفتي الى الوكالة الاميركاني التي في الدولي قبضا الصدد، لذلك مل خصل الدروس المستفاد عند ان اعلم المشروع .

السؤال الأول: إلى أي مدى ساهم مشروع تربط طبيحتين للعلاقات والأنظمة ولإداء الشؤمي في وزارات الخ طيط والقطط حقيق التطوي القطاع القطي؟ التي جالوس طية رقم 1 و 2

القطاع يقدم مشروع تربط دعم عليها، مما لعدنهم المشاريع الفخفية يتم عمل قوس عد شركت الفطلا عريضة وخصوص شركت صافي
الجنوب وشركت نقط الجوب على تطوي قدرت طي مجالات المشتريات وتخزين الكلفو إدارة المشاريع (استخدام بن ام جبي طي را).
وفي ملح المشتريات، بعد اللقاء مع محي المشتريات التي بدأ المشروع قام اعبا ايلو ضمن خمس في مقدم وزارة التخطي طي اداء اداء
العملها في ملح المشتريات. كما قدم لمشروع دعم واسع النطق لوزارة الفطلا وشركت الفطلا عريضة إلى إعادة الصياحات
في ملين وانوسيل لهدار خطبات العدم ويسي الاجراكت اليجرلي. ال انه ليس نه كل لي لبعاشر على انداخالت المشروع في
القطاع الفطلا قد سا امتثل في زيادة على شركت الفطلا.

1- هذه المعلومات قد اخذت في الاعتبار مع المجهين الرئيسيين وفي الحق االفصلية ليس امتحان ربط.

السياسات: لنقل لمشروع تربط طراري مجلي على عدد من المشاريع النفطية التي انتشره الى الادارة المحلية سرية والانظفقي القطاع
النفطي كان محدودا بعض الشيء ففرض المشروع كمي بدون قاطع صلاحيات وزارة الترخيص والقطاع النفطي الذي يعتبر الأكبر
يخص اي اوشو في العراق.

التوصيات التي يجب على الإدارة الأميركية للتحقيق في الدولة - مع الحكومة العراقية على عرض رها وخطة استئبالي حجة لتطهير القدرات
المسؤولين في طاع الفعطال عراقي. لغا تخرج وزارة الفعطال شركت الفعطال عراقي لسيدة واضحة ونظم إل اعتساق في المشاري ع
للمعمل ، وال م في ذلك تحقيقا لالتحقيق الى الح (الذي في الممتقل لجم و ي جببب اول لاعاقا الملسر سيقين وزاراقت خطي طالي قطاع
الفطلي في م إلى المشتري اتض من طار استئبالي حجة حكومية شامل إل الحق طلع المشتري اتلح كويية انظر السؤل الرقم 3)

السؤال الثاني إلى أي مدى ساهم مشروع تربيط تطوير العمليات والأنظمة وأداء اللحام في وزارة النفط حتى يتطور في المشايع التي ساهم في زيادة إنتاجها؟
الاجابة: لا يوجد

النتائج لتشفاد عدد من الشركات الفلبيّة ولا عرقية من عم المشروع في مجال التنمية المحليّة (تخطيط العليات زوّ الصلاحيات ومقاييس إدارة الجودة ISO 9001 واعادة التخليق ساه المشتريات ولا عرقود (لذلك إدارة المشاريع الأمر لا في سرحم في اعداقت عمل بعض المشاريع التي عمل . ال أن نجل مقلقت داخلا تفتي ز تبال مح دوي والقصاص على الواجب الفرية كم انا تداخلا ل شروع لم تركزلى الاستدامة. واج اله لحييت ح لي دفع الياتيين وزارة الفلظ والشركات الفلبيّة العرقي فبق ك ا لي تقور أي دليل واضر على تشفاده وزارة الفلظ من شروع ، كم لي كن زبال تشب ارج محدد لقيادة الوعي البيئي. هن را أن أي من هذه المشاريع التي عملت امام حى الأنف الدلة على تحسن مستوى التفتي في المشاريع الفلبيّة تقي بقت داخلا شروع ترب الفزال غير مقلمة.

السيناريات: وإن كانت لتداخلات شروعت بطلان اري حيلة من حيث تقي تقدرات وحداث مخرج في بعض الشركات النفطية العربية وفي انحاء كثيرة من بعض المشاريع النفطية المشروعة في دول تلك الشركات خطة انشاء واضح لتطوير وتنفيذ مشاريع البنى التحتية للقطاع النفطي بشكل عام. وكان يمكن لشروعت بطلان اري تحقيق تأثير الفبرلو حالي لتحسين الإطار المؤسسي لوزارة النفط والشركات النفطية العربية سيناريات ادخلت تحليل علمية لها.

التوصيات! السداد الى قطاع التعليم السعي لرفع القطاع التعليمي العراقي من عن على النخالة الامير ليقول لتلقي الدولي دعم وزارة
النفط والشركت الفخري علة عريفة فوى اعداد خطة ش الهمة ووضخ لتجربين قدرتهما التقني والادارة لمؤسسين لم شاي عملش لك مستدام.
واستنادا الى طرح ليل لاعلي ي جبت تطهير الإطار للمؤسسين لحد جيد الاختصاصات بين وزارة النفط والشركت الفخري علة عريفة.

- 2- المصدر: الاستقاع إلى العقيدة مع آج المجمعين **البيضاوي** في شراكة مصفاي الجيوب وآخر مشرك النليب الفاطية، لشوجرنالك ايئص البماشر او عاققين شركت الفط ووز اراقت خطي طيتم الخلق بوطوق لاطاء انا لقي اسيه او عليات المشتري انتبصورة عامة ببن ام جربطمو مصدر الم فلو ماتو لدعم
- 3- تحيشتربلا لسبوع عيفيتشرون الاول . 19 – 25 . 2016.
- 4- المصدر: الاستقاع إلى لوع عقوا الت مع م **مجمعين البيضاوي** في شركت **تقيد** المشاي عرافاطية.

السؤال الثالث إلى أي مدى ساهم مشروع عربيط في تطوير الأعمال والأنظمة والأداء للعموم في وزارات البلديات خ طي طو لافط لبح ق
تجيب في عمليات المشتريات؟ النتيجة لاوس طي قرق م 3

الهيئة جتس ارك شرو وع رابط مع وزاراقت تخطط لقي اذ تطور انفي عائلات المبتديا لالعامه. وقد حقت من جزا تاي حقيق في قسم من الملت، فقتهم اعتماد وثائق العطاءات للوقاسية من قبل مجلس الوزراء وتمت عيمه اعلی وفس سبتك الح كومة العرفية من قبل وزارة التخطيط كملت تاسي سبتك تب المبرعة للمبتديا كجه مرسية ضمن المديري علاع الملق عقوفي وزاراقت تخطط، وتمت ايل خبراء متخص صين لتعوم وتدريب مغل فال مجلس سبتك الح كوفي على استخدام وثائق ل اعطاءات للقي اسرية حيث تمت تدري ببا لثري في سبتك لة موظف حكومي على استخدام له كملت استخدام حزة اصلاح المبتديا ل الخيفة في أحد عشر عن صرافي عدد من لوفس سبتك الح كوفية.

الاستنتاجات التالية الانجازات المذكورة اعلاه اهداف السجالي قد شرروا وتربطوا للتمثيل بـ "اصلاح نظم المشتريات التي لافكة وغير التي نظم والمعدم على التعامات الوردية في العراق، يعزى انقفاة ما تعزز العدالة ولا مفسلة التفتيش في العطاءات وحالة المقاصات ولا وجود". وتقررت ج مود شروعت ابط الى رهي وواضح ان للتيج التي هي "اسواء في ن احي فوضع للمعيرل علىات المشتري في العراق أو في ن احي فالوضع الذي سيعترف في المشروع عشر لقاء العرفيين .

التوصيات التي عرض على الخالة الأمير ليعمل لتغيير في الدولتين فغير في تفهيم العم للحكومة العراقية. إلعدادات لتولي حجة شمله وتم اسك قسن اول صالح لظلم المشتريك العمويي عبر قاربته فيه بمقتض من وجود ليلية حوكمة لغوش ففلة. فيكامل مع هذه الاستتالي في تحت حيد بتأسي س ميس ليل ان تنظمي متقايض من نزاله المشتري اتل عامه، ويثمل لاجور القيس لى لم لتقبل مس اعدة، يضمن لثالي وجود استتالي في الاستدامه لى اعلى .

لهي عمل مدي القصري يتعين على الخوالة الأيرلندي لتتبع الدولية دعوزارة التخطيط العراقية على اعداد استراتيجي لتتبع رسل المال للبري للمخطط على الكوادر المؤهلة لوجوده لحياتك كواادر اضفلي مؤلف نفس الدرجة، ولا عمل على التطوير المستمر للجه.

السؤال الرابع إلى أي مدى ساهم مشروع تربط بين تحسينات العمليات والأنظمة وأداء العمومي في وزارات التخطيط لتتبع استخدام نظام ادارة التتبع العراقية IDMS ؟

النتائج لعرب مشروع تربط دورا مهم في تطوير نظام ادارة التتبع العراقية IDMS. قد عمل البنا ام جعل يتتبع بنسب لتتبع امهين الشكاء المجهين الثالثة وزارات التخطيط البنا ام النجدي للأمم المتحدة للجهة لمهية وشركه تترجي الجهة المصنعة للبنا امج) وساعد على تأسيس مكتب مسعدة للتتبع كجهرسية ضمنوزارة التخطيط، كما وساعد بن امج تربط على الخطوا الأولية لتتبع النظام على مجلسك الحكومي العراقية توفيقا لنظام ادارة التتبع ليعمل على الال، كما لحياتك الخ قرار حول لاس المعولم التي تقيدها النظام توفيقا لوقت متعملوزارة التخطيط مع الخوالة الدولية لتتبع نظام اطار الادارة الاستمارك العمومية (PIM) الذي تم قراره واعماده من قبل مجلس الوزراء في عام 2015.

الاستنتاجات بقت مشروع تربط على شمل الموضوع ادارة الاستمارك العمومي قول ذلك عمل المشروع عزم عزل عن العمليات والأنظمة لوضع اليك الحكومي وغيره من الوجود الجاري في هذا الصدد. ومن لم مطرح اسئلة من قبل ماهي الحاجات الى وزارة التخطيط وما هو دورها، وما هي الحاجات الى نظام ادارة التتبع فتمتدب المسعدة الخاصة بهول تضاف للمجلسك التي تمتدب النظام عليها في حاجه تقيدها؟ قيس بعد النظام في حلتشغل لخلي من قبل جيع لؤيس ساتلحكومي على تيزي دور وزارة التخطيط لعب دورها الحلالي الاله لحياتك اجراء في تترسين انفس لقدرت المجلسك للوزار قب لم تكنها من اجراء تترسينات من تقيدها في المكليات مجلسك الحكومي الالخي في مجال ادارة الامتدارات العمومية.

التوصيات يتعين على الخوالة الأيرلندي لتتبع الدولية بتتبع الدعم لحكوم العراقية على اعداد استراتيجي تشمل الادار الاستمارات العمومي فتتدرب مع الخوالة الحوكمة والنساء التي تلي للحكومة. كما يتتبع على الحكومة العراقية لعادة التتبع وقود وزارة التخطيط لم يخصص على ادارة الامتدارات العمومية عد اصالحها. وبلمكن الانكاعب ودقتي فعالة ذات موارد جيدة وموقع مؤربلا من مجلس الوزارة، عد الالخذ الالعبار اض التتبع اطعت الوزارات لم تقيدها من اجراء تترسينات من تقيدها و ادارة يزلها، ومجلس الوزراء لالول كونها اليك لصرن لقرار.

السؤال الخامس كيف ساهم الدعم الذي قدمه مشروع تربط لوزارة النفط والشركاء الفطية العراقية ووزارات التخطيط في تحقيق الامواة في مجال النع العامي وتمكين المرأة؟

النتائج لم يملك مشروع تربط استراتيجي مختص النوع الاجتماعي ضمن تدخله، رغم ان دورته التدريبي تضمنت مشاركتها في نسبة 30%.

الاستنتاجات لحياتك متتبعي برامج مشروع تربط على استراتيجي محددة لتتبع عمل مع التتبع لقل في الحاي التتبع لالوع الاعمادي.

التوصيات يتعين على الخوالة الأيرلندي لتتبع الدولية ضمان تتيبل المربط لكل كافي المشايح المتتبعي ووي تحدد الاهداف بناء على طلب النساء في القوة العلفي الجلب الحكومي.

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Annex 6. Glossary of Terms

Conclusion: A judgment based on a synthesis of empirical findings and factual statements.

Evaluation: A systematic and objective assessment of an on-going or completed project, program, or policy. Evaluations are undertaken to (a) improve the performance of existing interventions or policies; (b) assess their effects and impacts; and (c) inform decisions about future programming. Evaluations are formal analytical endeavours involving systematic collection and analysis of qualitative and quantitative information.

Findings: Factual statements about a project or program based on empirical evidence. Findings include statements and visual representations of the data, but not interpretations, judgments, or conclusions about what the findings may mean or imply.

Focus Group: A group of people convened for the purpose of obtaining perceptions or opinions, suggesting ideas, or recommending actions. A focus group is a method of collecting information for the evaluation process that relies on the particular dynamic of group settings.

Impact: Positive and negative, primary and secondary long-term effects produced by a development intervention, directly or indirectly, intended or unintended – inter alia, impacts may be economic, institutional, technological, environmental, sociocultural, or gender-related; measurement of extent of impacts.

Key Informant Interview: Qualitative in-depth interviews with the purpose of collecting information from a wide range of people.

Kirkpatrick 4-Levels: A worldwide standard for evaluating the effectiveness of training.

Lessons learned: Generalizations based on evaluation experiences with activities, programs, or policies that abstract from the specific circumstances to broader situations. Frequently, lessons learned highlight strengths or weaknesses in preparation, design, and implementation that affect performance, outcome, and impact.

Performance Management Plan: A tool used by USAID Missions, Offices, and assistance objective teams to plan and manage the process of assessing and reporting progress toward achieving an assistance objective.

Objective: A statement of the condition or state one expects to achieve.

Project: A discrete activity (or “development intervention”) implemented by a defined set of implementers and designed to achieve specific objectives within specified resources and implementation schedules. A set of projects makes up the portfolio of a program.

Systems Approach to Training: A process developed to systematically address training deficiencies within organizations, with the capability through evaluation, to make adjustment to the training programs as required.

Sustainability: The continuation of benefits from a development intervention after major development assistance has been completed: sustainability of benefits (technological, social, environmental, gender); sustainability of institutional capacity; and maintenance of future recurrent budget (financial sustainability).

Theory of Change: An outgrowth of repeated successful proofs of a hypothesis; the process by which an intervention or a series of interventions changes a situation from one condition to another.

Training Management Systems: A system that organizes training curriculums, schedules, training delivery, grading, records and training history.

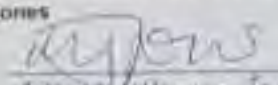
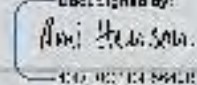
Annex 7. Conflicts of Interest Statements

DocuSign Envelope ID: DE68DB23-0253-411A-9DB9-90CC3B8AA5B3 between The QED Group LLC, 1828 North
Ferry Myer Drive, Suite 700, Arlington Virginia 22209 and Nerys Irving-Jones with a business address at Gelli-Aur,
Market St. Whildand, Carmarthenshire, Wales, United Kingdom SA34 0AJ

QED Group LLC and Nerys Irving-Jones agree as follows:

- Purpose.** QED Group LLC and Nerys Irving-Jones anticipate exchanging information for the purpose of Advancing Performance Management (APM) Contract No. AID-267-C-12-00001 (the "Purpose"). Some or all of the information to be disclosed may be proprietary to the disclosing party.
- Confidential Information.** "Confidential Information" shall mean information disclosed by either party (the "Disclosing Party") to the other party (the "Recipient") in connection with the Purpose, even if before the Effective Date, which is in written, electronic, photographic, or other tangible form, or information provided orally or visually and summarized in writing within thirty (30) days of its disclosure, and which is marked "Confidential", "Proprietary", "Private", or in any other manner indicating its confidential and/or proprietary nature.
- Effective Date, Termination.** The Effective Date of this Agreement is the date of full execution. This Agreement shall terminate the earlier of one year from the Effective Date AND when terminated by either party upon not less than two (2) weeks prior, written notice to the other, but the obligations of Recipient with respect to Confidential Information received prior to termination shall survive any such termination.
- Restrictions on Disclosure and Use.** Recipient may use the Confidential Information solely for the mutual Purpose and shall not disclose Confidential Information outside its organization. Recipient may disclose the Confidential Information within its organization only to those having a need to know for the Purpose and having an obligation to protect information as required by this Agreement.
- Care.** Recipient shall use the same degree of care in safeguarding the Confidential Information as it uses for its own confidential information of like importance, but no less than reasonable care. Upon discovery of any disclosure or misuse of Confidential Information, Recipient shall notify the Disclosing Party and shall act to prevent any further disclosure or misuse.
- Exceptions.** Recipient's obligation of confidentiality and restriction on use shall not apply to information when it is:
 - Known to Recipient before receipt from the Disclosing Party;
 - Generally available to the public (or becomes so) without the fault or negligence of Recipient;
 - Received by Recipient from a source other than the Disclosing Party without breach of an obligation of confidentiality owed to the Disclosing Party; or
 - Independently developed by Recipient without any use of the Disclosing Party's Confidential Information.
- Required Disclosures.** Recipient is permitted to disclose Confidential Information as required by law or regulation provided, however, that Recipient shall (a) give the Disclosing Party written notice promptly upon receipt of a disclosure requirement and before the disclosure is made, (b) take reasonable actions and provide reasonable assistance to the Disclosing Party to secure confidential treatment of the Confidential Information, and (c) disclose only such Confidential Information as is required.
- Copies.** Recipient shall make only such copies of the Confidential Information as are necessary for the Purpose. Any such copies shall reproduce proprietary marking included thereon.
- Return.** All Confidential Information shall remain the property of the Disclosing Party, and all copies and excerpts thereof shall be promptly returned to the Disclosing Party upon request, except that Recipient's legal counsel may retain a copy, for use only as a record of the disclosure. Recipient may choose to destroy such copies and excerpts instead of returning them, with written notice to the Disclosing Party.
- Rights Not Granted.** Nothing herein shall be construed as granting to Recipient any rights, express or implied, in the Disclosing Party's Confidential Information, other than the right to use it for the mutual Purpose of this Agreement.
- Entire Agreement.** This is the entire agreement between the parties as to the subject matter hereof and supersedes any previous agreements, oral or written, as to its subject matter. It may be modified only by written agreement of the parties.
- Assignment.** This Agreement shall not be assigned without written authorization of the other party.
- Governing Law.** This Agreement shall be governed by the laws of the Virginia without regard to its choice of law provisions.
- Signatures.** When the authorized representative of either party signs this Agreement, a copy, duplicate or facsimile of such signed Agreement shall have the same force and effect as one bearing an original signature.

The parties do hereby execute this Agreement as of the Effective Date set forth above.

Nerys Irving-Jones	QED
Signature: 	Signature: 
Name: <u>Nerys Irving-Jones</u>	Name: <u>Nerys Irving-Jones</u>
Title: <u>DR</u>	Title: <u>11/9/2016</u>
Date: <u>29 OCTOBER 2016</u>	Date: <u>11/9/2016</u>

DISCLOSURE OF ANY CONFLICTS OF INTEREST

Name	Alex Aleksishvili
Title	Director General, Policy and Management Consulting Group (PMCG)
Organization	QED under the Iraq Advancing Performance Management Final Performance Evaluation of the Administrative Reform (Tarabot) Project
Evaluation Position?	☐ Team Leader ☒ Team member
Evaluation Award Number (contract or other instrument)	Project's contract number: AID-267-C-I I -005
USAID Project(s) Evaluated (Include project name(s), implementer name(s) and award number(s), if applicable)	None
I have real or potential conflicts of interest to disclose.	☐ Yes ☒ No
If yes answered above, I disclose the following facts: <i>Real or potential conflicts of interest may include, but are not limited to:</i> 1. Close family member who is an employee of the USAID operating unit managing the project(s) being evaluated or the implementing organization(s) whose project(s) are being evaluated. 2. Financial interest that is direct, or is significant though indirect, in the implementing organization(s) whose projects are being evaluated or in the outcome of the evaluation. 3. Current or previous direct or significant though indirect experience with the project(s) being evaluated, including involvement in the project design or previous iterations of the project. 4. Current or previous work experience or seeking employment with the USAID operating unit managing the evaluation or the implementing organization(s) whose project(s) are being evaluated. 5. Current or previous work experience with an organization that may be seen as an industry competitor with the implementing organization(s) whose project(s) are being evaluated. 6. Preconceived ideas toward individuals, groups, organizations, or objectives of the particular projects and organizations being evaluated that could bias the evaluation.	

I certify (1) that I have completed this disclosure form fully and to the best of my ability and (2) that I will update this disclosure form promptly if relevant circumstances change. If I gain access to proprietary information of other companies, then I agree to protect their information from unauthorized use or disclosure for as long as it remains proprietary and refrain from using the information for any purpose other than that for which it was furnished.

Signature	
Date	10.21.2016

Consulting Agreement for Non-Personal Services, Version 1 (12.16.14)
 Name: Ashraf Hassan Bakr ElSherif
 Page 23 of 23

Annex 4

This NONDISCLOSURE AGREEMENT (the "Agreement") is by and between The QED Group LLC, 1820 North Fort Myer Drive, Suite 700, Arlington Virginia 22209 and : Ashraf Hassan Bakr ElSherif at 11/1 El-Shatr El-Khamis, Degla, Maadi Cairo, 11435, Egypt

QED Group LLC and Ashraf Hassan Bakr ElSherif agree as follows:

1. **Purpose.** QED Group LLC and Ashraf Hassan Bakr ElSherif anticipate exchanging information for the purpose of Advancing Performance Management (APM) Contract No. AID-267-C-13-00001 (the "Purpose"). Some or all of the information to be disclosed may be proprietary to the disclosing party.
2. **Confidential Information.** "Confidential Information" shall mean information disclosed by either party (the "Disclosing Party") to the other party (the "Recipient") in connection with the Purpose, even if before the Effective Date, which is in written, electronic, photographic, or other tangible form, or information provided orally or visually and summarized in writing within thirty (30) days of its disclosure, and which is marked "Confidential", "Proprietary", "Private", or in any other manner indicating its confidential and/or proprietary nature.
3. **Effective Date, Termination.** The Effective Date of this Agreement is the date of full execution. This Agreement shall terminate the earlier of one year from the Effective Date AND when terminated by either party upon not less than two (2) weeks prior, written notice to the other, but the obligations of Recipient with respect to Confidential Information received prior to termination shall survive any such termination.
4. **Restrictions on Disclosure and Use.** Recipient may use the Confidential Information solely for the mutual Purpose and shall not disclose Confidential Information outside its organization. Recipient may disclose the Confidential Information within its organization only to those having a need to know for the Purpose and having an obligation to protect information as required by this Agreement.
5. **Care.** Recipient shall use the same degree of care in safeguarding the Confidential Information as it uses for its own confidential information of like importance, but no less than reasonable care. Upon discovery of any disclosure or misuse of Confidential Information, Recipient shall notify the Disclosing Party and shall act to prevent any further disclosure or misuse.
6. **Exceptions.** Recipient's obligation of confidentiality and restriction on use shall not apply to information when it is:
 - (a) Known to Recipient before receipt from the Disclosing Party;
 - (b) Generally available to the public (or becomes so) without the fault or negligence of Recipient;

- (c) Received by Recipient from a source other than the Disclosing Party without breach of an obligation of confidentiality owed to the Disclosing Party; or
- (d) Independently developed by Recipient without any use of the Disclosing Party's Confidential Information.
7. **Required Disclosures.** Recipient is permitted to disclose Confidential Information as required by law or regulation provided, however, that Recipient shall (a) give the Disclosing Party written notice promptly upon receipt of a disclosure requirement and before the disclosure is made, (b) take reasonable actions and provide reasonable assistance to the Disclosing Party to secure confidential treatment of the Confidential Information, and (c) disclose only such Confidential Information as is required.
8. **Copies.** Recipient shall make only such copies of the Confidential Information as are necessary for the Purpose. Any such copies shall reproduce proprietary marking included therein.
9. **Return.** All Confidential Information shall remain the property of the Disclosing Party, and all copies and excerpts thereof shall be promptly returned to the Disclosing Party upon request, except that Recipient's legal counsel may retain a copy, for use only as a record of the disclosure. Recipient may choose to destroy such copies and excerpts instead of returning them, with written notice to the Disclosing Party.
10. **Rights Not Granted.** Nothing herein shall be construed as granting to Recipient any rights, express or implied, in the Disclosing Party's Confidential Information, other than the right to use it for the mutual Purpose of this Agreement.
11. **Entire Agreement.** This is the entire agreement between the parties as to the subject matter hereof and supersedes any previous agreements, oral or written, as to its subject matter. It may be modified only by written agreement of the parties.
12. **Assignment.** This Agreement shall not be assigned without written authorization of the other party.
13. **Governing Law.** This Agreement shall be governed by the laws of the Virginia without regard to its choice of law provisions.
14. **Signatures.** When the authorized representative of either party signs this Agreement, a copy, duplicate or facsimile of such signed Agreement shall have the same force and effect as one bearing an original signature.

The parties do hereby execute this Agreement as of the Effective Date set forth above.

Ashraf Hassan Bakr ElSherif

Signature:

Name:

Title:

Date:

Ashraf Bakr
 Ashraf Hassan Bakr
 M&E Expert
 Nov 7, 2016

QED

Signature:

Name:

Title:

Date:

DocuSigned by:
Ami Henson
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11/7/2016

This NONDISCLOSURE AGREEMENT (the "Agreement") is by and between The QED Group LLC, 1820 North Fort Myer Drive, Suite 700, Arlington Virginia 22209 and Sadeem Hikmat Khairy with a business address at Baghdad, Waziria Dist. 301 St. 21. HN 24/3.

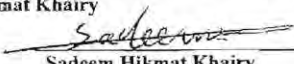
QED Group LLC and Sadeem Hikmat Khairy agree as follows:

1. Purpose. QED Group LLC and Sadeem Hikmat Khairy anticipate exchanging information for the purpose of pursuing additional opportunities (the "Purpose"). Some or all of the information to be disclosed may be proprietary to the disclosing party.
2. Confidential Information. "Confidential Information" shall mean information disclosed by either party (the "Disclosing Party") to the other party (the "Recipient") in connection with the Purpose, even if before the Effective Date, which is in written, electronic, photographic, or other tangible form, or information provided orally or visually and summarized in writing within thirty (30) days of its disclosure, and which is marked "Confidential", "Proprietary", "Private", or in any other manner indicating its confidential and/or proprietary nature.
3. Effective Date. Termination. The Effective Date of this Agreement is the date of full execution. This Agreement shall terminate the earlier of one year from the Effective Date AND when terminated by either party upon not less than two (2) weeks prior, written notice to the other, but the obligations of Recipient with respect to Confidential Information received prior to termination shall survive any such termination.
4. Restrictions on Disclosure and Use. Recipient may use the Confidential Information solely for the mutual Purpose and shall not disclose Confidential Information outside its organization. Recipient may disclose the Confidential Information within its organization only to those having a need to know for the Purpose and having an obligation to protect information as required by this Agreement.
5. Care. Recipient shall use the same degree of care in safeguarding the Confidential Information as it uses for its own confidential information of like importance, but no less than reasonable care. Upon discovery of any disclosure or misuse of Confidential Information, Recipient shall notify the Disclosing Party and shall act to prevent any further disclosure or misuse.
6. Exceptions. Recipient's obligation of confidentiality and restriction on use shall not apply to information when it is:
 - (a) Known to Recipient before receipt from the Disclosing Party;
 - (b) Generally available to the public (or becomes so) without the fault or negligence of Recipient;

- (c) Received by Recipient from a source other than the Disclosing Party without breach of an obligation of confidentiality owed to the Disclosing Party; or
- (d) Independently developed by Recipient without any use of the Disclosing Party's Confidential Information.
7. Required Disclosures. Recipient is permitted to disclose Confidential Information as required by law or regulation provided, however, that Recipient shall (a) give the Disclosing Party written notice promptly upon receipt of a disclosure requirement and before the disclosure is made, (b) take reasonable actions and provide reasonable assistance to the Disclosing Party to secure confidential treatment of the Confidential Information, and (c) disclose only such Confidential Information as is required.
8. Copies. Recipient shall make only such copies of the Confidential Information as are necessary for the Purpose. Any such copies shall reproduce proprietary marking included therein.
9. Return. All Confidential Information shall remain the property of the Disclosing Party, and all copies and excerpts thereof shall be promptly returned to the Disclosing Party upon request, except that Recipient's legal counsel may retain a copy, for use only as a record of the disclosure. Recipient may choose to destroy such copies and excerpts instead of returning them, with written notice to the Disclosing Party.
10. Rights Not Granted. Nothing herein shall be construed as granting to Recipient any rights, express or implied, in the Disclosing Party's Confidential Information, other than the right to use it for the mutual Purpose of this Agreement.
11. Entire Agreement. This is the entire agreement between the parties as to the subject matter hereof and supersedes any previous agreements, oral or written, as to its subject matter. It may be modified only by written agreement of the parties.
12. Assignment. This Agreement shall not be assigned without written authorization of the other party.
13. Governing Law. This Agreement shall be governed by the laws of the Virginia without regard to its choice of law provisions.
14. Signatures. When the authorized representative of either party signs this Agreement, a copy, duplicate or facsimile of such signed Agreement shall have the same force and effect as one bearing an original signature.

The parties do hereby execute this Agreement as of the Effective Date set forth above.

Sadeem Hikmat Khairy

Signature: 

Name: Sadeem Hikmat Khairy

Title: Public Administration Expert

Date: 23 - OCT - 2016

QED

Signature: 

Name: George Asatiani

Title: COO

Date: Oct 28 2016

Annex 8. Supplement to Methodology

The Tarabot Project Final Performance Evaluation was designed by USAID and the QED Evaluation Team. The QED team conducted the evaluation. The matrix below summarizes the team's data collection and analysis approach for each of the evaluation questions and sub-questions. The first column shows the evaluation questions the team was asked to answer. The next column depicts the indicators or metrics used to provide a baseline and target that the project needed to achieve to successfully satisfy the evaluation questions. The following column shows the data sources from which the team sought evidence to support the conclusions. The column, "Type and Size of Sample," tells how members of a population were selected to provide information for the team. The next column explains how the data were analyzed. The last two columns reference the data collection tools (included in Annex 3) used and specific questions from each tool that provided relevant information for the evaluation questions. This matrix was developed with USAID input and consultation.

QUESTIONS AND SUB-QUESTIONS	MEASURES/ INDICATORS/ BASELINES/ TARGETS	DATA SOURCES	TYPE & SIZE OF SAMPLE	DATA ANALYSIS PLAN	INSTRUMENTS & TARGET AUDIENCES	RELEVANT QUESTIONS (from instrument)
Q1. To what extent did Tarabot contribute to improved government processes, systems, and performance in the Ministries of Planning and Oil to achieve improved oil sector exports? (IR1, IR2)						
Q1.1 How effective was Tarabot in strengthening the institutional capacity of the MoO and its six Iraqi oil companies (IOCs) to increase oil production?	% of change in oil production by IOCs attributed to Tarabot's programs	Tarabot staff; key MoO and IOC representatives; Oil Assessment Reports; Quarterly and Annual Reports.	-Inclusive sample: Tarabot staff in charge (KIIs) -Purposive sample: Heads, Production Units and Heads, Project Planning Units at MoO and 6 IOCs (KIIs) - Convenience sample: Staff of MoO and IOCs Project Planning Units	The QED team will use data collected from the collection tools to identify any variation in oil production in the IOCs that can be directly attributed to Tarabot's program interventions (project management, implementation of recovery plans and other interventions and regulatory review).	Review of reports	N/A
					Key Informant Interview Guide: Tarabot Staff	26 – 27 – 28 – 29 – 30 – 31 – 33 – 37 – 39
					Key Informant Interview Guide: MoO and IOCs Production and Planning Units	1 – 11 – 12 -13
					Focus Group Guide: MoO and IOCs Project	1- 2- 3- 4 – 6 – 11 - 12

QUESTIONS AND SUB-QUESTIONS	MEASURES/ INDICATORS/ BASELINES/ TARGETS	DATA SOURCES	TYPE & SIZE OF SAMPLE	DATA ANALYSIS PLAN	INSTRUMENTS & TARGET AUDIENCES	RELEVANT QUESTIONS (from instrument)
Q1.1.1 Which MoO state companies benefited the most from Tarabot's assistance, in which area (i.e., project management, procurement, refinery and export projects) and why?	Four (4) projects implemented that used Tarabot's subject matter expertise in project management, procurement, refinery and oil exports.	Tarabot staff; Oil Assessment Reports; Quarterly and Annual Reports; Key MoO personnel and representatives from the six IOCs, including senior technical managers, if practical (security and locations will determine if these interviews are possible); Key economic reports.	-Inclusive sample: Tarabot staff in charge (KIIs) and QED Field Monitors -Purposive sample: Heads, Project Planning units at MoO and 6 IOCs (KIIs); Heads, Production Units at MoO and 6 IOCs (KIIs); and heads, Procurement units at MoO and 6 IOCs (KII) - Convenience sample: Staff of MoO and IOCs Project Planning Units	The QED team will re-analyze secondary data collected from the collection tools and compare that data to available economic data to determine if there was an increase in oil revenue due to Tarabot's interventions.	Review of reports	N/A
					Key Informant Interview Guide: Tarabot Staff	32 - 34
					Key Informant Interview Guide: MoO and IOCs Production and Planning Units	9 – 10 – 16 - 17 – 18 – 19
					Focus Group Guide: MoO and IOCs Project Planning Unit	4 – 5 – 6 – 7 - 11 -12 - 13
					Focus Group Guide: QED Field Monitors	15 - 16
Q1.2. Which of Tarabot's oil sector interventions contributed most	% change in oil revenues directly attributed to Tarabot interventions	Key oil production reports; Oil Assessment Reports; Tarabot	-Inclusive sample: Tarabot staff in charge (KII) -Purposive sample: Heads, Production units and Heads, Project Planning	The QED team will re-analyze secondary data collected from the collection tools and compare that data to	Review of reports	N/A
					Key Informant Interview Guide: Tarabot Staff	26 – 27 – 28 – 29 – 30 – 31 – 33 -

QUESTIONS AND SUB-QUESTIONS	MEASURES/ INDICATORS/ BASELINES/ TARGETS	DATA SOURCES	TYPE & SIZE OF SAMPLE	DATA ANALYSIS PLAN	INSTRUMENTS & TARGET AUDIENCES	RELEVANT QUESTIONS (from instrument)
to increased oil revenues?		Weekly Oil Update reports; Tarabot Oil Brochure; Tarabot staff; MoO and IOC's key representatives; MoO and IOC's staff.	units at MoO and IOC's (KIIs). - Convenience sample: Staff of MoO and IOC's Project Planning Units	available economic data to determine if there was an increase in oil revenue due to Tarabot's interventions.	Key Informant Interview Guide: MoO and IOC's Production and Planning Units	2 -16 - 17
					Focus Group Guide: MoO and IOC's Project Planning Unit	4
Q1.2.1 Which technically challenged and stalled projects benefited the most from Tarabot project management, planning, and other assistance in ways that were critical for increasing oil revenues?	Number of projects implemented that used Tarabot's subject matter expertise in procurement, project management, planning, refinery and exports.	Tarabot staff; Oil Assessment Reports, Oil Update, and Oil Booklet; Quarterly and Annual Reports; Key MoO personnel; representatives from the six IOC's if practical (security and locations will determine if these interviews are possible); key economic reports.	-Inclusive sample: Tarabot staff in charge (KIIs) and QED Field Monitors -Purposeful sample: heads, Production units and Head, Project Planning Units at MoO and 6 IOC's (KIIs). - Convenience sample: Staff of MoO and IOC's Project Planning Units	The QED evaluation team will use the data collected by the various collection tools to compare pre- and post-Tarabot interventions to determine if there is a correlation between improved operations and Tarabot's interventions.	Review of reports	N/A
					Key Informant Interview Guide: Tarabot Staff	36
					Key Informant Interview Guide: MoO and IOC's Production and Planning Units	2 – 3 – 4 – 5 -6 – 7 – 8 – 15 -16 – 17 – 20
					Focus Group Guide: MoO and IOC's Project Planning Unit	4 -9 – 10 – 14
					Focus Group Guide: QED Field	20

QUESTIONS AND SUB-QUESTIONS	MEASURES/ INDICATORS/ BASELINES/ TARGETS	DATA SOURCES	TYPE & SIZE OF SAMPLE	DATA ANALYSIS PLAN	INSTRUMENTS & TARGET AUDIENCES	RELEVANT QUESTIONS (from instrument)
Q1.3 What is the estimated value of the benefits of Tarabot's specific interventions?	Dollar value for all benefits that Tarabot's interventions contributed to.	Review of key economic reports and project data.	N/A	QED will conduct a qualitative analysis of the data from key economic and project reports to determine what value can be	Document review.	N/A
Q2. To what extent did Tarabot contribute to improved government processes, systems, and performance in the Ministry of Oil to achieve improved execution of oil projects? (IR2)						
Q2.1 How effective was Tarabot in sustainably improving the capacity of MoO and its six IOCs to develop, procure, and implement oil infrastructure projects?	Six IOCs practice project management skills and knowledge in their daily project activities, using the processes or tools acquired from USAID-Tarabot to manage their capital investment project portfolios.	MoO and IOCs key representatives; Oil Procurement Office; Tarabot staff.	- Inclusive Sample: Tarabot staff in charge (KIIs) and QED Field Monitors - Purposive sample: heads of Procurement Units at MoO and the six IOCs (KIIs) - Convenience sample: Staff of MoO and IOCs Project Planning Units	QED will conduct a qualitative analysis of the data from collection tools to determine how effective Tarabot programs were in establishing sustainability.	Key Informant Interview Guide: Tarabot Staff	29 – 30 - 31
					Key Informant Interview Guide: MoO and IOCs Procurement Units	10 – 11 – 12 – 13
					Focus Group Guide: MoO and IOCs Project Planning Unit	6 – 9 – 10 – 11 - 15
					Focus Group Guide: QED Field Monitors	17 – 18 - 19
Q2.1.1. How well did the MoO and six state companies apply	Stalled oil projects re-started based on Tarabot's Project	MoO and IOCs key representatives; Oil Procurement	- Inclusive Sample: Tarabot staff in charge (KIIs); QED field monitors - Purposive sample: Heads	QED will conduct a qualitative analysis to determine how many companies are using	Key Informant Interview Guide: Tarabot Staff	32 - 34

QUESTIONS AND SUB-QUESTIONS	MEASURES/ INDICATORS/ BASELINES/ TARGETS	DATA SOURCES	TYPE & SIZE OF SAMPLE	DATA ANALYSIS PLAN	INSTRUMENTS & TARGET AUDIENCES	RELEVANT QUESTIONS (from instrument)
cost estimation, scheduling and project management training to improve project management?	Management Training	Office; Tarabot staff; QED field monitors.	of Procurement units at MoO and the six IOCs (KIIs), and - Convenience sample of Project Planning unit staff at MoO and the six IOCs (per seniority level and gender)	the new project management skills that were taught by Tarabot to MoO and IOCs to determine if what they implemented achieved the desired results in restarting stalled oil projects	Key Informant Interview Guide: MoO and IOCs Procurement Units	10 – 11 – 12 – 13
					Focus Group Guide: MoO and IOCs Project Planning Unit	6 – 9 – 10 – 11 - 15
					Focus Group Guide: QED Field Monitors	17 – 18 - 19
Q2.2 How effective was Tarabot in assisting the MoO and IOCs to improve efficiency, increase awareness and use of existing resources (i.e., compliance with environmental	MoO and six IOCs practice project management skills and knowledge by applying these to flare gas, dry gas, nitrogen unit, efficient power generation, and clean water project, using the	MoO and IOC key representatives; Oil Procurement Office; Tarabot staff;	- Inclusive Sample: Tarabot staff in charge (KIIs). - Purposive sample: heads of Project Planning units at MoO and the six IOCs (KIIs), heads of Production Units at MoO and six IOCs - Convenience sample: Project Planning unit staff at MoO and the six IOCs (per seniority level and gender).	QED will conduct a qualitative analysis to determine how many companies are using the new project management skills that were taught by Tarabot to Iraqi entities to determine if what they implemented achieved the desired results in the management of	Key Informant Interview Guide: Tarabot Staff	34
					Key Informant Interview Guide: MoO and IOC Production and Planning Units	9 – 10 – 14 – 15 – 16 -17 - 18 – 19 -20

QUESTIONS AND SUB-QUESTIONS	MEASURES/ INDICATORS/ BASELINES/ TARGETS	DATA SOURCES	TYPE & SIZE OF SAMPLE	DATA ANALYSIS PLAN	INSTRUMENTS & TARGET AUDIENCES	RELEVANT QUESTIONS (from instrument)
standards)?	processes or tools acquired from USAID-Tarabot to manage their capital investment project portfolios and start back up/complete stalled oil projects in compliance with environmental standards.			their capital investment project portfolios.	Focus Group Guide: MoO and IOC Project Planning Unit	7 – 8 - 9 – 10 – 14
Q3. To what extent did Tarabot contribute to improved government processes, systems, and performance in the Ministries of Planning and Oil to achieve enhanced procurement processes? (IR3)						
Q3.1 How effective was Tarabot in strengthening the institutional capacity of the MoP to provide systematic improvements to GoI entities in the area of procurement?	Train 20 Iraqi procurement specialists in the new Tarabot procurement processes and SBDs.	Copies of training certificates; key MoP, MoO and IOCs procurement officials; Tarabot key staff members; records/reports of new procurement documents submitted and processed.	-Inclusive sample: all 20 procurement specialists (FGDs); Tarabot staff in charge (KIIs); head of Procurement Unit at MoP (KII); heads of Procurement Unit at MoO and IOCs (KII); QED field monitors (FGD).	The QED team will analyze the data collected to determine how many procurement specialists were trained in the new SBDs and how many SBDs were successfully processed.	Review of reports.	N/A
					Key Informant Interview Guide: Tarabot Staff	1 – 2 – 3 – 4 – 10 - 11
					Key Informant Interview Guide: MoO and IOCs Procurement Units	1 – 2 – 3 - 9
					Key Informant Interview: MoP Procurement Unit	1 – 2 – 3 – 4 – 9 – 10 - 11

QUESTIONS AND SUB-QUESTIONS	MEASURES/ INDICATORS/ BASELINES/ TARGETS	DATA SOURCES	TYPE & SIZE OF SAMPLE	DATA ANALYSIS PLAN	INSTRUMENTS & TARGET AUDIENCES	RELEVANT QUESTIONS (from instrument)
					Focus Group Guide: QED Field Monitors	1 – 2 – 3 – 4 – 5 – 7 - 8
					Focus Group Guide: MoP Procurement Help Desk Staff	1 – 2 – 3 – 4 – 5 - 8
					Focus Group Guide: Procurement Specialists	All questions in the too (from 1 to 10)
Q3.2 To what extent did the project increase sustainability of the MoP Procurement Help Desk?	Train 500 GoI officials, including the MoO, that have participated in USAID-Tarabot and MoP capacity building program on SBDs	Training sign-in records; MoP, MoO and IOCs key officials; Tarabot key staff members; QED field monitors.	- Inclusive Sample: Tarabot staff in charge (KIIs); Head of Procurement Unit at MoP (KII); Head of Procurement Unit at MoO and IOCs (KII); MoP Procurement Help Desk Staff (FGD); QED field monitors. - Convenience Sample: GoI officials (8-10, with a gender balance to the extent feasible) trained on SBDs at MoP, MoO, State Company for Oil Projects (SCOP) and 3 of the 6 ministries where SBDs were piloted.	QED will review the data collected to determine if the goals were achieved.	Review of reports.	N/A
					Key Informant Interview Guide: Tarabot Staff	5 - 16
					Key Informant Interview: MoP Procurement Unit	4 – 5 – 8 - 11
					Key Informant Interview Guide: MoO and IOCs Procurement Units	3 – 4
					Focus Group Guide: QED Field Monitors	6

QUESTIONS AND SUB-QUESTIONS	MEASURES/ INDICATORS/ BASELINES/ TARGETS	DATA SOURCES	TYPE & SIZE OF SAMPLE	DATA ANALYSIS PLAN	INSTRUMENTS & TARGET AUDIENCES	RELEVANT QUESTIONS (from instrument)
					Focus Group Guide: SBD Trainees	All questions in the tool (from 1 to 9)
					Focus Group Guide: MoP Procurement Help Desk Staff	5 – 6 – 7
Q3.3 What is the capacity of the MoO state oil companies to use SBDs?	Five (5) companies and nine (9) tenders submitted that utilize the SBDs initiated by Tarabot.	Tarabot key staff members; MoP, MoO and IOC's key representatives; Tarabot records of key ToTs to indicate what IOCs received the training.	- Inclusive Sample: Tarabot Staff in charge (KIIs); MoP Procurement Help Desk Staff (FGD); QED field monitors. - Purposive sample: heads of Procurement Units at IOCs adopting the new SBDs (FGD).	QED will analyze the data from the state oil entities (SOE) identified to determine if adopting the new SBDs produced an increase in the submission of tenders.	Review of reports.	N/A
					Key Informant Interview Guide: Tarabot Staff	1 – 6 – 7 – 10 – 11
					Key Informant Interview Guide: MoO and IOC's Procurement Units	5 – 6 – 7 – 8 – 9
					Key Informant Interview Guide: MoP Procurement Unit	6 – 7
					Focus Group Guide: QED Field Monitors	1 – 3 – 4 – 5
					Focus Group Guide: MoP Procurement Help Desk Staff	3 – 4

QUESTIONS AND SUB-QUESTIONS	MEASURES/ INDICATORS/ BASELINES/ TARGETS	DATA SOURCES	TYPE & SIZE OF SAMPLE	DATA ANALYSIS PLAN	INSTRUMENTS & TARGET AUDIENCES	RELEVANT QUESTIONS (from instrument)
Q4. To what extent did Tarabot contribute to improved government processes, systems, and performance in the Ministry of Planning to achieve the roll-out and adoption of IDMS?						
Q4.1 How effective was Tarabot in strengthening the institutional capacity of the MoP to provide systematic improvements to GoI entities in the area of management of capital investment projects/IDMS?	Number of issues resolved by the Help Desk in providing support for the management of capital investment projects/IDMS.	Tarabot key staff members, MoP key representatives; and QED field monitor staff; Help Desk representatives/ Help Desk records, Council of Ministers Secretariat representatives (if available), and key representatives at 8 GoI entities.	-Inclusive sample: Tarabot staff in charge (KIIs); MoP staff in charge of the IDMS (FGD); MoP Help Desk staff (if different from those in charge of IDMS); key representatives at COMSEC (KIIs). - Convenience sample: heads, Finance Departments (KIIs) and a group of GoI officials trained on IDMS at 8 GoI pilot entities (FGDs).	For this analysis, the QED team will analyze data gathered from interviews and focus groups along with helpdesk records to determine if the helpdesk resolved issues affecting the management of capital investment projects/IDMS process.	Review of reports.	N/A
					Key Informant Interview Guide: Tarabot Staff	12 – 13 – 15 – 17 – 18 - 35
					Key Informant Interview Guide: Finance Departments	1 – 2 – 4 - 5
					Key Informant Interview Guide: COMSEC	1 – 2 – 3 - 4
					Focus Group Guide: QED Field Monitors	9 – 11 – 13 - 14
					Focus Group Guide: MoP Staff in charge of the IDMS	1 – 2 – 4 – 5 - 7
					Focus Group Guide: MoP IDMS Help Desk Staff	1 – 2 – 4 – 5 - 7
					Focus Group Guide: IDMS Staff	1 – 2 – 3 – 4 - 6

QUESTIONS AND SUB-QUESTIONS	MEASURES/ INDICATORS/ BASELINES/ TARGETS	DATA SOURCES	TYPE & SIZE OF SAMPLE	DATA ANALYSIS PLAN	INSTRUMENTS & TARGET AUDIENCES	RELEVANT QUESTIONS (from instrument)
Q4.2 To what extent did the project increase sustainability of the MoP Help Desk for IDMS?	One hundred (100) GoI staff trained by MoP IDMS trainers so that they can operate the IDMS from their various locations.	Key Tarabot and MoP staff members (KIIs); training records; key representatives at 8 GoI pilot entities.	-Inclusive sample: Tarabot staff in charge (KIIs); MoP staff in charge of the IDMS (FGD); MoP Help Desk staff (if different from those in charge of IDMS); key representatives at COMSEC (KIIs). - Convenience Sample: heads, Finance Departments (KIIs) and a group of GoI officials trained on IDMS at 8 GoI pilot entities.	QED team will analyze the data to determine if the training goals were achieved and if the Help Desk is functioning as Tarabot had intended.	Review of reports.	N/A
					Key Informant Interview Guide: Tarabot Staff	16
					Key Informant Interview Guide: Finance Departments	3 - 6
					Key Informant Interview Guide: COMSEC	6
					Focus Group Guide: MoP Staff in charge of the IDMS	6
					Focus Group Guide: MoP IDMS Help Desk Staff	6
					Focus Group Guide: IDMS Staff	5

QUESTIONS AND SUB-QUESTIONS	MEASURES/ INDICATORS/ BASELINES/ TARGETS	DATA SOURCES	TYPE & SIZE OF SAMPLE	DATA ANALYSIS PLAN	INSTRUMENTS & TARGET AUDIENCES	RELEVANT QUESTIONS (from instrument)
Q4.3 How effective was Tarabot in assisting the MoP to roll out IDMS across the GoI?	Eight (8) ministries and governors’ offices successfully utilizing the IDMS to track their capital projects portfolio. Tracking or monitoring in this case refers to keeping tabs on allocation balances, expenditure, stages of development of the capital projects and follow up actions.	Key Tarabot staff members; key MoP representatives; key representatives of COMSEC, ministries and governors’ offices utilizing IDMS; reports generated by the IDMS (if accessible).	-Inclusive sample: Tarabot staff in charge (KIIS); MoP staff in charge of IDMS; QED field monitors. - Purposive sample: key representatives at COMSEC (KIIs); key representatives (e.g., Head of Finance Dept.) in ministries utilizing IDMS (KIIs); key representatives (e.g., Head of Finance Dept.) in governors’ offices utilizing IDMS (KIIs); GoI staff trained on IDMS (FGDs).	The QED evaluation team will review the data collected to compare how successful the Tarabot interventions were in increasing capital investment pre- and post-intervention.	Review of reports.	N/A
					Key Informant Interview Guide: Tarabot Staff	14 - 18
					Key Informant Interview Guide: Finance	1 – 2 – 3 – 4 – 5
					Key Informant Interview Guide: COMSEC	1 – 2 – 5 - 7
					Focus Group Guide: QED Field Monitors	10 – 11
					Focus Group Guide: MoP Staff in charge of the IDMS	2 – 3 – 4 – 5
					Focus Group Guide: IDMS Staff	2 – 3 – 4 - 6
5. How did Tarabot assistance provided to the MoO, state oil companies, and the MoP promote gender equality and the empowerment of women? (IR 1.2.3.4)						
Q5.1 Were	% women who	Training records	N/A	QED will review the	Document review.	N/A

QUESTIONS AND SUB-QUESTIONS	MEASURES/ INDICATORS/ BASELINES/ TARGETS	DATA SOURCES	TYPE & SIZE OF SAMPLE	DATA ANALYSIS PLAN	INSTRUMENTS & TARGET AUDIENCES	RELEVANT QUESTIONS (from instrument)
women direct recipients of Tarabot's interventions?	were included in Tarabot's training and technical assistance interventions	and event registration forms requested from Tarabot. IFM reports.		training records and event registration forms and compare the overall number of participants disaggregated by gender. These figures will be compared with the number of male and female participants reported by IFMs attending Tarabot events to ensure that they are in the same range.		
Q5.2 Did GoI promote women in all its trainings and functions?	Perception of women participants regarding inclusion in Tarabot trainings and functions	Interviews with key female representatives of GoI entities (including DG Azhar Hussein and other female MoP and MoO leaders); female staff who participated in Tarabot-supported trainings; key Tarabot staff members.	-Inclusive sample: Tarabot staff in charge (KIIs). - Purposive sample: key female representatives in GoI entities (MoP; MoO; IOC; other ministries; and Governors' Offices) (up to 10 KIIs) - Convenience sample: a group of 6 – 8 women participants in Tarabot-supported trainings (up to 10 FGDs)	QED will assess how women benefited from the Tarabot interventions by analyzing the results of the data collected. Also, the content of focus groups will be analyzed.	Key Informant Interview Guide: Tarabot Staff	19 through 25
					Key Informant Interview Guide: MoO and IOC Procurement Units	14 to 22
					Key Informant Interview Guide: MoO and IOC Production and Planning Units	21 to 29
					Key Informant Interview: MoP Procurement Unit	12 to 20

QUESTIONS AND SUB- QUESTIONS	MEASURES/ INDICATORS/ BASELINES/ TARGETS	DATA SOURCES	TYPE & SIZE OF SAMPLE	DATA ANALYSIS PLAN	INSTRUMENTS & TARGET AUDIENCES	RELEVANT QUESTIONS (from instrument)
					Focus Group Guide: Women Participants	All questions in the tool (from 1 to 9)

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