

# **Providing Support to the Offices of the Inspectors General (OIGs) in Iraq**

## **Enhancing the Capacity of the Offices of Inspectors General**



### **Inspectors General Study Tour Report**

**24 January – 07 February 2014**

**Washington DC, USA**

**This project is being implemented by UNDP Iraq and  
Funded by the US Department of State**

## Acknowledgments

This Study Tour was the fruit of close cooperation and coordination between the United Nations Development Programme, the US Department of State, the US Embassy in Baghdad, and the US Council of Inspectors General on Integrity and Efficiency.

From the US Department of State, the following persons provided support in the organization of the tour:

- Darcy Ostrander-Damon, Lead Grants Management Officer
- Donna Edmonds, Grants Officer
- Madeline Chikko, Lead Officer

From the US Embassy in Baghdad, the following persons contributed to the organization of the tour:

- David Simons, Director, INL
- Salwa Lewis, Cultural Advisor

From UNDP Iraq, the following persons were involved in organizing and conducting the tour:

- Jouhaida Hanano, Project Manager
- Yasir Hasan, Project Associate
- Mutaz Al-Sammuraie, Programme Associate

From UNDP Washington Representation Office:

- William Davis, Director
- Jerome Sauvage, Deputy Director
- Marissa Ayento, Executive Associate

Special thanks go to Tom Caulfield, Executive Director, CIGIE Training Institute for his tremendous engagement and commitment prior and during the tour. Thanks go also to Charles Johnson, Leadership & Mission Support Academy, CIGIE Training Institute for facilitating related programme details.

UNDP would like also to express its gratitude to all the respective US IGs who embraced the Iraqi IGs and dedicated time to meet with them.

Great appreciation goes to His Excellency, Mr. Lukman Al-Faily, Iraqi Ambassador in Washington and his staff, for hosting the Iraqi IGs and extending tremendous support during the tour.

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## Introduction

The Iraqi Offices of Inspectors General (OIGs) were established in Iraq on 5 February 2004 through Coalition Provisional Authority (CPA) Order 57. The Inspector General represents a new concept in Iraq, OIGs were placed in each ministry, they assume the functions of audit, inspection, administrative investigation, and performance evaluation.

Within the activities of the Project “Providing Technical Assistance to the Offices of the Inspectors General (OIGs) in Iraq”, a study tour was organized for the Iraqi Inspectors General (IGs) to Washington DC on 24 January - 07 February 2014.

This Study Tour was conducted at the stage where the OIGs are facing a number of challenges pertaining to:

1. Conflicts between the IGs and their respective ministers emanating from mis-perception regarding the role of the OIGs;
2. The release of a good number of IGs without appointing their replacements;
3. Lack of clarity about the role and functions of the IGs;
4. Political instability and lack of support for the OIGs;
5. Technical weakness of the OIGs Staff;
6. Lack of proper independence;
7. Lack of supporting IGs body.

The first week of the tour consisted of panel discussions on topics endorsed by the Iraqi IGs and chaired by selected US IGs. Some of the topics, among others, focused on:

1. The IGs legal framework;
2. The US Council of Inspectors General on Integrity and Efficiency (CIGIE);
3. The role and functions of the IG;
4. Cross government coordination;
5. CIGIE quality Standards;
6. Capacity building for the IGs.

Two site visits were also conducted to the OIG of the Department of Education and the OIG for the US Postal Service during the first week. The US IGs in these respective offices delivered a number of presentations highlighting the different areas of their work followed by discussions initiated through questions raised by the Iraqi IGs.

The Programme of the second week started with an IT tour to DC Net, IBM, and Microsoft to present the Iraqi IGs with information related to network connectivity among governmental institutions, available working tools and how the OIGs could benefit from them. The following two days were dedicated to individual meetings arranged between the Iraqi and the US IGs focusing on specific working related issues. A congress tour has been also organized on the last day including a meeting with the Oversight Committee highlighting the relationship between the Congress and the US IGs and the extent of support the former provides to the IGs.

## Objective

Since the concept of the Inspector General was established by the Coalition Authority in Iraq, it has been relevant to conduct the study tour in the US.

The US IG system is well established, the objective of the tour was to expose the Iraqi IGs to the work of their counterparts, to exchange information, benefit from the US experience to draw lessons that allow the Iraqi IGs to customize – the relevant ones - to their context and needs.

## Lessons Learned

This study tour served initially to engage the Iraqi IGs in discussions with the US counterparts in the different areas of their work including the challenges they are facing that hinder them from carrying out their duties properly. In addition to exchanging information and experience, the study tour led to the much more important result of having the Iraqi IGs recognizing the criticality of adapting new sets of approaches to enable them not only to improve their working environment but also to fulfil their duties effectively.

The following are the lessons drawn from the study Tour gathered through the different topics covered by meetings, presentations, discussions and lectures delivered by the US counterparts:

1. Inspection is a systematic process that includes inspection and evaluation of performance efficiency. Inspections are performed according to a comprehensive scientific approach that requires the measurement of implementation outcomes and comparing them to inputs, concepts, and standards (legal, administrative, economic, financial, accounting, and technical) for the purpose of evaluating performance efficiency.
2. Audit represents two main elements:
  - a. Preventive role that contributes to create an enabling environment that promotes integrity and accountability, it is realized by increasing the level of responsibility and integrity, and preventing waste, fraud, and abuse of power.
  - b. Advisory role realised by providing recommendations to the entities being inspected to improve their performance and programme delivery.

These two roles identify clearly the areas where the IGs should focus on to enable them to play a solid role in improving performance and establishing effective and efficient working environment. Adopting preventive measures and provide ministries with concrete recommendations to improve their programmes, policies, and procedures will not only impede corrupt acts, it will also improve the ministries performance and service delivery

3. Approaches to be adopted by the Iraqi OIGs to improve their performance within their ministries:
  - a. System reviews adopted at all levels verifying its effectiveness, efficiency and ability to regulate operations on the basis of integrity and effectiveness, in a manner in which policies are applied and programmes are accomplished.

- b. Performance and outcome measurement at all levels for the purpose of putting forward a set of recommendations aiming at improving the performance at all levels to ensure economic efficiency in the utilization of resources.
- c. Review legislations and regulations to respond to the requirements, needs and changes at work in order to meet programmes objectives by simplifying work procedures and organizational reforms that ensure the smoothness of operations, avoid bureaucracy and limit the obstacles that impede the creation of a competitive working environment.
- d. Review adopted policies and verify if they meet the objectives identified by the ministry, and the government general goals, measure their effectiveness in achieving the set objectives and analyse the outcomes.
- e. Ensure the existence of an effective information system that supports reporting, decision making process, diagnosing weaknesses, and ensuring greater efficiency which helps in fighting negative phenomena and corruption.
- f. Training and raising awareness among the ministries' staff members and engage them in the process to become partners in identifying corruption and contributing to reinforcing the values of integrity and accountability.
- g. Inspect and evaluate internal auditing systems and verify its effectiveness in controlling administrative, financial and operational procedures. The IG is not required to audit all administrative, financial, technical and operational procedures in their respective ministries. The IG should inspect the soundness of internal regulations, and the capacity of responsible entities to operate, and diagnose inefficiencies that may lead to violations or corruption.
- h. Audit functions undertaken by the IG include reviewing accounting records and internal auditing system using tests to ensure their efficiency and accuracy in recording and monitoring activities.
- i. Inspection functions should focus on:
  - a) Ensuring that administrative units affiliated with the Ministry/relevant organization are implementing their tasks according to laws and regulations, and make sure that objectives, programmes and plans are being implemented efficiently and cost effectively.
  - b) Inspections should also be carried out on technical activities, services and procedures for maintaining assets in addition to inspecting administrative, legal, financial and accounting procedures.
  - c) Internal auditing to ensure the achievement of set goals, and compliance with procedures.
  - d) The preventive role of the IG in protecting the Ministry from fraud, waste, exploitation of power, errors and losses ensuring maximum productivity and the compliance of staff with policies and administrative plans.

j. US IGs Quality Standards<sup>1</sup>:

It has become apparent that quality standards are key to successfully guide the work of the IGs in achieving high-quality in investigations, inspections and evaluation, and audit. They provide a general and qualitative framework. General standards address qualifications, independence, and due professional care. Qualitative standards focus on investigative planning, execution, reporting, and information management. Those standards are revised on yearly basis by the relevant IG Committee to bring them to full alliance with the IG Reform Act.

4. IGs Reports:

The report is considered to be the main physical product of the inspection process, hence, it is important to include the required information in a clear and precise manner. The report should identify the weaknesses that needs to be addressed and the strengths that should be further developed and enhanced. This requires ensuring that the report includes the most important findings including all the relevant supporting information, facts, recommendations, and documentations. Inspection reports should also include, among others:

- a. Performance evaluation
- b. Financial Auditing
- c. Administrative Investigation
- d. Inspecting performance in certain activities such as: Environment protection, maintenance, qualification and training, information centre, professional safety, production, planning, service delivery, marketing, warehouses, executing contracts and announcing tenders, external and internal procurement, implementing specifications, job placement, protection of security, etc.

The IG's inspection report:

- e. Shall be entitled "Inspection Report", in addition to the type of inspection carried out (performance evaluation, inspection or audit ... etc.)
- f. shall be addressed to a certain body/entity according to the conditions of the inspection process, laws and instructions.
- g. shall specify at the beginning; the objectives of the inspection, documents, reports, information, data and evidence that were used during the inspection process in addition to the date, and the period covered by these documents. The report should explicitly state that the documents submitted to the inspector or the inspection team are the responsibility of the inspected body.

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<sup>1</sup> Council of the Inspectors General on Integrity and Efficiency, Quality Standards for Federal Offices of Inspector General, <https://www.ignet.gov/pande/standards/SilverBookRevision20-208-20-12r.pdf>  
Council of the Inspectors General on Integrity and Efficiency, Quality Standards for Inspection and Evaluation, <https://www.ignet.gov/pande/standards/iestds12.pdf>  
Council of the Inspectors General on Integrity and Efficiency, Quality Standards for Investigations, <https://www.ignet.gov/pande/standards/invstds2011.pdf>  
Council of the Inspectors General on Integrity and Efficiency, Quality Standards for Audit, <http://www.gao.gov/yellowbook/overview>

- h. Shall include an accurate description for the scope of inspection, activities, aspects, and documents that were included in the inspection.
  - i. Shall include an explicit opinion about whether or not, the documents, reports, information, data and evidence presented to the inspection team, clearly express, in all its aspects, the situation of the organizational unit that they visited, and whether it complies with existing laws and regulations.
  - j. Shall include paragraphs that respond to the particular legal and regulatory requirements.
  - k. Shall comprise all findings including incidents, comments and reservations, documented and supported with evidence.
  - l. Shall include recommendations suggested to improve the work.
  - m. Shall indicate the date in which the inspection was completed.
  - n. Shall be signed by the Inspector or the team of inspectors that carried out the inspection, together with their titles and positions.
  - o. Shall mention, in the body of the report, a follow up plan that sets a timeframe to respond to the issues indicated in the report, and identify a follow up mechanism.
5. The Council of Inspectors General on Integrity and Efficiency (CIGIE)<sup>2</sup> : Learning about CIGIE was one of the most important activities during the tour. CIGIE was statutorily established as an independent entity within the executive branch by the "The Inspector General Reform Act of 2008". The CIGIE is comprised of all Inspectors General whose offices are established under section 2 or section 8G of the Inspector General Act of 1978 (5 U.S.C. App.), those that are Presidentially-appointed/Senate Confirmed and those that are appointed by agency heads (designated federal entities). The Deputy Director for Management of the Office of Management and Budget is the Executive Chair of the Council. The Chair of the Council is elected by the Council members to serve a 2 year term. The Chair appoints a Vice Chair from other than the category from which the Chair was elected. Other statutory members of the CIGIE include: the Inspectors General of the Office of the Director of National Intelligence and the Central Intelligence Agency, the Controller of the Office of Federal Financial Management, a senior level official of the Federal Bureau of Investigation designated by the Director of the Federal Bureau of Investigation, Director of the Office of Government Ethics, Special Counsel of the Office of Special Counsel, the Deputy Director of the Office of Personnel Management, the Inspectors General of the Library of Congress, Capitol Police, Government Printing Office, Government Accountability Office, and the Architect of the Capitol.

CIGIE was established to:

- a. Address integrity, economy, and effectiveness issues that transcend individual Government agencies;
- b. increase the professionalism and effectiveness of personnel by developing policies, standards, and approaches to aid in the establishment of a well-trained and highly skilled workforce in the offices of the Inspectors General.

The Council accomplish its functions by:

- a. Continually identify, review, and discuss areas of weakness and vulnerability in Federal programs and operations with respect to fraud, waste, and abuse;

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<sup>2</sup> Council of Inspectors General on Integrity and Efficiency, <https://www.ignet.gov/>



- b. Develop plans for coordinated, Government-wide activities that address these problems and promote economy and efficiency in Federal programs and operations, including interagency and inter-entity audit, investigation, inspection, and evaluation programs and projects to deal efficiently and effectively with those problems concerning fraud and waste that exceed the capability or jurisdiction of an individual agency or entity;
- c. Develop policies that will aid in the maintenance of a corps of well-trained and highly skilled Office of Inspector General personnel;
- d. Maintain an Internet website and other electronic systems for the benefit of all Inspectors General;
- e. maintain 1 or more academies as the Council considers desirable for the professional training of auditors, investigators, inspectors, evaluators, and other personnel of the various offices of Inspector General;
- f. Submit recommendations of individuals to the appropriate appointing authority for any appointment to an office of Inspector General;
- g. Make such reports to Congress as the Chairperson determines are necessary or appropriate; and
- h. Performs other duties within the authority and jurisdiction of the Council, as appropriate.

The Council maintains 6 standing committees, each chaired by an Inspector General, these are:

- a. Audit
- b. Legislative
- c. Information Technology
- d. Inspection and Evaluation
- e. Investigations
- f. Professional Development

Prior to the establishment of CIGIE, the Federal Inspectors General operated under the auspices of two councils, The President's Council on Integrity and Efficiency (PCIE) and the Executive Council on Integrity and Efficiency (ECIE) from the time they were established by Executive Order 12805, May 11, 1992 until the signing of P.L. 110-409.

Furthermore, the Council also maintains a training institute that functions as the training arm of CIGIE, it provides training to the IGs on integrity and efficiency. The Institute is mandated to provide educational opportunities and training to managers, auditors, performance evaluators, inspectors, law enforcement staff, lawyers and other professionals who work in the OIGs. The issue of capacity building has been perceived by the participating IGs as crucial, this has been accentuated through the presentations and discussions delivered by US experts in this domain who highlighted the importance of providing the IGs and their staff with regular training to ensure the highest level of performance that enable them to perform their duty skilfully and professionally.

## **Results and Recommendations**

This tour was timely in light of the challenges facing the Iraqi IGs on the grounds. The results of this report have been based on an evaluation of the tour activities, feedback received from the IGs through meetings and discussions during and after the tour. All the Iraqi IGs attended the tour indicated that this experience was unique, it enriched their knowledge, and greatly benefitted from the US experience that was discussed through presentations, dialogues, meetings, and site visits.

They further highlighted that this trip provided them with the opportunity to evaluate the work of their offices and compare them to the operational procedures applied in the US OIGs. They also marked areas of similarities between the tasks of IGs in the US and Iraq as stated in the relevant laws. The Iraqi IGs reached a number of conclusions, the following issues have been identified as priorities by the Iraqi IGs:

1. Introduce amendments to the IGs CPA 57/2004 to address all persisting issues related to the work of the IGs.
2. Establish a body for the IGs.
3. Develop quality standards that guide the work of the IGs.
4. Implement principles of transparency through using the media to educate the public about the different areas of the OIGs work and benefit from the citizens' inputs in developing inspection and performance evaluation mechanisms.
5. Enhance means of cooperation and coordination with the US OIGs and establish a communication mechanism that embraces the exchange of information and expertise.
6. Establish coordination mechanisms with other oversight institutions and clarify the roles of each entity to create an enabling working environment among oversight institutions to avoid duplication of work and instil collaboration and cooperation.
7. Establish coordinating mechanisms with the relevant parliamentary committees.
8. Identify certified training opportunities for the current, the newly appointed IGs and senior level staff focusing on the actual functions of the IGs.
9. The use of information technology to develop inspection plans and programmes, and link them to economic efficiency and quality standards.

## **Follow-Up**

The Iraqi IGs are determined to seize the momentum to build on the results of the study tour indicated in this report. They expressed commitment to fund identified priority areas building on the current project's achievements. UNDP is currently coordinating efforts with the IGs and the Chairman of the Joint Anti-Corruption Council to accommodate the needs expressed by the Iraqi IGs.

# **ANNEX I**

# **Study Tour Agenda**



Department of State  
Government of Iraq Inspectors General  
U.S. Study Tour

(Agenda Updated– January 13, 2014)

Location: Harry S Truman Building, 21st and 2201 C Street NW, Washington, DC

January 27 – Monday

- 0830 – 0845 Logistical & Administration (UNDP Ms. Jouhaida Hanano & DOS Ms. Madeline Chikko).
- 0845 – 0945 Welcome by the Iraqi Ambassador, His Excellency, Mr. Lukman Al-Faily, DOS Deputy Assistant Secretary, Mr. Brett McGurk & the Director of the UNDP Washington Representation Office, Mr. William Davis.
- 0945 – 1000 Departure of Deputy Sec, Iraqi Ambassador & UNDP Director.
- 1000 – 1015 Study Tour objectives and agenda (CIGIE Training Institute Tom Caulfield).
- 1015 - 1045 Welcome by the CIGIE Chairperson USDA IG Phyllis Fong followed by a description on her role as the CIGIE Chair and examples of items discussed during a CIGIE meetings.
- 1045 – 1115 Break
- 1115 – 1200 Briefing on the establishment of CIGIE by CIGIE Vice Chairperson FEC IG Lynne McFarland.  
✓ This will include information related to the history, the PCIE and ECIE, CIGIE committees, examples of joint cross-cutting projects, and protocols of CIGIE.
- 1200 – 1330 Lunch (at hotel)
- 1330 – 1400 U.S. IG Profession Then and Now (Training Institute Tom Caulfield).
- 1400 – 1500 1978 IG Act and subsequent Acts (CCIG Members – Moderator Jackie Becker, panelists Frank LaRocca, Counsel to the IG NASA; Abigail Cummings, Chief, Advice Branch HHS OIG; Kathy Tighe, Inspector General, Education OIG).  
✓ Discussion on the U.S. IGs legal framework. This will include the background of the U.S. IG legislation, political environment, modifications, and encountered challenges during the process.
- 1500 – 1530 Break
- 1530 – 1630 Continuation of U.S. IG Acts discussion focusing on functional independence, funding, staffing authority, and access to records.
- 1630 Departure for the day.

January 28 – Tuesday

- 0815 – 0830 Administration (UNDP Ms. Jouhaida Hanano & DOS Ms. Madeline Chikko).
- 0830 – 0915 Guest Speaker Former Iraqi Judge Zakia Hakki.
- 0915 – 0930 Departure of Guest Speaker.

January 28 – Tuesday



- 0930 – 1030 Panel discussion on the role of U.S. Inspectors General in oversight (Panelists NSF IG Allison Lerner, Peace Corps IG Kathy Buller & IC IG Chuck McCullough).  
 ✓ Discussion on how the U.S. IGs promote the importance of oversight within their respective agency and how they balance dual reporting within their agency.
- 1030 – 1100 Break
- 1100 – 1200 Panel discussion on cross government coordination (FRB OIG AIGA Melissa Heist, NRC OIG AIGI Joe McMillian – Moderator EPA OIG Legal Counsel Al Larsen).  
 ✓ Discussion on OIG processes and protocols in coordination with other oversight institutions and among themselves.
- 1200 – 1400 Lunch (at hotel).
- 1400 – 1500 CIGIE Standards – Operating Instructions – Peer-Reviews (FAEC Chairperson Dr. Brett Baker, I&E Roundtable Chairperson Stuart Wright, AIGI Alan Boehm, – Moderator DOSIG Steve Linick).  
 ✓ Panel discussion on the creation and adoption of the CIGIE Standards. How the CIGIE Standards intertwine with OIG specific Operating Instructions and work - products. The role/involvement of the CIGIE Committees in maintaining the standards and the utilization of peer-reviews. Also, examples of other standards being used – example IIA “Red-Book.”
- 1500 – 1530 Break
- 1530 – 1630 Continuation of CIGIE Standards – Operating Instructions – Peer-Reviews.
- 1630 Departure for the day.

January 29 – Wednesday

- 0845 – 0900 Administration (UNDP Ms. Jouhaida Hanano & DOS Ms. Madeline Chikko).
- 0900 – 0945 Guest Speaker (TBA )
- 0945 – 1000 Departure of Guest Speaker.
- 1000 – 1030 Break
- 1000 – 1030 Arrival and in-processing of U.S. CIGIE Member IGs at DOS.
- 1030 – 1200 Monthly CIGIE meeting at DOS - open discussion between attending CIGIE Member IGs and Iraqi IGs (Moderator Tom Caulfield).  
 ✓ Discussion will begin with Iraq IG (TBA), describing the operational and cultural environment that Iraqi IGs operate and their challenges.
- 1200 – 1400 Lunch (DOS) Iraq IGs and attending U.S. IGs wishing to remain.
  - Attending U.S. Government Members remaining for lunch will be asked to pay \$7.50.



### January 29 – Wednesday

- 1400 – 1500 Professional Development Committee and Training Institute overview (PDC Chairperson DOI Acting IG Mary Kendall and Training Institute Executive Director Tom Caulfield).
- 1500 – 1530 Break
- 1530 – 1630 OIG type training at U.S. Universities (Professor Robert Tobias, American University, Professor Ned Benton, John Jay College of Criminal Justice, & Representative from the Association of Inspector General).
- 1630 Departure for the day.

### January 30 – Thursday

- 0845 – 0900 Administration (UNDP Ms. Jouhaida Hanano & DOS Ms. Madeline Chikko).
- 0900 – 1000 Media and public outreach strategy (Director, Media Communications OIG/HHS Roberta Baskin).
- 1000 – 1100 Legislative affairs and coordination (Sheryl G. Steckler, Office of Inspector General, Palm Beach County)
- 1100 – 1230 Lunch (at hotel)
- 1230 – 1330 Travel to OIG Tour (DOS/UNDP)
- 1330 – 1600 OIG Tour at the Department of Education OIG - hosted by IG Kathy Tighe.  
Location: Education Office of Inspector General,  
550, 12 Street, SW, Washington, DC, 20024

### January 31 - Friday

- 0830 – 0930 Travel to OIG Tour (DOS/UNDP)
- 0930 – 1200 OIG Tour of U.S. Postal Service OIG- host by IG Dave Williams.  
Location: U.S. Postal Service Office of Inspector General (2<sup>nd</sup> Floor)  
1735 North Lynn Street, Arlington, VA 22209-2020
- 1200 – 1300 Travel back to DOS.
- 1300 – 1430 Lunch (at DOS)
- 1430 – 1530 Guest Speaker (Iraqi Ambassador, His Excellency, Mr. Lukman Al-Faily and DOS Deputy Assistant Secretary, Brett McGurk).
- 1530 – 1600 Study Tour Closing (DOS/UNDP/CIGIE).



**Government of Iraq Inspectors General  
U.S. Study Tour  
Week 03-06 February 2014**

**February 3 – Monday (IT Tour)**

- 0830 Overview of IT Needs Assessment results  
*UNDP*  
*State Plaza Hotel*
- 1000 Cisco Network,  
*Robert Pepper*  
*1300 Pennsylvania Avenue NW, Suite 250*  
*Washington, D.C. 20004*
- 1200 Oracle, Prosser Sterling  
*Vienna – Gallows, 1921 Gallows Road, Suite 200*  
*Vienna, VA 22182*
- Lunch
- 1500 Microsoft Corp  
*5400 Wisconsin Ave, Bethesda*

**February 4 – Tuesday**

*As Per Attached Schedule* IG to IG Meetings (schedule attached)

**February 5 – Wednesday**

*As Per Attached Schedule* IG to IG Visits (schedule attached)

1830-2030 Reception organized by the Embassy of Iraq in Washington DC  
*State Plaza Hotel*

**February 6 – Thursday**

Activity organized by the Embassy of Iraq in Washington DC (TBC)

**ANNEX II**

**IG to IG Meetings**

**Schedule**



## Schedule of IG to IG Meetings

No	Name of Iraqi IG	Ministry	Name of US IG	Responsibility	Time	POC and Address of Visited US IGs	Name of Interpreter	Comments
<b>Tuesday 4 February 2014</b>								
1.	Qasim Jebur Khudhair Alzaidawi	Water Resources	Mary Kendall	Department of Interior	0900-1200	POC - Joann Gauzza 202-219-2049 <a href="mailto:joann_gauzza@doioig.gov">joann_gauzza@doioig.gov</a> <i>U.S. Department of the Interior                      Office of Inspector General                      1849 C Street, NW                      Washington, D.C. 20240                      Ms. Kendall's room # is 4411.</i>	Masud Hasnain 484034196 USA 7/14/1952 (703) 858-3705	
2.	Hazem Basheer Hody	Christian endowment						
3.	Ibraheem Hameed Mehsun Alzubaydy	Agriculture	Phyllis Fong	United States Department of Agriculture	1000-1200	POC - Dina Barbour (202) 720-8001 <a href="mailto:dina.barbour@oig.usda.gov">dina.barbour@oig.usda.gov</a> <i>Jefferson Drive between 14th Street and 12th Street, NW. You will see flags at the USDA driveway entrance on Jefferson Drive. This is the Jamie L. Whitten Bldg. Please use this entrance.</i>	Wageeh Awad 210339427 USA 4/9/1958 (571)271-6295	
4.	Jouhaida Hanano	UNDP						
5.	Hussein Jbara Hadi	Electricity	Gregory H. Friedman	Department of Energy	1000-1130	POC – Juston Fontaine Special Assistant to the Inspector General 202-586-1959 Fontaine, <a href="mailto:Juston.Fontaine@hq.d">Juston.Fontaine@hq.d</a>	Nevine Ibrahim 479608549 USA 11/03/1954 (413)535-0618	
6.	Hilal Ali Ismaeel Mushtaq	Oil						
7.	Mutaz Abdulatif Abed Al-Tayef	UNDP						

No	Name of Iraqi IG	Ministry	Name of US IG	Responsibility	Time	POC and Address of Visited US IGs	Name of Interpreter	Comments
						<a href="http://oe.gov">oe.gov</a> Linda Snider (202) 586-5703 <a href="mailto:Linda.snider@hq.doe.gov">Linda.snider@hq.doe.gov</a> U.S. Department of Energy 1000 Independence Ave., SW Room 5D-039 Washington, DC 20585		
8.	Ali Farhan Dakheel Algamli	Housing and Construction	David A. Montoya	Department of Housing and Urban Development	0900-1100	POC - Marta Metelko (202) 402-2833 <a href="mailto:mmetelko@hudoig.gov">mmetelko@hudoig.gov</a> U.S. Dept of Housing and Urban Development (HUD-OIG) / 451 7th Street, SW (Rm. 8256) WDC 20410	Mona Tahar 18081465 USA 5/30/1953 (703)981-9375	
9.	Munther A.Majeed Alnayar	Industry	Todd J. Zinser	Department of Commerce	09:30-12:30	POC - Justin Marsico (202) 482-9107 <a href="mailto:jmarsico@oig.doc.gov">jmarsico@oig.doc.gov</a> Sonia D. Brown Special Assistant to the IG Office of Inspector General Washington, DC 20230 (202)482-5363 (Direct) (202)482- 0567 (Fax) (202)570-6887 (Blackberry) 1401 Constitution Ave in Washington DC, which is between 14th and 15th	Mohamed Bensenia 462282309 USA 12/20/1945 (202)702-8659	Take a government – issued ID card and arrive approximately 15 minutes prior to the meeting to allow time to go through security. Security will call the office upon arrival to confirm appointment. An OIG escort will be sent. They can be reached at 202-482-4661
10.	Salim Poles Ibrahim	Former IG Industry						

No	Name of Iraqi IG	Ministry	Name of US IG	Responsibility	Time	POC and Address of Visited US IGs	Name of Interpreter	Comments
						<i>streets. The entrance is on 14th street between Pennsylvania and Constitution.</i>		
11.	Abdulkareem Abdulhasan Badr	Communications	David L. Hunt	Federal Communications Commission	1000-1200	Thomas Cline (202) 418-7890 <a href="mailto:Thomas.cline@fcc.gov">Thomas.cline@fcc.gov</a> Federal Communications Commission 445 12th Street, SW Washington, DC 20554	Not needed	Interpretation will be provided by OIG.
12.	Sabah Hasan Shindakh Gharrawi	IGs Coordination Office						
13.	Ali Fekri Hasan Abdulkareem	Defense	Jon T. Rymer	Department of Defense	1000-1200	Brett Mansfield, Acting AIG (703) 604-8324 brett.mansfield@dodig.mil David Gross (703) 604-8326 <a href="mailto:David.gross@dodig.mil">David.gross@dodig.mil</a> 4800 Mark Center Drive Ste 15G27 Alexandria, VA 22350-1500	Mohamad Hanon 432361793 USA 7/22/1963 (703) 256-4894	No Transportation is needed
14.	Ameen Abdulqader Mohammed Alasadi	Justice	Michael E. Horowitz	Department of Justice	10:00-11:30	POC - Jay Lerner (202) 514-3435 <a href="mailto:jay.lerner@usdoj.gov">jay.lerner@usdoj.gov</a> U.S. Department of Justice 950 Pennsylvania Avenue, N.W. Washington, DC 20530 (The Visitor Center is	Abdelhafid Missouri PW2423143 Morocco 1/6/1969 (267)251-0569	
16.	Madeline Chikko	Department of State						

No	Name of Iraqi IG	Ministry	Name of US IG	Responsibility	Time	POC and Address of Visited US IGs	Name of Interpreter	Comments
						<i>located on the Constitution Avenue side (center of the building) between 9th and 10th Streets of the Robert F. Kennedy Main Justice Building)</i>		
15.	Ismael Ibrahim Qasm Alqtam	Political Prisoners	Michael E. Horowitz	Department of Justice	1400-1530	POC - Jay Lerner (202) 514-3435 <a href="mailto:jay.lerner@usdoj.gov">jay.lerner@usdoj.gov</a> U.S. Department of Justice 950 Pennsylvania Avenue, N.W. Washington, DC 20530 (The Visitor Center is located on the Constitution Avenue side (center of the building) between 9th and 10th Streets of the Robert F. Kennedy Main Justice Building)	Abdelhafid Missouri PW2423143 Morocco 1/6/1969 (267)251-0569	
<b>Wednesday, 5 February 2014</b>								
17.	Hasan Hammood Hasani Alogaili	Broadcasting and Transmission	Mary Mitchelson	Corporation of Public Broadcasting	1000-1130	POC - William J. Richardson III 202-879-9661 <a href="mailto:brichardson@cpb.org">brichardson@cpb.org</a> Corporation for Public Broadcasting 401 Ninth Street NW, 2nd floor Washington, DC 20004	Wageeh Awad 210339427 USA 4/9/1958 (571)271-6295	
23.	Raid Hussein Ali	Pilgrimage						
19.	Jouhaida Hanano	UNDP						
20.	Mohammed Khalaf	Baghdad	Charles J.	Municipality of	11:30-	Zanetta Holley	Mohamad Hanon	

No	Name of Iraqi IG	Ministry	Name of US IG	Responsibility	Time	POC and Address of Visited US IGs	Name of Interpreter	Comments
21.	Laftia Almusawi Mutaz Abdulatif Abed Al-Tayef	Municipality UNDP	Willoughby	Washington DC	13:30	Special Assistant to the Inspector General Office of the Inspector General 717 14th Street, N.W., 5th Floor Washington, D.C. 20005 (202) 727-9500 Ph (202) 727-9846 Fx www.oig.dc.gov <a href="mailto:oig@dc.gov">oig@dc.gov</a>	432361793 USA 7/22/1963 (703) 256-4894	
22. 24.	Hussein Khaleel Ridha Madeline Chikko	Environment Department of State	Arthur A. Elkins, Jr.	Environmental Protection Agency	0930-1230	Jennifer Kaplan (202) 566-0918 kaplan.jennifer@epa.gov Darryl Mason (202) 566-0871 <a href="mailto:Mason.darryl@epa.gov">Mason.darryl@epa.gov</a> U.S. Environmental Protection Agency, Office of Inspector General, 1301 Constitution Avenue N.W., EPA-West Building, Room 3122, Washington, D.C. 20460	Mohamed Bensenia 462282309 USA 12/20/1945 (202) 702-8659	
25.	Salem Ibrahim Poles	Former IG/Industry	J. Russell George	Department of the Treasury	1030-1200	POC - Michael S. Raschiatore Executive Assistant to the Inspector General (TIGTA) 202-927-0172	Abdelhafid Missouri PW2423143 Morocco 1/6/1969 (267)251-0569	

No	Name of Iraqi IG	Ministry	Name of US IG	Responsibility	Time	POC and Address of Visited US IGs	Name of Interpreter	Comments
						Michael.raschiatore@tigrta.treas.gov 1401 H Street, NW Washington, DC 20005 (202) 622-6500		
26.	Noaman Hafedh Salman Allami	Sciences	Allison Lerner	National Science Foundation	0900-1100	Allison Lerner, IG, <a href="mailto:alerner@nsf.gov">alerner@nsf.gov</a> , 4201 Wilson Blvd. in Arlington, Virginia, Suite 1135	Mona Tahar 18081465 USA 5/30/1953 (703)981-9375	<i>Please enter the National Science Foundation at the North Entrance – Stafford I Building (corner of Stuart and 9th Street) to pick up visitor badges. Staff at the front desk will direct you up the elevators to the IG’s office in 1135</i>
18.	Sabah Hasan Shindakh Gharrawi	IGs Coordination Office						

# **ANNEX III**

## **List of Participants**

List of Participants in Study Tour to the US 27 January – 07 February 2014					
	Name	Ministry	Position	Email Address	Phone Number
1	Ibraheem Hameed Mehsun Alzubaydy	Agriculture	IG	d_ibraheem1975@yahoo.com	07811330330
2	Mohammed Khalaf Laftia Almusawi	Baghdad Municipality	Acting IG	<a href="mailto:Algazaery2007@yahoo.com">Algazaery2007@yahoo.com</a>	07905158873
3	Hasan Hammood Hasani Alogaili	Broadcasting & Transmission	IG	<a href="mailto:lohrc71@gmail.com">lohrc71@gmail.com</a>	07901932626
4	Abdulkareem Abdulhasan Badr	Communications	Acting IG	<a href="mailto:Inspector_d@moc.gov.iq">Inspector_d@moc.gov.iq</a>	07901853830
5	Hussein Jbara Hadi	Electricity	Acting IG	<a href="mailto:Enghusain2012@yahoo.com">Enghusain2012@yahoo.com</a>	07901113126
6	Ali Farhan Dakheel Algamli	Housing & Construction	IG		07903240259
7	Munther A.Majeed Alnayar	Industry	Acting IG	<a href="mailto:Alnayar59@gmail.com">Alnayar59@gmail.com</a>	07901878736
8	Ameen Abdulqader Mohammed Alasadi	Justice	IG		07901444463
9	Hilal Ali Ismaeel Mushtaq	Oil	Acting IG	<a href="mailto:Hilal_sml@yahoo.com">Hilal_sml@yahoo.com</a>	07901509482
10	Ismael Ibrahim Qasm Alqatam	Political Prisoners	IG	<a href="mailto:Ismaeel1966@yahoo.com">Ismaeel1966@yahoo.com</a>	07901118866
11	Qasim Jebur Khudhair Alzaidawi	Water Resources	Acting IG		07905801880
12	Hazem Basheer Hody	Christian endowment	Acting IG	<a href="mailto:Abobashar_1953@yahoo.com">Abobashar_1953@yahoo.com</a>	07901115503
13	Hussein Khaleel Ridha	Environment	Acting IG	<a href="mailto:husseinalzubaydi@yahoo.com">husseinalzubaydi@yahoo.com</a>	07901963028
14	Ali Fekri Hasan Abdulkareem	Defense	Acting IG	<a href="mailto:alifekri@yahoo.com">alifekri@yahoo.com</a>	07901115503
15	Raed Hussein Ali	Pilgrimage	Acting IG	<a href="mailto:raidalbaldawy@yahoo.com">raidalbaldawy@yahoo.com</a>	07901110033
16	Noaman Hafedh Salman Allami	Sciences and Technology	IG		
16	Salem Poles Ibrahim	General Secretariat for the Council of Ministers	National Expert and Former IG in the Ministry of Industry	<a href="mailto:Salimpoles49@yahoo.com">Salimpoles49@yahoo.com</a>	07901403548
17	Sabah Hasan Shindakh	Coordinator Office for the IGs	Office Head	<a href="mailto:Alhussaini97@gmail.com">Alhussaini97@gmail.com</a>	07809177016
18	Jouhaida Hanano	UNDP	Project Manager	<a href="mailto:Jouhaida.hanano@undp.org">Jouhaida.hanano@undp.org</a>	07817034530
19	Mutaz Al-Sammuraie	UNDP	Programme Associate	<a href="mailto:mutaz.alsamarrie@undp.org">mutaz.alsamarrie@undp.org</a>	07801 976 465