



## United Nations Development Programme

برنامج الأمم المتحدة الإنمائي

### Annex I

#### Providing Technical Assistance to the Offices of Inspectors General in Iraq

#### Minutes of Workshops on the Implementation of Output 1: "Strengthening the Role of Inspectors General within their Ministries"

1<sup>st</sup> Workshop: 4 June 2013

2<sup>nd</sup> Workshop: 13 June 2013

Two workshops were held on 4 and 13 June 2013 regarding the implementation of Output 1 of the project "Providing Technical Assistance to the Offices of Inspectors General (OIGs) in Iraq".

The following Inspectors General participated in the first workshop on 4<sup>th</sup> of June 2013:

1. Dr. Adel Muhsin Abdullah/Prime Minister Coordinator for Oversight Affairs.
2. Dr. Sabah al-Husseini/Prime Minister Coordinator Office for Oversight Affairs.
3. Mr. Hassan Okkaily /Inspector General of the Iraqi Commission for Broadcast and Transmission.
4. Dr. Jassim Al Atwani/Inspector General of the Ministry of Environment
5. Mr. Muzlis Abdul Razak/Inspector General of the Ministry of Human Rights
6. Dr. Ibrahim al-Zubaidi/Inspector General of the Ministry of Agriculture
7. Mr. Riad Hamid Taas/Inspector General of the Sunni Endowment
8. Mr. Nawar Zubaidi/Inspector General of Commission of Resolving Property Disputes
9. Mr. Salah Sahib/Inspector General of the Ministry of Culture
10. Mr. Abdul Hassan Jamal/Inspector General of the Ministry of Youth and Sports
11. Mr. Mohammed Hussein Al-Wazzan/Inspector General of the Ministry of trade
12. Mr. Ismail Ibrahim/Inspector General of Prisoners Foundation
13. Mr. Haider Kaaam/Inspector General of the Martyrs Foundation
14. Mr. Ali Abdul Ameer/Inspector General of Intelligence

The following Inspectors General participated in the second workshop on 13 June 2013:

1. Mr. Ali Farhan/Inspector General of the Ministry of Construction and Housing
2. Mr. Mohammed Khalaf Algazair/Acting Inspector General of the Municipality of Baghdad
3. Mr. Abdulkarim Abdul Hassan Bader/Acting Inspector General of the Ministry of Communications
4. Mr. Adnan Shihab Hamad/Inspector General of the Ministry of Transportation

5. Mr. Mohammad Mehdi Mustafa/Deputy Inspector General of the Ministry of the Interior
6. Mr. Munther Abdul Karim Majeed/Inspector General of the Ministry of Industry and Minerals
7. Mr. Naseh Ahmed Mohammed/Inspector General of the Commission of Pilgrimage and Umrah
8. Mr. Maher Hussein Rashid/Inspector General of the Ministry of Finance
9. Mr. Hilal Ali Ismail/Inspector General of the Ministry of Oil
10. Mr. Dhia Midalal Obaid/Deputy Inspector General of the Ministry of Higher Education
11. Mr. Raed Kathim Mohammed/Inspector General of the Ministry of Planning

The two workshops included several sessions for a period of one day each to discuss the following topics:

- The first output and its sub-outputs that included:
  - Building positive relationships between the OIGs and the Minister/Senior Officials in the Ministry
  - Evaluating the performance of the ministry Activity
  - Building good governance.
- Proposed working paper by UNDP to implement output 1 and planned visits to ministries by a Committee nominated by the Joint Anti-Corruption Council (JACC) for the purpose of enhancing the relationship between the IGs and their respective ministers.
- Recommendations.

A comprehensive presentation was delivered by UNDP during the two workshops related to the details of output 1 and its sub-outputs in addition to the proposed working paper by UNDP. The following discussions were facilitated in the first workshop by Mr. Hassan Hammoud Hassani Okkaily, Inspector General of the Iraqi Commission for Broadcasting and Transmission and by Mr. Raed Kathim Mohammed, Inspector General of the Ministry of Planning at the second workshop. Participants showed divergent views depending on the nature of relationship with their respective minister. At the end of each workshop it was agreed on the final recommendations put forward by the IGs.

**Building Positive Relationships between the Office of the Inspector General and the Minister/Senior Officials in the Ministry**

The IGs expressed the following views regarding the relationship between the OIGs and the Ministers/Senior Officials in the Ministry:

**The first workshop:**

- The institutional relationship between the OIGs and the ministry is defined by the law.
- There is misconception about the role of the Office of the Inspector General.

- Identify the cause of the growing belief of the irrelevance role of the OIGs, despite their vital and important role.
- There is definitely a problem between the Minister and the Inspector General, as the ministers voted for the cancellation of the OIGs.
- Some ministers are not specialists while all IGs are in the areas of their work and the minister is convinced of the capability of the Inspector General.
- The Minister is ought to examine his authorities in light of the law.
- The need to identify the real problem not only from the Inspector General's side but also from the Minister's side.
- There is a need to improve the image of the role played by the OIGs and the importance of strengthening their role through this Project in addition to other means.
- Enquire from the Ministers to highlight problems encountered with the OIGs and to indicate their views related to the working relationship between the ministry and the OIGs.
- Propose to hold a workshop every two weeks between the OIGs and the Ministry and to present a report of those workshops to the Minister and the Office of the Coordinator.
- Enhancing the mandate of the OIGs entails moving politically and working with the Council of Ministers.
- There is no negative look towards the OIGs. Impartial people have a positive impression about them.
- Efforts should be focusing on the legislative and executive branches to strengthen the work of the OIGs.
- Issuing publications or periodicals to be sent regularly to the Minister clarifying the role of the OIGs in a way to gain the minister's side.

#### **The second workshop:**

- Visits intervention will not provide any added value to the relationship between the IG and the Minister.
- The level of interaction with the ministry is higher than what is proposed in the working paper.
- The OIGs differs from one ministry to another as well as the nature of each ministry.
- Why conducting visits to the ministries where there is no difficulty, this might incite a problem.
- The visit must be equal in nature by requesting the minister for his opinion of the OIGs and the nature of problems should they exist.
- Draw on the successful experiences of the relationship of some of the OIGs with their ministries.
- Excluding the IG from the visit and limit it to the visiting Committee and the Minister/Deputy Minister.
- The necessity to convince the minister of his vital role in enhancing the OIGs.

#### **The Proposed Visits to the Ministers and Senior Officials in Ministries**

The IGs expressed the following views regarding the proposed visits to the Ministers and Senior Officials of the Ministries:

### **The first workshop**

- Due to the importance of the subject, the General Secretariat should be represented during the visit.
- The law originally defined the relationship between the IGs and their ministries. Will the visit add something new?
- The visiting committee should be solid and equipped with proper information and documentation during the visit.
- The purpose of the visits to the Minister and Senior Staff is to strengthen the OIGs and not weaken them.
- The proposed Committee has a challenging mission and the visits require careful planning.
- The proposed visits could be productive or counter-productive and the main goal is to strengthen the relationship between the IGs and their respective Ministers.
- The composition of the Committee is important, careful selection of its members is required to avoid any possible sensitivity towards one of its members.
- It is important to have harmonious relationship among the members of the visiting Committee and allocate different roles to each of them.
- A proposal to begin the visits to ministries with those of stable relationship between the IGs and their respective Ministers.
- The need to have the IG present during the visit.
- It is suggested to have the visits chaired by the Chairman of the Joint Anti-Corruption Council to maximize results.
- In order to cover all ministries, it is required to conduct at least one visit per week.
- Limiting the efforts on offices that have difficulties with the Minister which could be up to ten offices.
- Elaborating on the Inspector General Act would have a better impact than the mentioned visits.
- The first challenging step for the visiting Committee is to win and reassure the Minister in the light of established obstacles.
- The need for the presence of the Deputy Minister with the Minister during the visit.
- The role of the Committee is to embrace and bridge the different view points raised by the IG and the Minister.

### **The second workshop**

- The visiting Committee should include the Chairman of the JACC and the Commissioner of the COI.
- The Committee should pay a visit to the Integrity Committee in the Parliament.

- The Committee should work on other interventions outside the scope of the ministry.
- Meeting other bodies like the Committee of Integrity, Governors and Heads of Provincial Councils.
- Previous visits experience was unsuccessful.
- Most importantly is what is expected to come after the visit.
- This issue is critical and there should be post-visits practical interventions.
- Such visits would have been more effective should they be conducted at the establishment of the OIGs 10 years ago.
- Excluding the IG from the visit to enable the Minister to elaborate on the roots of problems and obstacles from his point of view.
- The visits should be limited to the offices that encounter difficulties with their ministries.
- It is recommended to consider such visit as courtesy visits to request support from the Minister in a friendly manner.
- It will be beneficial to select an IG who already maintains a good relationship with the minister to take part in the visit.

#### **Proposed working paper**

The IGs presented the following views concerning the working paper:

#### **The first workshop**

- All the information included in the working paper is available in the annual report.
- The working paper is good but lengthy.
- There is a repetition in some paragraphs.
- There is no reference to the achievements and challenges in the working paper and therefore it is proposed to be added.
- The working paper includes four components. The first is directly related to the objective of the visit. The remaining three are considered as annexes supporting for the purpose of the visit.
- Providing a summary of less than 10 pages including challenges instead of the working paper.

#### **The second workshop**

- Information included in working paper is already applied. Such an activity should have been implemented at the stage of establishing the OIGs.
- There is an annual report summarizing all adopted activities, measures and indicators.
- The unfeasibility of the activity related to performance evaluation due its non-acceptance. The purpose of this item necessitates the question on whether the Inspector General works according to criteria related to performance evaluation.

- It is important to work on the area related to good governance, but cannot be discussed during the visit.
- The Standard Operating Procedures for the OIGs includes all the detailed work related to the OIGs.
- The Minister recognizes the organizational structure and there is no need to indicate it.
- There is no benefit in mentioning performance indicators.
- It is recommended to present a report indicating difficulties related to the legal framework.
- It is recommended that UNDP develops a report related to performance evaluation in terms of quality of standards in addition to including an expert in the field of performance evaluation for the development of performance evaluation reports.

At the end of discussion, UNDP emphasized that the planned visits are only the first step followed by the development of working protocol and joint working groups treating the activities set forth in the working paper.

**Recommendation:**

At the end of the two workshops the IGs agreed on the following recommendations:

**Recommendations of the first workshop (4/6/2013):**

- 1) The visiting committee could include an Inspector General with good working relationship with the minister in the visits in close coordination with the respective IG where the visit will be conducted.
- 2) It is recommended that the visiting Committee suggests circulating a notification to all ministries by the Secretary General for the Council of Ministers to all ministries specifying the duties and power related to the work of the IGs prior to the planned visits.
- 3) Each IG will prepare a summary report not exceeding three pages that includes the four components included in the working paper in addition to achievements and challenges.
- 4) The visiting Committee could seek the participation of the Secretary General in the visits.
- 5) The visiting Committee should meet the respective Inspector General prior to the visit.
- 6) The visiting Committee should receive suggestions from the visited ministries for the purpose of strengthening the working relationship between the ministries and the OIGs.
- 7) The need to include Senior Officials in the ministries during the visit.
- 8) The Committee is to agree with the respective Ministers to establish working committees to develop working mechanisms related to contentious issues in accordance with the existing law.

**Recommendations of the second workshop (13/6/2013):**

- 1) It is recommended not to include the concerned IG in the visit to provide flexibility for the Minister and Senior Officials of the Ministry to exchange their views freely concerning mutual difficulties among the different ministerial departments and the OIG in order to establish mechanisms to address raised concerns.
- 2) The IGs to prepare a report not exceeding 3 pages based on the working paper including challenges facing the OIG to be handed to the respective Ministers and notifying them of the importance of their role, through their vested power, in promoting and strengthening the role the OIGs in their respective ministries.
- 3) It is recommended that the respective Minister is invited for a meeting by the JACC prior to the visit in order to reach concrete recommendations.
- 4) It is recommended to discuss, during the visit, the supporting role of the OIG in their ministries, issues of difficulties and controversies and how to overcome them.
- 5) It is recommended for the visiting Committee to meet with the Integrity Committee in the Parliament to take part in the visits.
- 6) Visits should be limited to the ministries encountering difficulties with the OIGs.
- 7) It is recommended to recruit experts to evaluate the reports provided by the OIGs for the purpose of improve them to better serve the work of the ministry in an efficient and professional manner.

At the end of the workshop it has been agreed to circulate the minutes of the workshop with the proposed working paper to the IGs to complete the report as agreed. Upon the receipt of reports, the visiting Committee will meet to study and analyses the reports and determine a date for the start of visits. The visiting Committee will meet with the relevant IG beforehand to agree on the details of the visit.