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IRAQ ADMINISTRATIVE REFORM PROJECT

QUARTERLY REPORT JANUARY 1 – MARCH 31, 2015

SECOND QUARTER – FY 2015

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IRAQ ADMINISTRATIVE REFORM PROJECT QUARTERLY REPORT

JANUARY 1 – MARCH 31, 2015

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ACRONYMS

AD	Administrative Decentralization
BoQ	Bill of Quantities
CLDP	Commercial Law Division Program
CoM	Council of Ministers
COMSEC	Council of Ministers' Secretariat
COP	Chief of Party
COR	Contracting Officer's Representative/USAID
CoR	Council of Representatives
DG	Director General
DGGC	Directorate General of Government Contracts
GO	Governor's Office
GZ	Green Zone (See IZ)
Gol	Government of Iraq
HQ	Headquarters
IT	Information Technology
IZ	International Zone (See GZ)
KMoLSA	Kurdistan Ministry of Labor and Social Affairs
KRG	Kurdistan Regional Government
MoU	Memorandum of Understanding
MoCH	Ministry of Construction & Housing
MoE	Ministry of Electricity
MoF	Ministry of Finance
MoH	Ministry of Health
MoIM	Ministry of Industry & Minerals
MoMPW	Ministry of Municipalities & Public Works
MoO	Ministry of Oil
MoP	Ministry of Planning
MoTA	Ministry of Tourism and Antiques
MoTr	Ministry of Transportation
MoWR	Ministry of Water Resource
MSI	Management Systems International
NCMDIT	National Center for Management Development and Information Technology
NDP	National Development Plan
NGO	Non-Governmental Organization
OPDC	Oil Products Distribution Company
OSS	One Stop Shop
PMAC	Prime Minister's Advisory Council
PMO	Prime Minister's Office
RFP	Request for Proposal
SBD	Standard Bidding Documents
SCOP	State Company for Oil Projects
SoW	Scope of Work
SOP	Standard Operating Procedures
SQL	Structured Query Language
SSN	Social Safety Net
TA	Technical Assistance
ToT	Training of Trainers
UNDP	United Nations Development Programme
USAID	United States Agency for International Development
WB	World Bank

EXECUTIVE SUMMARY

The Iraq Administrative Reform Project, hereafter referred to as USAID-*Tarabot*, continued its successful efforts this quarter to provide assistance to a range of Government of Iraq (GoI) partners in the application of internationally recognized procurement processes. With the completion of several high-profile trainings and workshops, multiple high level meetings with partners, including the Ministry of Planning, Ministry of Oil, and KRG Ministry of Labor and Social Affairs, and the preparation for a much-anticipated Training of Trainers (ToT) culmination workshop, USAID-*Tarabot* continues to guide GoI partners in the gradual transfer of ownership of these procurement initiatives, and building sustainability in the process.

Six targeted GoI entities achieved tangible progress in the implementation of effective procurement systems. This includes technical guidance on 2014 and 2015 government contracting regulations, crafting more cohesive procurement planning, guiding more thorough archiving of procurement records, generating accurate procurement reporting, implementing standard bidding documents, guiding webpage development, and accurately utilizing the dgMarket procurement portal website.

The other key measure of progress is the operationalization of the MoP public procurement help desk, which provides awareness, training and field visits to support Government of Iraq (GoI) entities in implementing the standard bidding documents (SBDs). This helpdesk represents an adaptable, instructive body to provide lasting procurement guidance to government institutions, and will go far in service as a resource bank.

As a capstone to the procurement capacity building initiative this quarter, 23 government officials graduated as trainers of trainers (ToTs) in public procurement. In fact, the MoP representative, the General Director for Government Contracts (DGGC), Dr. Azhar Hussein, expressed her earnest enthusiasm for and thankfulness of this support for Iraqi institutions. These trainers will go on to instruct and guide the future development of GoI procurement, and their newly-gained knowledge and expertise will be invaluable to Iraqis' confidence in government systems.

This quarter also saw the initiation of the first steps to the comprehensive, detailed political economy study on the oil sector in Iraq. Preparations to conduct this study were concluded this quarter and field visits to select Ministry of Oil entities were conducted. The specific scope of work for this study was established with USAID, and USAID-*Tarabot* commenced the recruitment of a highly qualified local and international team. The local team has been finalized and approved, and the international experts will be finalized early in the following quarter. Simultaneously, USAID-*Tarabot* renewed its relationships with the MoO through multiple meetings with the highest level of MoO leadership, including the deputy minister Mr. Fayyad Nimeh, to facilitate the smooth undertaking of this study.

Finally, the extended USAID-*Tarabot* Social Safety Net (SSN) initiative resumed this quarter, with the focused aim of assisting the Kurdistan Ministry of Labor and Social Affairs (KMoLSA) and its four main sites in Erbil, Dahuk, Sulaymaniyah, and Garman to link and activate the SSN system. This will enable KMoLSA to better manage payments to eligible beneficiaries by generating reports on duplicate and non-eligible beneficiaries. Preparation for the deployment of the SSN began by coordinating with senior officials from the ministry to resume on-the-job-training and technical assistance, and to generate reports that show missing data, empty mandatory fields and mismatch data types. This SSN initiative remains an importantly visible component demonstrating to Iraqi citizens their government's desire to streamline and improve social benefits.

I- Public Procurement Capacity Building within MoP

Section One: Progress

I.1 MINISTRY OF PLANNING CAPACITY BUILDING

I.1.1 DEVELOPMENT OF PUBLIC PROCUREMENT TOT PROGRAM

On March 19, 2015 the Minister of Planning, Mr. Salman Al Jumeili, and the Deputy Director of the Governance and Economic Opportunities Office at USAID Iraq, Ms. Rebecca Acuna, distributed certificates to 23 graduates from the three-month intensive public procurement ToT program at a ceremony that was held at MoP.

Graduates are government officials from the Ministries of Planning, Construction and Housing; Municipality and Public Works; and Water Resource; and Governor Offices of Babil, Baghdad, Basrah and Muthanna. The training program focused on basic public procurement, standard requests for proposals for selection of consultants, Iraqi guides for implementation of contracts, and concluded with foundational training techniques to equip participants to pass on their newly-gained knowledge of public procurement. Graduates from this program will train GOI entities on public procurement through the MoP public procurement help desk.



Minister of Planning handing-out Certificates to ToT Graduates



Public Procurement ToT Graduation Ceremony at Ministry of Planning

RISK MITIGATION AND DISPUTE PREVENTION TRAINING FOR MOP STAFF:

USAID-Tarabot assisted the Commercial Law Division Program (CLDP) of the US Department of Commerce to hold a four-day workshop in Amman, Jordan on “Risk Mitigation and Dispute Resolution in International Government Contracts”. The workshop was attended by 15 MoP Public Procurement officials as well as professors from Iraqi universities and the supreme bureau of audit.

This workshop is the first phase of training on Dispute Prevention and International Arbitration. Among the attendees was the Ministry of Planning Director General for Government Contracts (DGGC), Dr. Azhar Hussain. USAID-Tarabot delivered three presentations: the general terms and conditions of contracts; a comparison between international procurement systems and Iraq’s, and the clauses of the standard bidding documents that aim to prevent pre-award disputes.



USAID-Tarabot CoP and Senior Procurement Advisor with MoP team in CLDP workshop in Amman- Jordan

1.1.2 PUBLIC PROCUREMENT HELP DESK

USAID-Tarabot developed and officially submitted to the MoP a proposal for the establishment of a public procurement help desk, to be housed at the MoP Directorate General for Government Contracts (DGGC). The proposal detailed the role of the help desk, its structure and job description for staff, and the mechanism by which it will intersect with Gol entities and contractors (i.e. electronic website, hotline, and on-line library). The DG accepted the proposal, and began activating the help desk’s activities to various provinces while simultaneously seeking the Minister of Planning’s approval. Over the past quarter, some of the joint activities of USAID-Tarabot and the MoP public procurement team and help desk include:

i. Awareness of Gol Entities on Public Procurement:

USAID-Tarabot, in cooperation with the MoP’s DGGC and Karbala Governor’s Office, hosted the national conference on SBDs for the procurement of public works contracts. Held in Karbala governorate, the Governor of Karbala, Mr. Aqeel Al-Turaihi, and the Ministry of Planning DGGC, Dr. Azhar Hussein, opened the conference for more than 350 attendees from different institutions. Tarabot and MoP procurement staff educated local and international businesses on SBDs, their purpose, and how to prepare responsive bids, as well as introduced contractors to internationally-applied evaluation criteria. Such events strengthen contractors’ confidence in the transparency and integrity of the bidding process when SBDs are



USAID-Tarabot Public Procurement Senior Advisor Explaining SBD’s to Conference Participants

applied. Participation of both the private sector and public sector made this conference a landmark event in the promotion of a common understanding of the legal mechanisms surrounding the purpose and use of SBDs.



with Dr. Azhar Hussein, MoP General Director of Government Contracts

ii. MoP's Training of other GOI Entities:

The help desk at MoP, in conjunction with USAID-Tarabot, began implementation of the 2015 training program by delivering three training workshops on the 2014 Regulations for Implementing Government Contracts, Iraqi Procurement Laws, and SBDs. These workshops were held at MoP's National Center for Management Development and Information Technology (NCMDIT). Attendees included representatives from 13 different government ministries, the Council of Ministers Secretariat (COMSEC), Council of Representatives, the Diwanayah governorate, as well as representatives from Iraqi media outlets, Sunni Endowment, and the Iraqi Federation of Industries. These workshops will help Gol entities increase productivity and address obstacles in the implementation of new regulations. The training particularly focused on comparing new and old regulations and the use of SBDs for consultancy services. USAID-Tarabot is limiting its role in building the capacity of Gol entities in SBDs, so as to allow the MoP to take over and own the training program for all Gol officials.



One of the ToT Graduate explains SBDs to Ministry of Tourism staff

1.1.3 DEVELOPMENT OF PROCUREMENT CURRICULUM

While the MoP help desk awaits final approval, USAID-Tarabot commenced work to modify the procurement curriculum that will be a part of the help desk's available resources. This includes the Instructor's Guide, Participant's Workbook, and an instructional power point presentation. Once completed, USAID-Tarabot will do the same for the advanced level documents.

I.2 MINISTRIES AND GOVERNOR OFFICES CAPACITY BUILDING

I.2.1 IMPLEMENTATION OF STANDARD BIDDING DOCUMENTS

The MoP assembled teams from the help desk to conduct site visits to GoI entities for applying SBDs to selected pilot projects. The teams consist of experts in various disciplines (legal, administration, technical and programming), in addition to a member from the USAID-Tarabot procurement team. The MoP issued a schedule for site visits to 12 ministries and 5 Governor Offices, beginning from January to late March 2015. To date, visits were made to Ministries of Construction and Housing; Electricity, Finance, Health, Industry and Minerals, Tourism and Antiques, and Transportation. The following table shows the selected pilot projects' information:

GoI Entity	Name of Pilot Project (Procurement Contract)	Location	Estimated Cost
Ministry of Construction and Housing (MoCH)	Construction of a residential complex for Diwaniyah Martyrs Foundation	Diwaniyah	\$200 Million
	Supervision services for the execution of a boarder road	Muthanna	N/A
	Construction of houses to accommodate ministry staff in Diwaniyah	Diwaniyah	\$3 Million
Ministry of Electricity (MoE)	Supply vanadium inhibitor	Baghdad	\$80,000
Ministry of Finance (MoF)	Supply, install and operate three instruments for storing staff records	Baghdad	N/A
Ministry of Health (MoH)	Construction of 300 beds hospital for women and children in Diwaniyah	Diwaniyah	N/A
	Study and design for construction of 200 beds hospital in Wasit	Wasit	N/A
Ministry of Industry and Minerals (MoIM)	Supplying line production for UPVC pipes with 350-1000mm diameters	Baghdad	\$4 Million
	Installing sand screening, washing and filtering plants	Baghdad	\$2 Million
Ministry of Oil (MoO)/ State Company for Oil Projects (SCOP)	Oil pipeline between Zubair oil field and port of Faw (SBDs not completed)	Basrah	N/A
	Supply Cathodic Protection Equipment	Baghdad	N/A
Ministry of Tourism and Antiques (MoTA)	Construction of multipurpose building in Maysan	Maysan	\$2.5 Million
Ministry of Transportation (MoTr)	Purchasing specialized materials (Iron E60-1)	Baghdad	N/A
	Construction of weather station with residential house in Samara'a	Salah ad Din	\$4 Million

1.2.2 COMPREHENSIVE CAPACITY BUILDING FOR SELECTED MINISTRIES AND GOVERNOR OFFICES (11 ELEMENTS PROGRAM)

USAID-Tarabot continued its broad procurement reform program with six GoI entities, the Ministries of Electricity, Health, Oil/State Company for Oil Projects, and Transportation, as well as the Governor Offices of Basrah and Najaf. The aim with these entities is to complete the agreed-upon action plan for public procurement activities, including incorporating a wide range of activities to improve performance.

Ministry of Electricity (MoE)

This quarter, USAID-Tarabot trained a total of 61 MoE officials (37 males, 24 females) on SBDs for the supply of goods and electro-mechanics products. Participants included members from the energy production, transmission and distribution, operating and control, and training and studies departments. Trainings included detailed sample projects to expound the preparation of designs, BoQs, and installation services in relation to SBDs.

In addition to the trainings, USAID-Tarabot supported the MoE not only in the development of standard prequalification bidding documents for the pilot project “supply vanadium inhibitor,” but also to develop the MoE’s 2015 procurement plan. Through USAID-Tarabot’s technical support included gathering input from various departments, setting a timetable for frequent and consistent flow of and updates to information. The MoE gathered and completed the necessary information to develop an effective and evolving procurement plan.



USAID-Tarabot Advisor provide TA to MoF contracts department

COMPREHENSIVE CAPACITY BUILDING ELEMENTS:

- **Law and Regulations: (On-going)** Training and technical assistance provided and will continue as MoP continues to issue new regulations.
- **Procurement Dep. Structure: (On-going)** Contracts department available but requires structural modification and there is a shortage of staff. USAID-Tarabot provided structural modification and staffing recommendations, which is pending approval from the ministry.
- **Procurement staff Qualification: (On-going)** USAID-Tarabot continues to build the capacity of staff to reach a level of proficiency. This quarter’s focus was on procurement planning, applying SBDs, and archiving.
- **Standard Procurement Process: (Completed)** Training and technical assistance provided to Ministry HQ, and directorates continue to successfully apply Standard Procurement Process.
- **Procurement Plan: (On-going)** With technical support from USAID-Tarabot, the 2014 procurement plan was submitted to the MoP. USAID-Tarabot continues to assist in drafting the 2015 procurement plan, which will be submitted to the MoP upon its completion.

- **SBDs: (On-going)** USAID-Tarabot provided trainings on the use of SBDs for the supply of goods and electro-mechanics contracts, as well as applied SBDs to the pilot project “supply vanadium inhibitor.” The MoP help desk will conduct a site visit to the ministry to apply SBDs to pilot projects.
- **Procurement Indicators: (Pending)** Training was provided on the 13 MoP-identified performance indicators, however the MoP informed all GoI entities to not use these indicators, pending the development of new indicators. USAID-Tarabot will provide technical assistance once these are issued.
- **Procurement Archiving: (On-going)** Despite an effective archiving system, some contracts lack essential documents that should be in the system. USAID-Tarabot assisted to identify and recommend to include these missing pieces to form complete project packages. USAID-Tarabot will continue in these efforts.
- **Procurement Report: (On-going)** USAID-Tarabot introduced reporting templates and samples, and will continue during the next quarter to assist the ministry in developing procurement reports.
- **Dep. Webpage: (On-going)** A webpage is available, but USAID-Tarabot is providing consultation to the ministry on updating and expanding this webpage to include up-to-date procurement information, such as publishing contracts awards.
- **dgMarket: (Completed)** Technical support provided to update the already announced tenders, and apply both methods (manually and automatically) for uploading new or removing existing tenders.

Ministry of Health (MoH)

This quarter, USAID-Tarabot collaborations with the Ministry of Health focused on three elements of the approved procurement reform action plan: applying SBDs to pilot projects, developing procurement reports, and improving the management and archiving of procurement records.

Selected pilot projects trained on the use of SBDs included “*construction of a 300 bed hospital for women and children*” in Diwaniyah, and “*study and design for construction of a 200 bed hospital*” in Wasit. A total of 13 ministry officials (5 males, 8 females) participated in these trainings. The State Company for Marketing Drugs and Medical Appliances (Kimadiya) was also selected by the ministry to participate under this element. A consultancy service project “*study and design of German model storage in Al Adeel warehouse*” was selected as a pilot project as well, and USAID-Tarabot also delivered training to company officials under this project.



Ministry of Planning team delivering TA to MoH on a selected pilot Projects

Additionally, USAID-Tarabot designed a reporting template with accompanying sample report to assist the MoH in the development of better procurement reports. The MoH accepted this

template, and sample reports will be produced over the next few weeks, as the ministry aims to produce procurement reports for internal distribution in the following months.

To improve the ministry archiving of procurement records, the ministry began organizing their procurement records using a checklist developed by USAID-Tarabot, which identifies and organizes into a box file relevant documents for each contract.



Ministry of Health Improved Archiving System



USAID-Tarabot Advisor helping Ministry of Health Team to Improve Archiving System

COMPREHENSIVE CAPACITY BUILDING ELEMENTS:

- **Law and Regulations: (On-going)** Training and technical assistance provided and will continue as MoP continues to issue new regulations.
- **Procurement Dep. Structure: (On-going)** Contracts dep. available but requires structural modification and there is a shortage of staff. USAID-Tarabot provided structural modification and staffing recommendations, which is pending approval from the ministry.
- **Procurement staff Qualification: (On-going)** USAID-Tarabot with MoP continues to build the capacity of staff to reach a level of proficiency. This quarter's focus was on procurement planning, applying SBDs, and archiving.
- **Standard Procurement Process: (Completed)** USAID-Tarabot provided training and technical assistance to Ministry HQ, and directorates continue to successfully apply the Standard Procurement Process.
- **Procurement Plan: (On-going)** With technical support from USAID-Tarabot, the 2014 procurement plan was submitted to the MoP. USAID-Tarabot continues to assist in drafting the 2015 procurement plan, which will be submitted to the MoP upon its completion.
- **SBDs: (On-going)** USAID-Tarabot and MoP provided training on the use of SBDs and assisted in the application thereof for two pilot projects. The MoP help desk will conduct site visits to the ministry to further apply SBDs to pilot projects.
- **Procurement Indicators: (Pending)** Training was provided on the 13 MoP-identified performance indicators. Yet the MoP later informed all Gol entities not to use these indicators; until the development of new indicators. USAID-Tarabot will provide technical assistance once the MoP issues these indicators.

- **Procurement Archiving: (Completed)** With USAID-Tarabot technical guidance, the ministry began organizing their procurement records using a USAID-Tarabot developed checklist, which identifies and organizes into a box relevant documents for each contract. USAID-Tarabot will continue assisting the ministry in improving its archiving system.
- **Procurement Report: (On-going)** USAID-Tarabot introduced reporting templates and samples, and will continue during the next quarter to assist the ministry in developing procurement reports.
- **Dep. Webpage: (On-going)** A webpage is available but USAID-Tarabot provided ongoing consultation to the ministry in improving this webpage according to procurement information, such as publishing contracts awards.
- **dgMarket: (Completed)** USAID-Tarabot provided technical support to update the already announced tenders, and apply both methods (manually and automatically) for uploading new tenders, or removing existing tenders.

Ministry of Oil (MoO)

USAID-Tarabot conducted site visits to the State Company for Oil Projects (SCOP). Work with SCOP is done through the newly formed committee which consists of 14 government officials. This committee was established to coordinate with USAID-Tarabot on all procurement activities, including applying SBDs on two selected pilot projects: the oil pipeline between Zubair oil field and port of Faw, and the inverse flexibility oil pipeline in Zubair. USAID-Tarabot provided expert-level, hands-on technical assistance to senior staff on the completion of the procurement plan and development of SBDs for the former; the latter was later cancelled due to budget cuts.



USAID-Tarabot Senior Advisor delivering TA to MoO-SCOP on a selected pilot Projects

COMPREHENSIVE CAPACITY BUILDING ELEMENTS:

- **Law and Regulations: (On-going)** USAID-Tarabot provided training and technical assistance and will continue to do so as MoP continues to issue new regulations.
- **Procurement Dep. Structure: (On-going)** The MoO utilizes its own special contracting structure which does not comply with the MoP-preferred structure. USAID-Tarabot is working to present and propose an integration plan of the formal structure to the MoO.
- **Procurement Staff Qualification: (On-going)** USAID-Tarabot continues to build the capacity of staff to reach a level of proficiency. The focus this quarter was on applying SBDs.
- **Standard Procurement Process: (On-going)** USAID-Tarabot presented the necessity of a standard, government-wide procurement process. USAID-Tarabot awaits DG approval to begin applying this process.

- **Procurement Plan: (On-going)** USAID-Tarabot detailed the necessity of developing a procurement plan. USAID-Tarabot awaits DG for approval to begin applying the procurement plan system.
- **SBDs: (On-going)** USAID-Tarabot provided training on the use of SBDs, and assisted in their application for two pilot projects.
- **Procurement Indicators: (No Progress).**
- **Procurement Archiving: (On-going)** As a first step, USAID-Tarabot introduced a template for paper-based document archiving and is awaiting DG approval to begin its application.
- **Procurement Report: (No Progress).**
- **Dep. Webpage: (In progress)** SCOP DG approved the creation of a webpage for contract activities and information. USAID-Tarabot will provide technical assistance during the next quarter to create this webpage.

Ministry of Transportation (MoTr)

USAID-Tarabot provided MoTr with support in three procurement areas: procurement planning, applying SBDs to pilot projects, and archiving of procurement records.

USAID-Tarabot guided the updating of the 2015 procurement plan for the ministry, an on-going activity before eventual submission for the MoP for review. Guidance included hands-on training to the archiving staff on electronic archiving of procurement records.

To apply SBDs to pilot projects, the team of experts from MoP and USAID-Tarabot conducted a site visit to the General Company for Iraqi Railways. Here, USAID-Tarabot delivered technical assistance to 27 government officials (14 males, 13 females) from the ministry and concerned directorate on the application of SBDs to the following two pilot projects:



USAID-Tarabot and MoP delivering TA to MoTr on a selected pilot Projects

- The purchase of specialized materials (Iron E60-1). This iron is an essential component of a \$73 million dollar project planned by the General Company for Iraqi Railways to extend the railways in the southern area from Basrah to Amarah. USAID-Tarabot assisted to complete the development of SBDs for supplying this resource.
- Construction of a weather station with a residential house in Samara'a. This \$4 million dollar project is part of the 2015 plan for the General Authority for Weather Forecast & Monitoring Earthquakes. USAID-Tarabot prepared the SBDs related for execution of work for project tender.

With the completion of the SBDs for these two projects, the Ministry of Transportation now has two types of bidding documents; supplying goods, and execution of work are completed and ready for announcement. They can use these documents as a reference in future tendering and contracting.

COMPREHENSIVE CAPACITY BUILDING ELEMENTS:

- **Law and Regulations: (On-going)** USAID-*Tarabot* provided training and technical assistance, which will continue as the MoP continues to issue new regulations.
- **Procurement Dep. Structure: (Completed)** Contracts department is available and does not require any additional staff. The ministry operates according to the structure issued by MoP.
- **Procurement staff Qualification: (On-going)** USAID-*Tarabot* in conjunction with the MoP continues to build the capacity of staff to reach a level of proficiency. This quarter's focus centered on procurement planning, applying SBDs, and more complete archiving.
- **Standard Procurement Process: (Completed)** USAID-*Tarabot* provided training and technical assistance to Ministry HQ, and directorates continue to successfully apply Standard Procurement Process.
- **Procurement Plan: (Completed):** With technical support from USAID-*Tarabot*, both of procurement plans for 2014 and 2015 are submitted to MoP.
- **SBDs: (On-going)** In concert, USAID-*Tarabot* and the MoP help desk provided training on the use of SBDs, and their application for two pilot projects. The MoP help desk will continue to conduct site visit to the ministry in the application of SBDs to pilot projects.
- **Procurement Indicators: (Pending)** Training was provided on the 13 MoP-identified performance indicators. Yet the MoP later informed all Gol entities not to use these indicators and to hold off for the development of new indicators. USAID-*Tarabot* will provide technical assistance once the MoP issues these updated indicators.
- **Procurement Archiving: (On-going)** With USAID-*Tarabot* technical guidance, the ministry began organizing their procurement records using a checklist developed by USAID-USAID-*Tarabot*. Work will continue to assist the ministry in improving its archiving system.
- **Procurement Report: (On-going)** USAID-*Tarabot* introduced reporting templates and samples, and will continue during the next quarter to assist the ministry in developing procurement reports.
- **Department Webpage: (Completed)** A webpage is available but USAID-*Tarabot* provided ongoing consultation to the ministry to improve it and contain the latest, most up-to-date to procurement information, such as contracts awards.
- **dgMarket: (Completed)** Technical support provided to update the already announced tenders, and apply both methods (manually and automatically) for uploading new tenders, or removing existing tenders.

Basrah Governor Office

USAID-Tarabot liaised with senior staff from the Contracts Directorate to update the 2014 procurement plan, and to modify the 2015 procurement plan, procurement staffing, and future projects for consultancy services. These consultation meetings resulted in:



USAID-Tarabot Senior Advisor delivering TA to Basrah GO Contracts office

- An updating 2014 procurement plan: contains a total of 722 on-going projects (including 99 consulting services projects), This plan was submitted to MoP for review.
- Finalization of the 2015 procurement plan, and submission to the provincial council for review. Law 21 authorizes provincial councils to participate in provincial planning, making this a necessary step.
- Recruiting five governor office employees who were on temporary contracts to transition to permanent staff.
- Revising the ToR for the selection of a new consulting firm that would assist the governor's office to overcoming project implementation obstacles, and to review studies, designs and bill of quantities for newly proposed projects.

COMPREHENSIVE CAPACITY BUILDING ELEMENTS:

Law and Regulations: (On-going) USAID-Tarabot Training and Technical assistance provided and will continue as MoP continues to issue new regulations.

Procurement Dep. Structure: (Completed) Contracts Directorate available and does not require any additional staff. Basrah GO Contracts directorate operates according to the structure issued by the MoP.

Procurement staff Qualification: (On-going) USAID-Tarabot in concert with the MoP continues to build the capacity of staff to reach a level of proficiency. This quarter's focus centered on procurement ToRs, applying SBDs, and reporting.

Standard Procurement Process: (Completed) USAID-Tarabot training and technical assistance delivered, and Basrah GO contracts directorate continue to apply Standard Procurement Process.

Procurement Plan: (Completed): With technical support from USAID-Tarabot, the 2014 procurement plan was completed and submitted to Basrah PC. USAID-Tarabot will continue to assist the governorate in updating the plan as needed.

SBDs: (On-going): USAID-Tarabot provided training on the use of SBDs. During the next quarter a USAID-Tarabot and MoP help desk team will help the contracts directorate to apply on selected pilot projects.

Procurement Indicators: (Pending) Training was provided on the 13 MoP-identified performance indicators. Yet the MoP later informed all Gol entities not to use these indicators; until the development of new indicators. USAID-Tarabot will provide technical assistance once the MoP issues these indicators.

Dep. Webpage: (On-going) A webpage is available but requires further updates. USAID-Tarabot's assistance will improve the webpage's procurement information, such as publishing contracts awards.

dgMarket: (Completed) Technical support provided to update the already announced tenders, and apply both methods (manually and automatically) for uploading new tenders, or removing existing tenders.

Najaf Governor Office

Engineers from Najaf Reconstruction Commission, contract department staff, and Health Directorate staff also benefited from technical support in the development of the 2015 procurement plan, the application of SBDs to a pilot project, and improving procurement archiving system. Additionally, USAID-Tarabot also assisted in the application of Gol instructions on coding for new construction projects.



USAID-Tarabot Senior Advisor delivering TA to Najaf Reconstruction Commission

COMPREHENSIVE CAPACITY BUILDING ELEMENTS:

Law and Regulations: (On-going) USAID-Tarabot provided training and technical assistance, which will continue as MoP continues to issue new regulations.

Procurement Dep. Structure: (Completed) Contracts Department available under Najaf Reconstruction Commission and does not require any additional staff.

Procurement staff Qualification: (On-going) USAID-Tarabot with MoP continues to build the capacity of staff to reach a level of proficiency. This quarter's focus centered on the 2015 procurement plan, applying SBDs, and archiving.

Standard Procurement Process: (On-going): Training and technical assistance delivered, and the Najaf Reconstruction Commission will apply Standard Procurement Process during the next quarter (Qtr3).

Procurement Plan: (On-going): With technical support from USAID-Tarabot, the 2014 procurement plan was completed and submitted to the MoP. Work is on-going to complete the draft plan of 2015.

SBDs: (On-going): USAID-Tarabot provided training on the use of SBDs. During the next quarter a USAID-Tarabot and MoP help desk team will help the Najaf Reconstruction Commission to apply on selected pilot projects.

Procurement Indicators: (Pending): Training was provided on the 13 MoP-identified performance indicators. Yet the MoP later informed all Gol entities not to use these indicators; until the development of new indicators. USAID-Tarabot will provide technical assistance once the MoP issues these indicators.

Procurement Archiving: (On-going) USAID-Tarabot introduced a template archiving checklist and is at work to apply this checklist on all archiving records.

Procurement Report: (On-going): USAID-*Tarabot* introduced reporting templates and samples, and will continue during the next quarter to assist the Najaf Reconstruction Commission in developing procurement reports.

Department Webpage: (Completed): USAID-*Tarabot* provided consultation to develop a separate webpage related to procurement information.

dgMarket: (Completed): Technical support provided to update the already announced tenders, and apply both methods (manually and automatically) for uploading new tenders, or removing existing tenders.

Section Two: Next Quarter

Public Procurement Reform:

In the coming quarter, USAID-*Tarabot* will continue to support the MoP in:

- Implementation of the ministry procurement capacity building training plan for 2015
- Site visits to Gol entities implementing SBDs to piloted procurement contracts
- Preparation of ten selected ToT graduates to attend the final expert-level training courses on public procurement at the International Training Center of ILO in Turin, Italy
- Establishment of a public procurement help desk, at MoP Directorate General for Government Contracts (DGGC)
- Completion of the procurement curriculum

USAID-*Tarabot* will continue its broad procurement reform program with the seven targeted Gol entities, according to the activities identified in the agreed-upon action plans, to improve procurement performance. This includes technical guidance on:

- 2014 Government Contracting Regulations
- Procurement Planning
- Archiving Procurement Records
- Procurement Reporting
- Using Standard Bidding Documents
- Webpage Development
- Using dgMarket Website

Section Three: Work Plan Activities and Performance Indicators

2nd Quarter (January - March 2015) FY 2015 USAID-Tarabot Work Plan Activities

Work Plan ID	Activity/Task Name	Progress
I	Procurement	
I.1	MoP capacity building	
I.1.1	Development of Public Procurement ToT Program	
A	Conduct a basic procurement workshop for the participants in the Procurement ToT Program	The first ToT workshop on basic procurement was held at MoP NCMDIT January 18-29, 2015. Thirty government officials (16 males, 14 females) participated in this ten-day workshop. Eighteen government officials are from the MoP, and 12 from ministries and governorates
B	Conduct an advanced workshop for the participants in the Procurement ToT Program	The second ToT workshop on advance procurement was held at MoP NCMDIT from February 22-26, 2015. Twenty-five government officials (14 males, 11 females) participated in this five-day workshop. Twelve government officials are from MoP, and 13 from ministries and governorates
C	Conduct a ToT workshop for the participants in the Procurement ToT Program	The final ToT workshop was held at MoP NCMDIT from March 08-19, 2015. Twenty-three government officials (12 males, 11 females) participated in this ten-day workshop. Thirteen government officials are from MoP, and 10 from ministries and governorates. A graduation ceremony was held on March 25, 2015 and attended by the Minister of Planning, Dr. Salman Al Jumayli, where trainees received graduation certificates.
D	In partnership with the MoP, assess the readiness of the designated procurement staff for advanced courses at the International Labor Organization (ILO) campus in Turin, Italy	USAID-Tarabot provided feedback to Dr. Azhar Hussein/ DGGC on each graduate according to their grades, charisma, attendance, level of participation, and knowledge background.
E	In coordination with the MoP, nominate and select the strongest ten participants.	A list nominating the best ten graduates was submitted to the Minister of Planning, based on the feedback provided to Dr. Azhar Hussein/ DGGC on each graduate
I.1.2	Public Procurement Help Desk	
A	Submit and discuss the guidelines with MoP.	A draft proposal for the establishment of a public procurement help desk, housed at the MoP DGGC, was developed and submitted to Dr. Azhar/DGGC. She will review the proposal with the Minister and provide USAID-Tarabot with feedback
I.1.3	Development of Procurement Curriculum	
A	Conduct two roundtable discussions with MoP to discuss and finalize the final revision of the public procurement training curriculum	The procurement curriculum for the competency level training course under modification per feedback collected from MoP during meetings and workshops.

B	Incorporate any generated feedback and resubmit public procurement training curricula for formal MoP approval.	Upon completion of the procurement curriculum for the competency level training course, submit to MoP for final review.
1.2	Ministries and Governor Offices Capacity Building	
1.2.1	Implementation of standard bidding documents	
A	In partnership with MoP, train an additional 100 Gol officials on SBDs.	One hundred thirty (87 Male and 43 Female) Gol officials trained on SBD's by trainers from USAID-Tarabot and MoP.
B	In partnership with MoP, apply the SBDs with pilot Gol entities through coaching and field visits	USAID-Tarabot assisted eight ministries in applying SBDs to 14 pilot projects. For more details, please refer to the progress table on P.8
1.2.2	Comprehensive Capacity building for selected ministries and governor offices (11 elements program)	
A	Initiate the implementation of the comprehensive procurement reform action plan for four additional Gol entities.	USAID-Tarabot continued its broad procurement reform program (11 elements program) with the six targeted Gol entities according to the activities identified in the agreed-upon action plans. This includes technical guidance on 2014 government contracting regulations, procurement planning, archiving procurement records, procurement reporting, and utilization of SBDs, webpage development, and utilization of dgMarket websites.
B	Provide technical assistance and coaching in partnership with MoP.	USAID-Tarabot assisted MoP in implementation of their 2015 training program through the delivery of three training workshops on 2014 Regulations for Implementing Government Contracts, Iraqi Procurement Laws and SBDs. These workshops were held at MoP NCMDIT, with participation of over 100 government officials from COMSEC, CoR, 13 ministries, Diwaniyah governorate, and representatives from Iraqi Media, Sunni Endowment, and Iraqi Federation of Industries.

2nd Quarter (January - March) FY 2015 Performance Indicator Table

Sub-IR 3.2: Provincial Resource Management for Service Delivery Strengthened					
Indicator #	Indicator Name	Annual Target FY 2015	Qtr. 1 FY 2015 (Oct-Dec) 2014	Qtr. 2 FY 2015 (Jan-Mar) 2015	Status
3.2.14	Number of ToT graduates delivering training on public procurement to Gol officials and private contractors. <i>(New Indicator)</i>	20	N/A	0	The ToT program was finished on March 25, 2015 and according to MoP training plan the graduates (ToT's) will implement this plan starting April-2015.
3.2.15	Number of Milestones achieved by Gol that strengthen the delivery of services, revenue generation and promotes transparency. <i>(New Indicator)</i>	2	N/A	0	1. Helpdesk Guideline: USAID-Tarabot submitted the first draft to MoP for review, comments and approval. 2. Public Procurement Curriculum: USAID-Tarabot is finalizing the final draft of this curriculum.
3.2.16	Number of Gol officials trained in standard bidding documents (SBD's) <i>(New Indicator)</i>	300	205	130	87 Males and 43 Females represented to-date.
3.2.17	Number of pilot projects applying standard bidding documents (SBD's) <i>(New Indicator)</i>	20	0	13	MoP team of experts and USAID-Tarabot assisted eight ministries in applying SBDs to one or more pilot projects for each ministry
3.2.9	Number of Gol entities that have improved procurement processes or systems	6	N/A	0	USAID-Tarabot continues to assist targeted Gol entities to improve the procurement functions through implementation of the eleven elements of public procurement program.

Notes:

1. All indicators not represented in the above tables are year-end performance indicators; status will be given in the annual report.
2. The numbers reported are for individuals and not participants.
3. The *(New Indicator)* is a proposed indicator by USAID-Tarabot and per USAID-Tarabot CoR request are included in this report before submission of the updated PMP for FY2015.

2nd Quarter (January - March) FY 2015 Charts And Tables

Table 1: Workshops Participants by Organization

Organization	Standard Bidding Documents	ToT Public Procurement Workshop
Babil Governorate Office		3
Baghdad Governorate Office		1
Basrah Governorate Office		8
Council of Ministries Secretariat(COMSec)	1	
Ministry of Construction and Housing		5
Ministry of Electricity	109	
Ministry of Finance	39	
Ministry of Industry and Minerals	1	2
Ministry of Municipalities and Public Works		5
Ministry of Planning	4	43
Ministry of Tourism and Antiquities	1	
Ministry of Transportations	1	
Ministry of Water Resources		6
Muthanna Governorate Office		6
Grand Total	156	79

Figure 1: Activities Distribution by Type

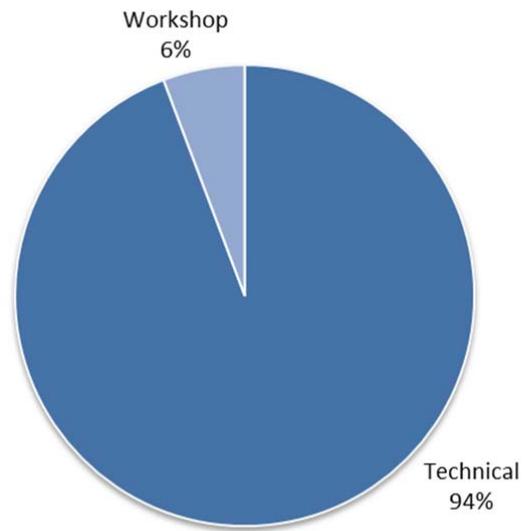
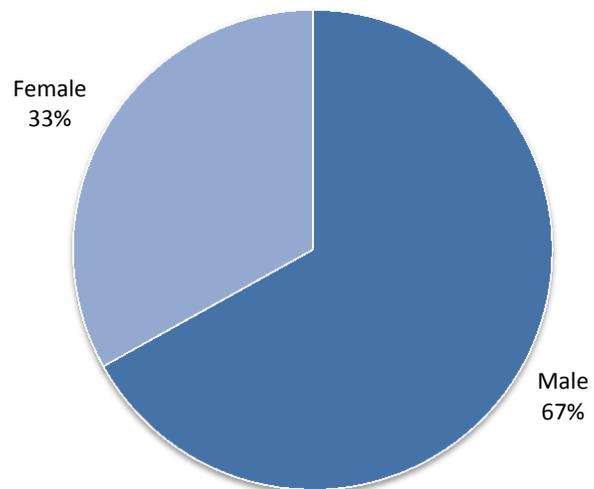


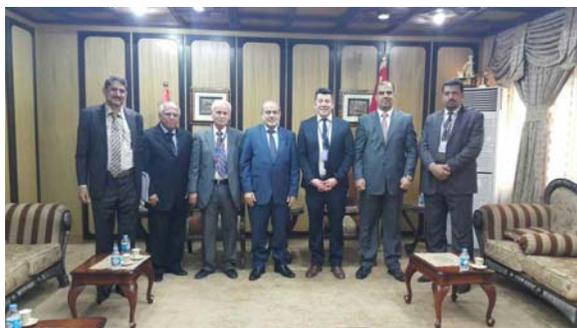
Figure 2: Workshop and Meeting Participants by Gender



2. Political Economy Analysis of Oil Sector

Section One: Progress

This quarter, USAID and *Tarabot* reached agreement in the scope of work for this study and field work commenced. The SoW includes political economy; organizational, procedural and technical constraints that may be impeding the implementation of key sectorial development initiatives; promotion of key areas of improvements in oil-sector services which can provide direct benefits to Iraqi citizens; and exploration of areas with the potential to attract increased external investment flows. USAID-*Tarabot* conducted site visits to collect information, reports and relevant documents to support the study in the minister's HQ and four ministry's state-owned companies in Baghdad and Basrah, SCOP, Al Doura Oil Refinery (Midland Refineries Company) in Baghdad, Southern Oil Company, and Southern Refineries Company in Basrah. USAID-*Tarabot* Oil Team also met with representatives and key players from MoO and its subsidiaries as listed below:



USAID-Tarabot CoP and Senior Advisors with Deputy Minister of Oil

- Ministry of Oil (MoO)
- State Company for Oil Projects (SCOP)
- Oil Production and Distribution Company (OPDC)
- Mid-land Oil Refineries Company (Al Doura Refinery)
- Southern Oil Company (Basrah)
- Southern Oil Refinery (Basrah)

During these site visits, USAID-*Tarabot* met with senior officials, DGs, directors, deputy directors, and consultants. The most notable of these was with the Deputy Minister of Oil, Minister Chief of Staff and Economic Department Manager, and focused on the problems and challenges facing the development of the oil sector. USAID-*Tarabot* referred to the currently implemented assessment and comprehensive study, which can help to address the problems and propose solutions. The Deputy Minister laid out a need for technical assistance in the areas of service provision, technical service contracts, and procurement. Further discussions with the Economic Department Manager addressed project management, procurement and other analytical studies related to crude oil extraction and refinery activities.



USAID-Tarabot Oil Assessment team conducting an introductory meeting in Al Doura Refinery

USAID-Tarabot also visited the Southern Oil Company and Southern Refineries Company to meet with the Director General of each company. Both DGs insisted on official approval from the MoO before USAID-Tarabot could begin the data collection and assessment of the companies. USAID-Tarabot communicated this to the Deputy Minister of Oil, Dr. Fayadh Hasan Ni'ma. In the meantime, progress with the Oil Pipeline Company and OPDC remains slow due to the establishment of a committee (similar to SCOP) to coordinate with USAID-Tarabot on the assessment activities.



USAID-Tarabot Oil Assessment team conducting a site visit to SCOP

The following studies were collected through USAID-Tarabot engagement with the public and private sector entities:

- Iraq Oil Sector Guide
- Iraq Oil Refineries/ Status of existing and proposed Refineries
- Iraq Energy Outlook
- Iraq Integrated National Energy Strategy/ Socio-Economic and Environmental Baseline
- Increasing Oil Exporting Capacity
- Crude Oil Pipeline System

The table below shows the progress made in each targeted Gol entity:

Gol Entity	Assessment Function	Progress
Ministry of Oil	Project Management Master Plan	Master Plan drafted and under review by USAID-Tarabot
	Technical Service Contracts	Studies are under review
State Company for Oil Projects (SCOP)	Project Management Systems	Assessment report drafted and under review by USAID-Tarabot
	Organization and Management Capacity	Assessment report drafted and under review by USAID-Tarabot
	Public Procurement	Assessment report drafted and under review by USAID-Tarabot
Mid-land Oil Refineries Company (Al Doura Refinery)	Project Management Systems	Assessment report drafted and under review by USAID-Tarabot
	Organization and Management Capacity	Assessment report drafted and under review by USAID-Tarabot
	Public Procurement	Assessment report drafted and under review by USAID-Tarabot
Oil Production and Distribution Company (OPDC)	Service Delivery of Refined Oil Products	Assessment report drafted and under review by USAID-Tarabot

Section Two: Next Quarter

Political Economy Analysis of the Oil Sector:

In the coming quarter, USAID-*Tarabot* will continue to (1) engage with Iraqi government officials and private sector representatives to collect information and studies relevant to the assessment reports, and (2) work on completing the assessment reports. These assessment reports will contribute to the development of the overall comprehensive rapid assessment report.

Section Three: Work Plan Activities and Performance Indicators

2nd Quarter (January - March 2015) FY 2015 USAID-Tarabot Work Plan Activities

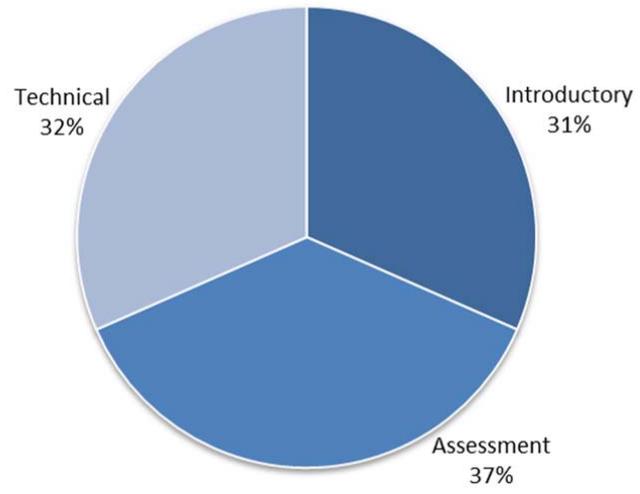
Work Plan ID	Activity/Task Name	Progress
2	Political Economy Analysis of Oil Sector	
2.1	Oil Sector political economic analysis study	
A	Conduct site visits to Ministry of Oil to collect relevant information through several meetings and interviews	Site visits were conducted to the MoO and five ministry directorates, where meetings were conducted with senior officials, DGs, directors, deputy directors, consultants, and Deputy Minister of Oil
B	Draft assessment report and analysis	Assessment reports are drafted and under review by USAID-Tarabot COP. For more details, please refer to the progress table on P.21
C	Submit the first draft report to USAID	Pending the appointment of USAID-Tarabot Study Team Leader

2nd Quarter (January - March) FY 2015 Performance Indicator Table

Sub-IR 3.2: Provincial Resource Management for Service Delivery Strengthened					
Indicator #	Indicator Name	Annual Target FY 2015	Qtr. 1 FY 2015 (Oct-Dec) 2014	Qtr. 2 FY 2015 (Jan-Mar) 2015	Status
3.2.15	Number of Milestones achieved by GoI that strengthen the delivery of services, revenue generation and promotes transparency. <i>(New Indicator)</i>	1	N/A	0	USAID-Tarabot completed draft assessment reports for some functions, once all the draft of assessment reports completed they will summarized and combined into one final report

1. All indicators not represented in the above tables are year-end performance indicators; status will be given in the annual report.
2. The numbers reported are for individuals and not participants.
3. The *(New Indicator)* is a proposed indicator by USAID-Tarabot and per USAID-Tarabot CoR request, we included them in this report before we submitting the updated PMP for FY2015.

Figure 1: Activities Distribution by Type



3. Social Safety Net (SSN) Program with Kurdistan Regional Government (KRG)

Section One: Progress

In response to the KRG Ministry of Labor and Social Affairs (KMoLSA) request for additional support to improve implementation of Social Safety Net (SSN) in Kurdistan, USAID-Tarabot COP and Senior SSN Advisor met with the minister and technical director of the SSN. USAID subsequently approved a smaller scale of technical assistance to this sector.



USAID-Tarabot CoP and SSN Senior Advisor conducting a technical meeting with MoLSA-KRG minister

Under this extended initiative, USAID-Tarabot will work closely with KMoLSA and its four main sites in Erbil, Dahuk, Sulaymaniyah and Garmyan to link and activate the SSN system. USAID-Tarabot intervention under this initiative includes capacity building to ministry staff operating in the targeted sites, and data entry and migration. With a fully functional network, the ministry will be able to better manage payments to eligible beneficiaries by generating reports on duplicate and non-eligible beneficiaries.

Work commenced late February with coordination meetings held with KMoLSA SSN IT Manager, public relation department Manager, and minister consultant to resume on-job-training and technical assistance. USAID-Tarabot SSN Advisor began preparing the necessary documents for the deployment of SSN in the sub-branches of Dahuk, Erbil, and Sulaymaniyah. This included the generation of error reports for the Dahuk site. These error reports show missing data, empty mandatory fields and mismatch data types. These documents and reports were discussed with ministry senior staff before being submitted to the minister.

Section Two: Next Quarter

Kurdistan Social Safety Net:

USAID-*Tarabot* will accelerate the delivery of technical assistance and on-job-operational training to system users and technical staff at KMoLSA HQ, and its four main sites in Erbil, Dahuk, Sulaymaniyah and Garman. Technical support will also be provided in data cleansing, and data migration from the old system (ACCESS) to the new system (SSN SQL database). This will also require training of system users on the new SSN SQL database.

With facilitation of KMoLSA, USAID-*Tarabot* will also work with the targeted sub-branches in Erbil, Dahuk, and Sulaymaniyah to do the following:

- Install SSN software
- On-job-operational training to system users and data entry staff
- Technical assistance in data entry of records

Section Three: Work Plan Activities and Performance Indicators

2nd Quarter (January - March 2015) FY 2015 USAID-Tarabot Work Plan Activities

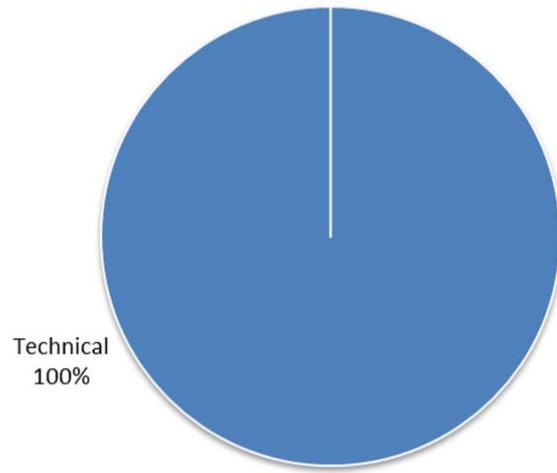
Work Plan ID	Activity/Task Name	Progress
3	Social Safety Net (SSN) Program with Kurdistan Regional Government (KRG)	
3.1	MoLSA KRG HQ, Main Sites, and Provincial Branches Capacity Building	
3.1.1	SSN capacity building for MoLSA KRG HQ and four central sites	
A	Technical assistance and on job operational training provided for the system users and technical staff at MoLSA KRG HQ and main sites	This activity began in Qtr3 FY 2015, due to the late involvement of the Minister of Labor and Social Affairs (KMoLSA), Mr. Mohammed Khader Mohammed, in the deployment of SSN
B	Technical assistance provided on data cleansing process	This activity began in Qtr3 FY 2015, due to the late involvement of the Minister of Labor and Social Affairs (KMoLSA), Mr. Mohammed Khader Mohammed, in the deployment of SSN
3.1.2	SSN capacity building for MoLSA KRG sub-branches (Dahuk: Amedi, Aqra, Sumel, Zakho, and Shikhan); Erbil (Koye, and Soran); Sulaymaniyah (Darbandikhan, Dokan, Halbjah, Raniyah, and Chamchamal)	
A	Install SSN system software at targeted sub-branches	This activity began in Qtr3 FY 2015, due to the late involvement of the Minister of Labor and Social Affairs (KMoLSA), Mr. Mohammed Khader Mohammed, in the deployment of SSN
B	Technical assistance and on job operational training provided for the system users and data entry at targeted sub-branches	This activity began in Qtr3 FY 2015, due to the late involvement of the Minister of Labor and Social Affairs (KMoLSA), Mr. Mohammed Khader Mohammed, in the deployment of SSN

2nd Quarter (January - March) FY 2015 Performance Indicator Table

Sub-IR 3.2: Provincial Resource Management for Service Delivery Strengthened					
Indicator #	Indicator Name	Annual Target FY 2015	Qtr. 1 FY 2015 (Oct-Dec) 2014	Qtr. 2 FY 2015 (Jan-Mar) 2015	Status
3.2.15	Number of Milestones achieved by GoI that strengthen the delivery of services, revenue generation and promotes transparency. <i>(New Indicator)</i>	1	N/A	0	Payment report will be generated directly after all the targeted sites are linked to the main site and data have been cleansed and migrated to the main server.
3.2.13	Estimated amount of Social Safety funds saved due to exposure of non-eligible beneficiaries from the SSN system	N/A	N/A	N/A	This is an annual indicator and will be reported on at the end of FY 2015

- 1- All indicators not represented in the above tables are year-end performance indicators; status will be given in the annual report.
- 2- The numbers reported are for individuals and not participants.
- 3- The *(New Indicator)* is a proposed indicator by USAID-Tarabot, and is included in this report per the project CoR request before submission of the updated PMP for FY2015.

Figure 1: Activities Distribution by Type



PROJECT ADMINISTRATION

Staffing and Deployment

By the end of March 2015, project staff increased to 31 consisting of 28 local and 3 expats. The following staff was hired during this quarter:

- One expat based in Baghdad, as a Finance & Administration Director.
- One STTA expat to work with the public procurement team, based in Baghdad with some travel required.
- Three Iraqi local staff to work in Baghdad, to assist in execution of the oil sector assessment and study.
- One Iraqi local staff to work in Erbil, as part of USAID-*Tarabot* assistance to the Kurdistan Ministry of Labor and Social Affairs (KMoLSA) on the Social Safety Net (SSN) initiative.

During this quarter, three official holidays were announced by the Gol, and approved by USAID: Iraqi Army Day, Prophet's Birthday, and Nawrooz. With the exception of these holidays, USAID-*Tarabot* staff maintained normal working routines with no additional holidays.

Security

During this quarter, the security situation in Iraq remained tense, with ongoing fighting in the north and west of Iraq, and continued explosions and attacks in Baghdad. Military operations began in March by the Iraqi Forces with the assistance of the Coalition Forces to liberate the city of Tikrit and its surrounding towns from the Islamic State. This has not affected USAID-*Tarabot* operations in Baghdad.

Two major incidents occurred during this quarter:

- Gunfire targeted a Fly Dubai aircraft as it was landing at the Baghdad International Airport on Monday Jan. 26, 2015. This damaged the plane, and resulted in several airlines' suspension of connections travel to Baghdad for several weeks
- The kidnapping of Parliament Member Zaid Al-Janabi in February, along with the assassination of his uncle Kasim Sewedan Al-Janabi.

Visas/ Badges

During this quarter, the Gol returned to the old procedures for multi visa usage. Visas can be used at the convenience of the holder within the period of validity. Prior to the beginning of this year, visas had to be used within 90 days of issuance no matter the period of validity on the visa itself.

Also, expatriates can apply for visas through Iraqi embassies/consulates in other countries. They can also complete their HIV test abroad, but it needs to be stamped and authenticated by the Iraqi Embassy/Consulate in that country.

The IZ badging office stopped printing badges for a significant period of time, due to the unavailability of blank badges. It resumed in late March.