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IRAQ ADMINISTRATIVE REFORM PROJECT

QUARTERLY REPORT

APRIL 1–JUNE 30, 2015

THIRD QUARTER – FY 2015

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IRAQ ADMINISTRATIVE REFORM PROJECT QUARTERLY REPORT

APRIL 1 – JUNE 30, 2015

Contracted: AID-267-C-11-0005
Iraq Administrative Reform Project



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ACRONYMS

COMSEC	Council of Ministers' Secretariat
COP	Chief of Party
COR	Contracting Officer's Representative/USAID
DG	Director General
DGGC	Directorate General of Government Contracts
FAQs	Frequently Asked Questions
FY	Fiscal Year
GO	Governor's Office
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
MoE	Ministry of Electricity
MoHE	Ministry of Higher Education
MoH	Ministry of Health
MoO	Ministry of Oil
MoP	Ministry of Planning
MoTr	Ministry of Transportation
MSI	Management Systems International
NCMDIT	National Center for Management Development and Information Technology
OPDC	Oil Products Distribution Company
PMP	Project Management Plan
SBDs	Standard Bidding Documents
SCOP	State Company for Oil Projects
SQL	Structured Query Language
SSN	Social Safety Net
TA	Technical Assistance
ToR	Terms of References
ToT	Training of Trainers
USAID	United States Agency for International Development

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. The three main program areas included Public Capacity Building with in the Ministry of Planning (MoP), conducting the Oil Sector Assessment, and implementing the Social Safety Net (SSN) Program with the Kurdistan Regional Government (KRG).

Efforts have continued to improve the GoI's procurement processes. Although the International Training Center (ILO) Procurement Training in Italy has been postponed until October due to Arabic speaking trainer availability and logistical issues, the MoP began distributing training responsibilities to ToT graduates to train government officials on procurement regulations and standard bidding documents (SBDs). This coincides with ToT graduates' participation in site visits to GoI entities for the application of SBDs to selected pilot projects. These trainers will lead the future development of GoI procurement, and their newly gained knowledge and expertise will be invaluable to Iraqis' confidence in government systems.

Additionally, USAID-*Tarabot* finally received the formal approval for the MoP Help Desk by MoP Director General for Government Contracts (DGGC), Dr. Azhar Hussein. The formalization of this procurement resource represents one of the most visible steps of progress in procurement and regulatory reform and is scheduled to be available to all Iraqi counterparts before August 5, 2015, the day of the opening ceremony. Meanwhile, trainings and workshops on public procurement regulations continue, ultimately benefitting over 100 GoI employees this quarter. As a new initiative, USAID-*Tarabot* began working with the designated committee from MoP DGGC, to revise the SBDs, based on feedback collected from government officials participating in previously implemented SBDs workshops.

The objective of the Oil Assessment is to identify existing problems that are impeding progress in the oil sector in key areas; and provide recommendations that can be translated into actions plans of realistic, high-priority interventions with the potential to generate increased revenue from the oil sector over the near-term. In June, USAID-*Tarabot* completed the final Rapid Assessment Report for Iraqi Oil Sector, and submitted it to USAID for feedback. Before its submission, the USAID-*Tarabot* Oil Team engaged with designated committees, senior officials from the Ministry of Oil (MoO) and targeted ministry directorates to further enhance and improve the assessment report. The collaboration and cooperation between expatriate advisors, local *Tarabot* staff, and government representatives from both countries was a truly encouraging sign of the continued partnership between the Iraqi and U.S. governments.

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 Garmyan 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. Under this extended initiative, USAID-*Tarabot* worked closely with the KRG Ministry of Labor and Social Affairs (KMoLSA), and its four main sites in Erbil, Dahuk, Sulaymaniyah and Garmyan to link and activate the SSN system. Some of the activities that took place this quarter to successfully launch the SSN system included: improving internet activity at the ministry HQ and SSN sites, connecting main website to the sub-sites, and training the ministry staff in using the new SSN system. 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

USAID-*Tarabot* began coordinating with the International Training Center of ILO in Turin, Italy to arrange the expert-level training course on public procurement for eleven ToT graduates (5 females, 6 males). This training is scheduled from August 31 through September 11, 2015 for selected graduates from the Ministries of Planning, Industry and Minerals, Municipality and Public Works, and Governor Offices of Babil and Muthanna Governor Office. However, due to the availability of the Arabic speaking trainer and some logistical issues this training will re-schedule to be in October, 2015.

To begin the process, each individual submitted a scanned copy of their passport to ILO to support the preparation of an invitation letter, which is needed to facilitate the issuance of the visas for the attendees. Additionally, USAID-*Tarabot* and ILO are currently negotiating the contract. Meanwhile, MoP began distributing training responsibilities to ToT graduates to train government officials on procurement regulations and standard bidding documents (SBDs). This coincides with ToT graduates' participation in site visits to Gol entities for the application of SBDs to selected pilot projects.

I.1.2 PUBLIC PROCUREMENT HELP DESK

This quarter saw the formal approval of MoP Help Desk by MoP Director General for Government Contracts (DGGC), Dr. Azhar Hussein. The formalization of this procurement resource utility represents one of the most visible steps of progress in the areas of procurement and regulatory reform.

Last quarter, USAID-*Tarabot* developed and officially submitted to MoP a proposal for the establishment of a public procurement help desk, to be housed at MoP 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.

USAID-*Tarabot* is moving forward to ensure the features of the help desk are available to all Iraqi counterparts as soon as possible before its opening ceremony; tentatively set for August 5, 2015. Dr. Azhar is working on obtaining office space and equipment for the Help Desk, which will allow visits from government officials seeking technical guidance. Meanwhile, USAID-*Tarabot* continued mentoring Help Desk staff on legal and technical issues, so they can respond positively to procurement inquiries from Gol entities. This included guidance on:

- developing the webpage for the Help Desk;
- gathering and categorizing the frequent asked questions and their answer;
- developing questionnaire for inquiries;
- developing a standard format for advertising and written notifications of award
- developing the standard formats for contracts to the three types of bidding documents (supplying goods, execution of works, and non-consultancy services);
- preparing a brief introduction for each type of bidding document;

The Help Desk webpage is being developed by MoP IT department as part of the ministry official website, with much emphasis on having a user-friendly webpage for contractors and visitors. The webpage will provide useful information such as: role of the Help Desk, standard bidding documents (SBDs), trainings, FAQs, and procurement forms. For more details, please review the link below:

<http://www.mop.gov.iq/mop>



In the meantime, USAID-Tarabot and Help Desk staff continued mentoring Gol officials on public procurement, including:

- **Raising the awareness of Gol Entities on Public Procurement:**

MoP continued to train government officials on procurement regulations and SBDs, according to their procurement training program for 2015. With the support of USAID-Tarabot, five workshops were conducted at the National Center for Management Development and Information Technology (NCMDIT) in Baghdad this quarter. A total of 141 government official attended these workshops to gain knowledge, increase productivity and overcome obstacles in practicing standard procurement processes. The new regulations were compared with the old ones to ensure participants understood the distinction of the new practices, particularly in regard to consultancy services.

These workshops attracted participants from various ministries, governorates and Gol entities. Ms. Thikra Mohammed Jawad, a ToT graduate from MoP contracts department, explained the pre-qualification document to participants, and the criteria for selection of contractors. As a result of COMSEC's participation in these workshops, the Training and Development Department in COMSEC requested additional training to build the capacity of their engineering staff on conditions for consultancy services, developing Terms of References (ToR), and using SBDs.



A tentative date has been set for early August.

Additionally, MoP has expanded SBDs training to governorates and ministry directorates; with two workshops conducted in Basrah and Maysan. 63 government officials were trained on the three types of SBDs (supplying goods, execution of works, and consultancy services); in addition to explaining the Iraqi guide for contracts, and prequalification bidding documents.

Throughout these trainings, USAID-*Tarabot* is limiting its role in order to build the capacity of Gol entities in SBDs, and to encourage the MoP's piloting of future trainings of Gol officials.

- **Improvements on the Standard Bidding Documents (SBDs):**

During this quarter, USAID-*Tarabot* began working with the designated committee from MoP DGGC, to revise the SBDs, according to feedback collected from government officials participating in previously implemented SBDs workshops. The revisions began with: (1) unifying the information and terminology throughout the documents to comply with internationally recognized standards, and (2) modifying the sections for advertising and instructions to bidders. Additional revisions were made to the following technical sections:



- data paper;
- currency of the bids;
- general conditions;
- insurance for execution of goods;
- awarding criteria;
- withdrawing work from contractors;
- conditions for giving contractors additional time;
- instructions to bidders;
- financial and legal forms; and
- special condition section

With the revisions completed, MoP requested from USAID-*Tarabot* to assist in translation of the following bidding documents to English:

- Specialized Bidding Documents;
- Documents for purchasing medicine, and medical supplies and instruments;
- Pre-qualification documents;
- Non-Specialized Bidding Documents;
- Supplying goods with Arabic language;
- Design and execution of works for general contracts;
- Design and execution of works for limited contracts;
- Work contracts;
- Evaluating bids (supplying goods and works);

1.1.3 DEVELOPMENT OF PROCUREMENT CURRICULUM

USAID-Tarabot continued modifying the procurement curriculum, based on feedback from attendees participating in procurement trainings. Documents related to the competency and advance level are being modified. Progress has been made on completion of the last chapters of this curriculum. Lastly, USAID-Tarabot plans to submit the final draft to the ministry of planning during the next quarter.

1.2 MINISTRIES AND GOVERNOR OFFICES CAPACITY BUILDING

1.2.1 IMPLEMENTATION OF STANDARD BIDDING DOCUMENTS

MoP Help Desk with the assistance of ToT graduates, and USAID-Tarabot Procurement Advisors, continued training and mentoring government officials on applying SBDs and its implementation to selected pilot projects according to MoP schedule. This quarter, the following site visits were conducted:

Gol Entity	Name of Pilot Project (Procurement Contract)	Location
Ministry of Higher Education (MoHE)	Training delivered to 21 government officials (13 male, 8 female) on using SBDs. As a result, participants began applying SBDs to selected pilot project “Construction of Central Printing Building for University of Mustansiriyah”	Baghdad
Ministry of Health (MoH)	Study and design of German model storage in Al Adeel warehouse	Baghdad
Diwaniyah GO	Study and designs for Diwaniyah museum	Diwaniyah
Babil GO	Training delivered to 23 government officials (17 males, 6 females) from the Governor Office, and various provincial directorates on using SBDs for supplying goods. As a result, participants completed applying SBDs to selected pilot project “Purchasing a variety of machinery to Babil Water Directorate”. Also, SBDs was applied to another selected pilot project “Construction of Police Station”. This project was highly recommended by the Police Directorate	Babil
Maysan Governor Office, and provincial ministry directorates	Training delivered to 40 participants (32 males, 8 females) on using SBDs for supplying goods, execution of works, and consultancy services	Maysan
Wasit GO	Training provided to 16 government officials (13 males, 3 females) from the Governor Office, and various provincial directorates on filling SBDs for supplying goods to selected pilot project “Supplying and test lamps and all accessories for modern projects”	Wasit
Endowment of Christian, Eizidi and Sabia’a Minda’ai	Training provided to 15 government officials (6 males, 9 females) on SBDs	Baghdad



1.2.3 COMPREHENSIVE CAPACITY BUILDING FOR SELECTED MINISTRIES AND GOVERNOR OFFICES (II 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, and 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)

Work with the Ministry of Electricity (MoE) this quarter resulted in:

- **Developing 2015 Procurement Plans:**

The ministry procurement plan was developed for projects with approved financial allocations. This time management tool has helped the ministry in implementing its nationwide strategy by monitoring procurement activities, according to its planned timeframe.

- **Applying SBD's to Pilot Project:**

Successful application of SBDs for the pilot project "Vanadium Inhibitor". This project was announced onto the dgMarket, and two qualified international companies were awarded the contract. This is a testament to the ongoing training and technical support to ministry officials on using SBDs for supplying goods and electro-mechanical works.

The ministry has nominated one additional project: "design, supply, installation and implementing 14 new GIS substation 132/ 33 KVA"; for the application of SBDs. MoP Help Desk and USAID-Tarabot will deliver the training late July.

Additionally, USAID-Tarabot assisted the ministry in developing qualification criteria for ministry projects according to best international practices and Iraqi laws; beginning with SBDs for supplying goods. Qualification criteria for execution of works and consultancy services will follow; and once completed these documents will be used by the ministry as a reference for future development of bidding documents.

- **Improving Paper Archiving of Procurement Records:**

USAID-*Tarabot* improved the ministry's paper archiving system by adding a checklist for all of the folder's documents; and organizing the folders for on-going projects so they are easily searchable. USAID-*Tarabot*'s intervention was based on the assessment of the old paper archiving system, which lacked essential documents that should be part of any contract; such as correspondences with contractors and internal memos. Also, the ministry was not using a checklist to reference the documents available for each contract. Hands-on-training was provided to complete the archiving of three projects and the ministry will apply this method to archive the remaining and new records.

Meanwhile, the ministry requested from MoP the system and procedures for electronic archiving of procurement records.

- **Developing Procurement Report:**

The DG for Contracts and Investments approved the development of procurement reports, and instructed unit managers to begin gathering relevant information for this purpose. Earlier this quarter, USAID-*Tarabot* explained the necessity of developing frequent reports for procurement activities to the DG. Thus, USAID-*Tarabot* introduced a template and sample report in addition to providing more guidance and mentoring in these areas.

- **Improving Ministry Webpage:**

Upon recommendation of USAID-*Tarabot*, the contracts department uploaded the instructions to bidder's information onto the ministry website as means for improving the ministry website.

- **Announcing Tenders onto the dgMarket:**

After providing technical guidance on the methods for uploading tenders (manually or automatically) onto the dgMarket website, hands-on-training was provided to upload the project "Supply vanadium inhibitor". By inviting global companies in bidding for this tender, the contract was awarded to two qualified international companies.

This quarter, USAID-*Tarabot* also carried out a rapid assessment in eight ministry directorates, to assess their procurement activities. This came as a result to the agreement made by USAID-*Tarabot* COP and Mr. Adel Hameed Mahdi, Deputy Minister for Projects. The eight ministry directorates are:

- General Directorate for Power Production Projects;
- General Directorate for Gas Production Projects;
- Contracts & Investment Directorate at ministry HQ;
- General Directorate for Power Production/ Central Region;
- General Directorate for Electricity Distribution/ Al Kharkh Distribution;
- General Directorate for Electricity Distribution/ Al Rusafa Distribution;
- General Directorate for Power Transmission Projects ;
- General Directorate for Electricity Distribution Center.

USAID-*Tarabot* presented the assessment's findings and recommendations to the Deputy Minister, who in return addressed the obstacles with the minister. To overcome these obstacles, the ministry has identified the activities required according to the responsible party (i.e. minister, planning and study department, contracts department, ministry directorates).

Ministry of Health (MoH)

Work with the Ministry of Health (MoH) this quarter resulted in:

- **Strengthening Procurement Department Structure:**

To comply with MoP structure and staffing for exercising procurement functions, four employees were transferred from other ministry departments to the Contracts Department. This request for additional staff, recommend by USAID *Tarabot*, is to improve procurement performance in the ministry.



- **Developing 2015 Procurement Plan:**

The plan has 190 ongoing projects from the previous years. The plan helped the ministry in identifying ministry projects that are lagging due to financial difficulties. A list was compiled and submitted to the Deputy Minister for Projects for review and decision-making.

- **Applying SBD's to Pilot Projects:**

The ministry applied SBDs to three pilot projects: (1) construction of a 300-bed hospital for women and children in Diwaniyah, (2) study and design for construction of 200-bed hospital in Wasit, and (3) study and design of German model storage in Al Adeel warehouse, Baghdad. Training was delivered to 13 (five males, eight females) ministry staff. With the completion of bidding documents for these new projects, the ministry is now able to announce its tenders, once financial allocations are assigned from Ministry of Finance (MoF). In June, MoP instructed ministries and provinces to focus on completing on-going projects; as a priority in terms of financial assignments.

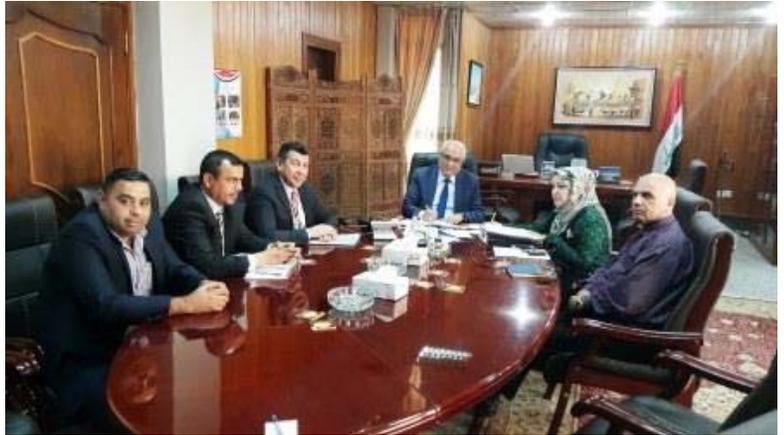
- **Drafting Report on Procurement Activities:**

The ministry Contracts Department developed its first procurement report for the duration of six months (January 01 – Jun 30, 2015); a result of USAID-*Tarabot* influence and on-going technical guidance. The report addresses contracting issues and observations; in addition to information on future planning, training and recommendations. For the time being, the ministry is planning to issue a procurement report every six months due to the limited activities in the procurement process due to the financial constraints of the Iraqi budget this year.

- **Announcing Tenders onto the dgMarket:**

The ministry continued to use the dgMarket to announce projects emphasizing inviting investors to operate and manage hospitals in Hilla and Najaf.

In June, USAID-Tarabot COP and Procurement Advisors met with the Deputy Minister of Health, Contracts Manager, and Projects and Engineering Services Director, where the progress achieved by the ministry in the 11 elements identified by USAID-Tarabot for procurement reform was reviewed. The meeting resulted in USAID-Tarabot assisting the ministry in in-depth practicing of procurement tools, processes and plans.



Ministry of Oil (MoO)

The State Company for Oil Projects (SCOP) is the main beneficiary of USAID-Tarabot technical support. The following milestones were achieved:

- **Applying SBD's to Pilot Project:**

USAID-Tarabot completed training committee members on applying SBDs to two selected pilot project; supply Cathodic Protection Equipment”, and “Delivery of Fuel Oil to Al-Haritha and Al-Najeebiya Power Stations”. The committee members were assigned by SCOP DG and consist of representatives from various departments (contracts, project management, Legal, Purchasing, Follow-up). The second project is listed in the ministry project list for 2015, with financial allocations assigned to this project.



- **Subscribing to the dgMarket:**

USAID-Tarabot assisted the IT Manager to subscribe to the dgMarket. This will assist SCOP to announce projects globally, and attract international companies in bidding.

Ministry of Transportation (MoTr)

This quarter, work with the Ministry of Transportation (MoTr) resulted in:

- **Adopting Standard Procurement Process**

The ministry's Contracts and Licenses DG, and Follow up Department Manager reviewed and updated the ministry standard procurement process, so it reflects positively onto the ministry 2015 Procurement Plan. The timeframe for each phase in the standard procurement process was thoroughly observed and modified. The ministry then informed all its directorates to continue applying standard procurement process, with emphasis on complying with the timeframe for each phase in the process.

- **Developing FY 2015 Procurement Plan**

Q1 FY 2015 procurement plan for both investments and the operation budget was developed before submission to MoP. This procurement plan is for 91 on-going projects; and involved video conferencing with two ministry directorates, requesting updates to their procurement plans. These directorates utilized the ministry online electronic system to provide later updates, where a part of this system allows all ministry directorates to provide on-line updates to the ministry procurement plan. The ministry is planning to hold an opening ceremony, tentatively in August, for its on-line program that allows ministry directorates to update their procurement plans under supervision from the ministry.



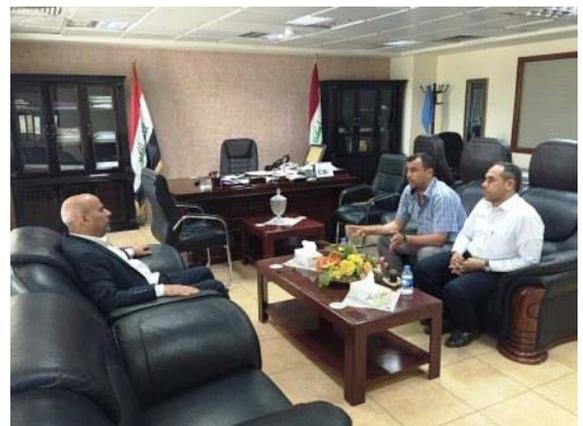
- **Improving Paper Archiving of Procurement Records:**

USAID-Tarabot provided guidance on improving the ministry paper archiving system for procurement records by developing an index table showing the contents of each project. The ministry began including an index table, on the first page for each project box file.

- **Drafting Report on Procurement Activities:**

Building on the USAID-Tarabot technical assistance in developing procurement reports, the ministry's Contracts and Licenses Directorate drafted its first monthly procurement report for April 2015 activities. The report is under review by the ministry for further improvements and enhancements before official submission to the minister and then MoP.

This quarter also saw discussions carried-out with the DG for Contracts and Licenses on how the ministry can influence the transportation and exportation of oil by working jointly with the Ministry of Oil. The information collected in these meetings contributed to the Rapid Assessment conducted by Tarabot on the Iraqi Oil Sector. With Basrah Seaport Authority part of the Ministry of Transportation, it represents one of the bottlenecks in oil sector development; because of its lengthy and unclear procedures that are open to manipulation and inconsistencies. There is also a strong bureaucracy and a concentration of authority that makes agile development in the sector exceedingly difficult. Oil sector goods such as spare parts, and critical chemicals all come through Basrah.



Basrah Governor Office

- **USAID-Tarabot interventions with Basrah GO resulted in:**

- **Developing 2015 Procurement Plan:**

The governorate procurement plan is developed with over 300 projects representing all the sectors. It is currently being modified on a regular-basis as procurement phases for each project are progressing towards completion.

Basrah Provincial Council (PC) reviews and approves projects in the 2015 procurement plan. As a result, tender announcements are made only to the approved projects from the PC. However, and due to financial constraints in this year's annual budget, projects that reached the phase of awarding have been suspended until funds are allocated.

- **Applying SBD's to Pilot Project:**

Basrah GO with the support of USAID-Tarabot hosted a three-day SBDs workshop for 20 Basrah officials (nine males, eleven females) from various contracts directorate and departments (i.e. project management, accountant, contracting, planning, quality control, and engineering). Two certified ToT graduates participated in the delivery of this training on instructions to the bidders, the data paper, the prequalification criteria, financial, legal and technical forms, and general and special conditions.

As a result of this workshop, the Contracting Directorate developed SBDs for the project "Al Zubair Bridge", announced the tender, and awarded it to an Italian international company. Signing the contract is pending the release of assigned funds from Ministry of Finance. The estimated cost is 165 billion Iraqi Dinars.

Moreover, Basrah GO has benefited from their three ToT graduates (Ms. Saja Ammer, Mr. Sarmad Jasim, and Mustafa Salah) in training five government officials from Basrah Contracting Directorate on the three types of SBDs (supplying goods, execution of works, and prequalification). Basrah has moved forward with giving training responsibilities to its ToT graduates to educate other staff on SBDs.



Lastly, USAID-Tarabot assisted the GO in developing Terms of References (ToR) for consultancy services in order to select international consultancy firm to replace Hill International. The consultancy firm will provide services to overcome problems in implementation of projects, and review submitted designs and studies.

- **Drafting Report on Procurement Activities:**

The Deputy Contracts Manager for Legal Affairs has drafted an internal memo to the governor; requesting his endorsement to instruct all the departments to participate in developing procurement reports. Each department (Accounting, Project Management,

Contracts, Quality Assurance, and Bids Opening Committee) is separately developing its own internal report for submission to the governor.

Over the past few months, USAID-*Tarabot* has encouraged the Contracts Department to take the lead in combining the efforts for all the departments to develop monthly procurement reports. USAID-*Tarabot* delivered a technical guidance and introduced a reporting template to facilitate the process.

- **Using Procurement Indicators:**

The Contracting Directorate is using 13 out of the 14 procurement performance indicators recognized by MoP. Although no official instructions from MoP have been issued to reactivate the use of these 14 indicators, the Contracting Directorate team of consultants conducts weekly or monthly reviews of these indicators. The indicators are aligned with the regulations for implementing MoP issued government contracts.



- **Improving Contracts Directorate Webpage:**

PC approved projects are now announced on the contracts directorate website after being categorized according to sectors. For more details, please go to the link below:

<http://basra.gov.iq/ar/178/index.1.html>

- **Announcing Tenders onto the dgMarket:**

As a result of USAID-*Tarabot* technical assistance, “Al Zubair Bridge” project was announced on the dgMarket website,. Two other projects were also announced for establishing transmitting lines to supply sub-stations with power from the main plant.

Najaf Governor Office

Like many Gol entities, financial constraints and political struggle has affected the province in moving forward with the joint action plan agreed with USAID-*Tarabot* for procurement reform. This quarter, USAID-*Tarabot* worked with the Najaf Reconstruction Commission on the following procurement elements:

- **Implementing Procurement Laws and Regulations:**

USAID-*Tarabot* mentored the Contracts Manager on qualification criteria and bids analysis procedures according to MoP 2014 Regulations for Implementing Government Contracts. A three-day workshop was planned in June for governorate officials on 2014 Regulations for Implementing Government Contracts. However, due to financial constraints in the current Iraqi FY, this training was cancelled.

- **Applying SBDs to Pilot Project(s):**

Back in November 2014, 31 officials (23 males, 8 females) were trained on SBDs. MoP team of experts and ToT graduates were scheduled to visit Najaf in May, to apply SBDs on pilot project(s). Again, this was cancelled due to financial constraints.



- **Updating Procurement Plan**

Najaf Reconstruction Commission updated last year's procurement plan by keeping only on-going projects. This is because COMSEC had instructed Gol entities to redirect all efforts in completing ongoing projects; as a priority to initiating new ones.

- **Improving Archiving of Procurement Records:**

USAID-Tarabot introduced the two methods for archiving procurement records (paper and electronic archiving). Due to the large volume of documents for most of the projects, Najaf requires an advance paper archiving system, with high-tech equipment. The space provided to the Archiving department does not match with the capacity of procurement records.



Section Two: Next Quarter

Public Procurement Reform:

In the coming quarter, USAID-*Tarabot* will continue to support MoP Help Desk in implementing its functions as a procurement faction within the ministry Directorate General for Government Contracts (DGGCs). USAID-*Tarabot* will equip Help Desk staff with the tools (forms and applications), instruments (website), documents (bidding documents, instructions, procurement curriculum), and mentorship (capacity building training on SBDs and Procurement Regulations) so they can respond positively to procurement inquiries from Gol entities.

Additionally, USAID-*Tarabot* will continue supporting ToT graduates (i.e. MoP and Basrah) in training other government officials on MoP 2014 Regulations for Implementing Government Contracts, and using SBDs. USAID-*Tarabot* will also facilitate the training of 11 selected ToT graduates for advance procurement training at ILO Training Institute in Italy.

USAID-*Tarabot* will complete the revision of the procurement training curriculum (competency and advance level), and submit to MoP to use in future training. In the meantime, USAID-*Tarabot* will continue to support MoP in implementation of their 2015 procurement training plan and site visits to Gol entities for the application of SBDs.

Finally, USAID-*Tarabot* will finalize its broad procurement reform program with the six targeted Gol entities; to complete the agreed-upon action plan for public procurement activities. Much emphasis will be on: (1) updating procurement plans, (2) applying SBDs for projects, (3) using procurement performance indicators, (4) developing procurement reports, and (5) using the dgMarket to announce tenders.

Section Three: Work Plan Activities and Performance Indicators

3rd Quarter (April - June 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	Send the 10 selected procurement staff to the ILO's International Training Centre in Turin, Italy to receive an expert level final advanced training on international procurement management	USAID-Tarabot began coordinating with ILO in Turin, Italy to arrange the expert-level training course on public procurement for eleven ToT graduates (5 females, 6 males). This training is re-scheduled to be in October, 2015 for selected graduates. MoP coordinated with Iraqi Ministry of Foreign Affairs to contact the Italian Embassy for visa issuance
I.1.2	Public Procurement Help Desk	
A	Provide on job training for MoP's helpdesk staff according to needs and capacity, as they provide support and coaching to Gol entities	USAID-Tarabot began building the capacity of MoP Help Desk staff so they are equipped with the knowledge and skills to assist Gol entities in strengthening their procurement functions. To do so, a webpage for the Help Desk is being developed supplied with information, tools and procedures for contracting. A brochure is also being developed containing FAQs
I.1.3	Development of Procurement Curriculum	
A	Coach MoP to use submitted procurement curricula	Progress by USAID-Tarabot has been made on completion of the last chapters of this curriculum. Lastly, USAID-Tarabot plans to submit the final draft to the ministry of planning during the next quarter.
B	Conduct two roundtable discussions with MoP to discuss and finalize the final revision of the public procurement training curriculum (from Qtr2)	Postponed to be in the next quarter.
C	Incorporate any generated feedback and resubmit public procurement training curricula for formal MoP approval (from Qtr2)	Postponed to be in the next quarter.
I.2	Ministries and Governor Offices Capacity Building	
I.2.1	Implementation of standard bidding documents	
A	In partnership with MoP, train an additional 80 Gol officials on SBD's	During this quarter, MoP trained 141 government officials on procurement regulations and SBDs, according to their procurement training program for 2015

B	In partnership with MoP, support the application of SBDs by pilot Gol entities on their tendering activities	USAID- <i>Tarabot</i> assisted three ministries and three Governor Offices in applying SBDs to 7 pilot projects. For more details, please refer to the progress table on P.9
1.2.2	Comprehensive Capacity building for selected ministries and governor offices (11 elements program)	
A	Continue to provide technical assistance and coaching in partnership with MoP as called for by the respective procurement capacity building plans	USAID- <i>Tarabot</i> 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 quarter, technical guidance focused on contracting regulations, standard procurement process, procurement plans, archiving procurement records, procurement reporting, applying SBDs, and announcing tenders onto dgMarket websites.

3rd Quarter (April - June) 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	Qtr. 3 FY 2015 (Apr-Jun) 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	9	(1) Thikra Mohammed Jawad/ MoP (2) Rana Sami/ MoP (3) Ahmed Abbass/ MoP (4) Raaed Sabah/ MoP (5) Huda Jasim/ MoP (6) Yasser Mutlaq/ MoP (7) Hamid Abdul Wahab/ MoP (8) Saja Amer Ibraheem/ Basrah (9) Sarmad Jasem Mohammed/ Basrah
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	In Qtr3, MoP Help Desk was officially established
3.2.16	Number of Gol officials trained in standard bidding documents (SBD's) <i>(New Indicator)</i>	300	205	130	99	Representing 63 Male and 36 Female
3.2.17	Number of pilot projects applying standard bidding documents (SBD's) <i>(New Indicator)</i>	20	0	13	7	SBDs were developed for pilot projects representing MoHE, MoH, MoO/ SCOP, Basrah GO, Babil GO, Diwaniya GO, and Wasit GO. For more details, please refer to the procurement section above
3.2.9	Number of Gol entities that have improved procurement processes or systems	6	N/A	0	5	MoE, MoH, MoTr, MoO/ SCOP and Basrah GO have improved their procurement functions during this quarter. For more details, please refer to section "II elements 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.

3rd Quarter (April - June) FY 2015 Charts and Tables

Table I: Workshops Participants by Organization

Organization	Public Procurement	Standards Bidding Documents
Basrah Governorate Office	4	42
Board of Supreme Audit		1
Council of Ministers		19
Council of Ministries Secretariat(COMSec)	1	
Council of Representatives(COR)	1	
Maysan Governorate Office		24
Maysan Provincial Council		1
Ministry of Agriculture		1
Ministry of Communications		3
Ministry of Construction and Housing		1
Ministry of Education		2
Ministry of Electricity		3
Ministry of Health	2	1
Ministry of Higher Education & Scientific Research	2	
Ministry of Human Rights		1
Ministry of Industry and Minerals	7	5
Ministry of Interior	1	3
Ministry of Municipalities and Public Works		1
Ministry of Oil	1	1
Ministry of Planning	4	
Ministry of Trade		1
Ministry of Transportations	5	1
Ministry of Water Resources	3	2
Ministry of Youth and Sports		1
Grand Total	31	114

Figure 1: Activities Distribution by Type

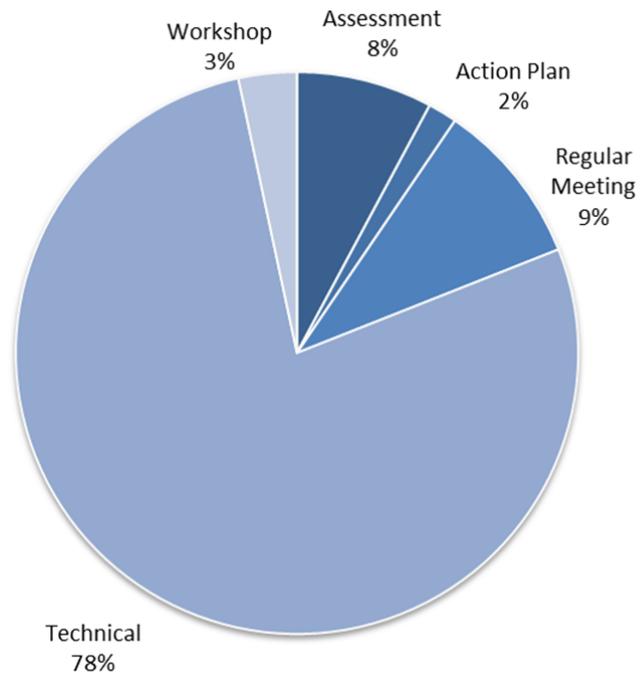
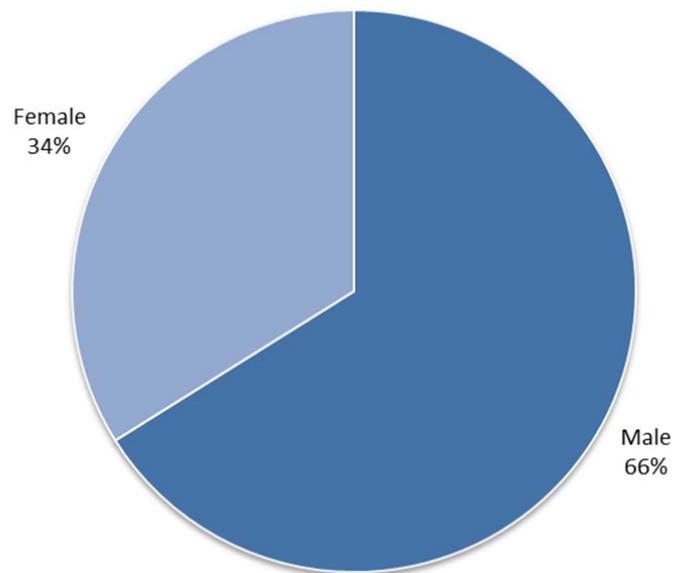


Figure 2: Workshop and Meeting Participants by Gender



2. Oil Sector Assessment

Section One: Progress

In June, USAID-Tarabot completed the final Rapid Assessment Report for Iraqi Oil Sector, and submitted to USAID for review and comments. Before its submission, USAID-Tarabot Oil Team engaged with designated committees and senior officials from the Ministry of Oil (MoO), and targeted ministry directorates to further improve the assessment report. The collaboration and cooperation between expatriate advisors, local Tarabot staff, as well as government representatives from both countries was a truly encouraging sign of the continued partnership between the Iraqi and U.S. governments.

The objective of the assessment is to identify existing problems that are impeding progress in the oil sector in key areas and to provide recommendations that can be translated into actions plans of realistic, high-priority interventions with the potential to generate increased revenue from the oil sector over the near-term. These areas include political economy, organizational, procedural and technical constraints that may be impeding the implementation of key sector development initiatives; promote areas where improvements in oil-sector services can provide direct benefits to Iraqi citizens, and explore areas with the potential to attract increased external investment flows. The assessment will result in a set of recommendations for specific projects and focused interventions.

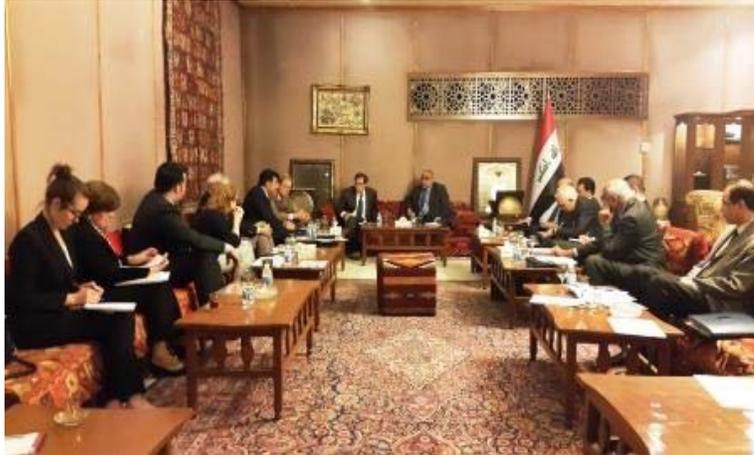


Information and relevant material for analysis was collected by USAID-Tarabot Oil Team from various public and private sector representatives, who contributed to the drafting of the assessment report. Site visits were made to ministry directorates and companies in Baghdad and Basrah where meetings were conducted with senior officials, director generals, department managers, experts, and consultants to build the oil study. Visits were made to the following ministry companies:



- Baghdad
 - Midland Oil Company;
 - Midland Refineries Company (Al Doura Refinery);
 - State Company for Oil Projects (SCOP);
 - Oil Products Distribution Company (OPDC)
- Basrah
 - Southern Oil Company (SOC);
 - Southern Oil Refinery;
 - Oil Pipelines Company (OPC)

USAID-Tarabot briefed the Iraqi Minister of Oil Dr. Adel Abdul Mahdi and his top management, in the presence of US Ambassador to Iraq Mr. Stuart Jones and USAID Mission Director in Iraq Mr. Douglas Ball in addition to USAID and ECON section representatives on the preliminary findings of the oil rapid assessment. USAID-Tarabot and the briefed parties agreed on key interventions that the Ministry of Oil can undertake with the support of USAID-Tarabot to increase the capacity of the southern export system, Midland Refinery Company and Southern Refinery Company, and to reduce leakage in the distribution of refined oil products. Both sides agreed that this assessment is a critical first step before the launch of an intensive capacity building program that USAID-Tarabot will be implementing in the Ministry of Oil over the next months.



Section Two: Next Quarter

Oil Sector Assessment:

With the completion of the Rapid Assessment for Iraqi Oil Sector, USAID-Tarabot is currently developing a work plan for the upcoming nine months that outlines the future interventions and activities. This includes the strategic contract distribute resolutions, identifying short-term technical solutions and long-term administrative and technical solutions.

Section Three: Work Plan Activities and Performance Indicators

3rd Quarter (April - June 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	Finalize study and deliver full package to USAID	USAID-Tarabot completed the final Rapid Assessment Report for Iraqi Oil Sector, and submitted it to USAID for review and comments. Before its submission, USAID-Tarabot Oil Team engaged with designated committees and senior officials from the Ministry of Oil (MoO), and targeted ministry directorates to further enhance and improve the assessment report
B	Develop an action plan and submitted to USAID based on the results of the final study	USAID-Tarabot is in the process of developing a work plan that translates the findings and recommendations of the rapid assessment report into actions and targeted results

C	Start implementation of the action plan (depending whether additional funding for <i>Tarabot</i> will be received)	Once USAID- <i>Tarabot</i> work plan for the extended nine months is reviewed and approved by USAID, implementation of activities will begin
D	Conduct site visits to Ministry of Oil to collect relevant information through a several meetings and interviews (from Qtr2)	Site visits were conducted to MoO and six ministry companies to collect information and relevant material for the oil study. Meetings were conducted with senior officials, director generals, department managers, experts, consultants, and most importantly the Minister of Oil
E	Draft an assessment report and analysis (from Qtr2)	Assessment reports were drafted for each area (i.e. procurement, project management, organization development, etc.) and then combined into one comprehensive assessment report
F	Submit the first draft report to USAID (from Qtr2)	Enhancements and improvements were made to the assessment reports, based on input from Iraqi senior officials and designated committees working in the oil sector

3rd Quarter (April - June) 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	Qtr. 3 FY 2015 (Apr-Jun) 2015	Status
3.2.15	Number of milestones achieved by GoI that strengthen the delivery of services, revenue generation and promotes transparency. (New Indicator)	1	N/A	0	1	USAID- <i>Tarabot</i> completed the final Rapid Assessment Report for Iraqi Oil Sector, and submitted to USAID for review and comments

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.

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

Section One: Progress

Under this extended initiative, USAID-Tarabot worked closely with the KRG Ministry of Labor and Social Affairs (KMoLSA), and its four main sites in Erbil, Dahuk, Sulaymaniyah and Garmyan to link and activate the SSN system. To successfully reach the goal of launching the SSN system in KRG, the following joint activities were implemented:

- **Improving internet connectivity at the ministry HQ and SSN sites**

To improve the internet system, KMoLSA changed its internet provider and tested the internet connectivity at the ministry HQ to ensure its quality. The internet provider also visited the Erbil Social Welfare site to assess the internet connectivity, and thus resolved the issues.

Similarly, the internet provider visited Dahuk Social Welfare site to check the internet connectivity and fix any problems. As a result, all the routers were brought back to the ministry for testing. Similar visits are scheduled in July to the Sulaymaniyah and Garmyan Social Welfare sites.

- **Connection of branches or sub-sites to the main sites**

USAID-Tarabot successfully completed connecting Soran and Koya Social Welfare sites (branches) to Erbil Social Welfare site (main). Both systems and connections were tested successfully, and staff resumed work without any interruptions.



Similar visits will be made in July to the Social Welfare branches (sub-sites) for Sulaymaniyah and Garmyan in order to connect them with the main sites of Sulaymaniyah and Garmyan.

- **Moving SSN Server for Erbil Social Welfare site to the new building**

After assessing the SSN server used by Erbil Social Welfare site, USAID-Tarabot IT Manager and SSN Advisor assisted in relocating the server to the new SSN building. System installation, configuration and connection to the ministry HQ SSN server were successfully completed.



- **Building the capacity of ministry staff in using the new SSN system**

This quarter, USAID-Tarabot delivered on-job-training to 42 ministry officials (25 Male, 17 female), as a part of the SSN infrastructure development. IT managers and engineers from ministry HQ and four main social welfare sites participated in training; on MS Windows Server 2008 Administration, Cisco Equipment, and 2008 SQL Server. The next step is OJT for reinstalling domain Controller which is scheduled in July. These trainings aim to build the capacity of ministry staff in using the new SSN system.

- **Data cleansing of current records, by removing duplicate records, completing missing information, and performing corrections**

Earlier this quarter, USAID-Tarabot SSN Advisor generated error reports for all the sites by using the old SSN databases, and sent these reports to the Minister for review. These error reports identified the deficiencies in the records (duplicate beneficiaries and incomplete information). As a result, the ministry IT Manager instructed all sites to clean-up their records.

The same process was implemented in June, where USAID-Tarabot SSN Advisors generated reports using the newly cleaned-up databases for each site; to identify duplicate records, and incomplete information. Once all records are cleaned, they will be migrated to the new SQL database.



- **Data migration of SSN records from the old database to the new database**

The newly developed SSN database at the ministry is in the final stages of completion. Cleansed data will be migrated to this new SQL database.

As progress is being made under each activity specified above, USAID-Tarabot began coordinating with the Director of Public and Foreign Relations to prepare SSN materials and documents for the opening ceremony.

Section Two: Next Quarter

Kurdistan Social Safety Net:

USAID-*Tarabot* will assist KMoLSA to launch the SSN system in Kurdistan. With the opening ceremony set for August, USAID-*Tarabot* will:

- provide technical assistance and on-job-training to ensure SSN system users and data entry staff are equipped with the knowledge and skills to operate and maintain the SSN system
- oversee SSN records are cleansed and migrated to the new SQL database
- follow-up with the 4 main SSN sites in Dahuk, Erbil, Garmyan and Sulaymaniyah; to ensure connectivity of SSN system with the 7 targeted branches (sub-sites)
- assist in developing the necessary materials, documents and reports for the opening ceremony

Section Three: Work Plan Activities and Performance Indicators

3rd Quarter (April - June 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	Start data migration process from ACCESS to SSN SQL database for all sites and branches	Data migration will begin to the new SQL SSN database once all the data is cleansed for each site and sub-site
B	Technical assistance provided as needed on the data migration process	Data migration will begin to the new SQL SSN database once all the data is cleansed for each site and sub-site
C	Technical assistance and on job operational training provided for the system users and technical staff at five sites	OJT delivered to engineers and programmers from the ministry and SSN sites on building the SSN infrastructure and programming the database. This included training on MS Windows Server 2008 Administration, Cisco Equipment, and 2008 SQL Server
D	Technical assistance and on job operational training provided for the system users and technical staff at MoLSA-KRG -HQ and main sites (from Qtr2)	In Qtr3, OJT for building the SSN infrastructure began in April to engineers and programmers from the ministry and SSN sites
E	Technical assistance provided on the data cleansing process (from Qtr2)	In Qtr3, USAID-Tarabot assisted the ministry in data cleansing of their records for SSN beneficiaries. Reports were also generated for each SSN site (main) and sub-site (branch); using the old ACCESS database. These reports show duplicate records and missing information, where each site is working towards completing cleansing their records before migrating to the new SQL database
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	Follow-up the data entry completion at the seven targeted branches	Reports showing duplicate records and missing information were generated using the old SSN database (in ACCESS) for each SSN site (main) and sub-site (branch). Each site and sub-site is currently working towards completing data cleansing before migrating to the new SQL database
B	Link all seven branches with MoLSA-KRG 4 provincial central sites	Koya and Soran Social Welfare sites (branches) are connected with Erbil Social Welfare site (main). The remaining branches in Dahuk and Sulaymaniyah were not connected due to the inability of USAID-Tarabot to travel outside Erbil. Tarabot is coordinating with USAID and the Minister of Labor and Social Affairs for KRG to resolve this issue

C	Install SSN system software at the targeted branches (from Qtr2)	In Qtr3, SSN software was installed for Koya and Soran Social Welfare sites (branches) and connected with Erbil Social Welfare site (main). USAID-Tarabot SSN advisor was not given security clearance to move outside Erbil. Tarabot is coordinating with USAID and the Minister of Labor and Social Affairs for KRG to resolve this issue
D	Technical assistance and on job operational training provided for the system users and data entry at targeted branches (from Qtr2)	In Qtr3, training was delivered to SSN staff at the 4 main sites on the new SSN database. The idea is to have them train SSN staff in the branches (sub-site). Data entry of cleansed records to the new SSN database has not progressed as target; due to delay from the sub-sites (branches)

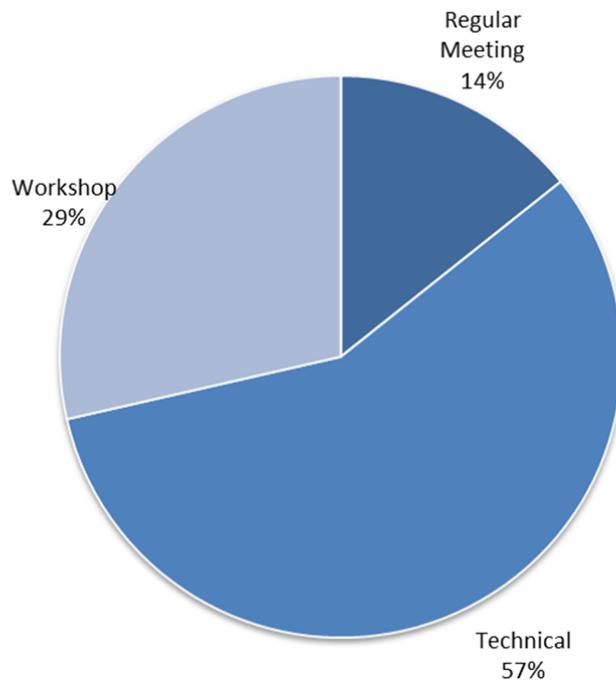
3rd Quarter (April - June) FY 2015 Performance Indicator Table

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	Qtr. 3 FY 2015 (Apr-Jun) 2015	Status
3.2.15	Number of Milestones achieved by Gol that strengthen the delivery of services, revenue generation and promotes transparency. (New Indicator)	1	N/A	0	0	Payment report will be generated directly after all the targeted sites are linked to the main site, 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	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.

3rd Quarter (April - June) FY 2015 Charts and Tables

Figure I: Activities Distribution by Type



PROJECT ADMINISTRATION

• Staffing and Deployment

By the end of June 2015, project staff increased to 45 consisting of 43 local and two expats. The following positions were filled during this quarter:

- Local staff were hired to fill positions in IT, Finance, Executive Office of COP, Translation, SSN core area, and oil sector assessment
- Expats were hired to support the project in administrative and technical aspects; in particular senior advisors to lead the oil sector analysis

In the meantime, the Finance & Administration Director has left the project due to personal reasons.

• 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. The Iraqi Forces continued military operations during this quarter with the assistance of the Coalition Forces to fight off the Islamic State in Iraq and Syria (ISIS). Most significantly have been military activities in the cities of Baji and Ramadi. This has not affected USAID-*Tarabot* operations in Baghdad.

The following major incidents occurred during this quarter:

- Izzat Ibrahim Al-Douri, a former deputy to Saddam Hussein was killed in a security operation by Iraqi security forces and Shia militia members in the Hamrin Mountains between Tikrit and Kirkuk
- A car bomb attacked Al Yarmouk Hospital, Southern Mansour districted in Baghdad
- A car bomb exploded on April 27, 2015, next to a very busy restaurant located on 14th Ramadan Street in Baghdad's western district of Mansour (about 1.5km west of USAID-*Tarabot* Mansour compound)
- A car bomb on Friday May 29, 2015 at Babylon Hotel and Sheraton Hotel parking garage

The disposition of 18 armored vehicles

MSI has 18 D class Armored Vehicles. Per US Regulations, they are classified and cannot be offered or sold to the Iraqi public and private sector. However, they can be offered to the US government or to a contractor with USG.

Despite being D class vehicles and are sensitive/ classified items, USAID, MSI, and its security provider are obligated to comply with Ministry of Interior (MoI) regulations. Under Iraqi law, these vehicles must be turned over to the GoI or exported from Iraq; not turned over to another entity within Iraq.

MSI is seeking additional guidance from USAID on how to proceed.