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USAID IRAQ ADMINISTRATIVE REFORM PROJECT

MONTHLY PROGRESS REPORT, DECEMBER 2013

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Iraq Administrative Reform Project



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ACRONYMS

AD	Administrative Decentralization Component
CoE	Center of Excellence
Gol	Government of Iraq
ICEG	Iraq Center for Excellence in Government
IDMS	Iraq Development Management System
ISRAR	Iraq Solutions for Regulatory and Administrative Reform
KMoLSA	Kurdistan Ministry of Labor and Social Affairs
M&E	Monitoring and Evaluation
MoA	Ministry of Agriculture
MoCH	Ministry of Construction and Housing
MoE	Ministry of Electricity
MoEnv	Ministry of the Environment
MoIM	Ministry of Industry and Minerals
MoLSA	Ministry of Labor and Social Affairs
MoMD	Ministry of Migration and Displaced
MoU	Memorandum of Understanding
MoT	Ministry of Trade
MoTr	Ministry of Transport
NPM	National Policy Management Component
OPD	Office of Policy Development (Prime Minister's Office)
OSS	One-Stop-Shop
PMAC	Prime Minister's Advisory Commission
PM	Project Management
PMI	Project Management Institute
PMO	Project Management Office
PMP	Project Management Professional
SCAU	Service Center Advisory Unit
SCMT	State Company for Maritime Transport
SSN	Social Safety Net
USAID	United States Agency for International Development

This report summarizes project activities and accomplishments under the Iraq Administrative Reform Project USAID-*Tarabot*¹ for December 1–31, 2013.

SUMMARY

Ensuring Support for Those in Need. On December 12, 2013 a conference with over 400 attendees was held by USAID-*Tarabot* at the Mansur Hotel in Baghdad to commemorate the launch of the Social Safety Net Information System, which is now operational throughout the Ministry of Labor and Social Affairs and 15 governorates in Iraq. The event was held under the auspices of His Excellency the Prime Minister, and chaired by His Excellency the Minister of Labor and Social Affairs.

The Social Safety Net information system was initiated in response to a socioeconomic survey, conducted in 2007 by the Ministry of Planning, which revealed that one-fourth of Iraqis were living under the poverty line. The Government of Iraq took corrective measures, including the overhaul of the cash transfer system, through the Social Safety Net program to address poverty and ensure access to training and job opportunities for the unemployed in Iraq. The system was designed to improve upon and correct the deficiencies of its predecessor, which depended on isolated databases in Iraq's 15 governorates, making misuse easy. Under this system, individuals were able to register to receive benefits in multiple governorates, and ineligible citizens were able to wrongfully receive benefits as the system in place at the time was unable to detect duplicate applicants. In establishing the new system, 15 datacenters were set up throughout the Iraqi provinces and customized software was developed for the automation of benefits distribution, and which were combined into a unified database at the Ministry of Labor and Social Affairs' headquarters.

The Social Safety Net project currently covers 428,254 families and 1,323,628 persons. During the first run of the program, 54,000 records were flagged as suspicious, either as duplicates or not meeting the requisites for beneficiaries. The Ministry thereby benefitted from a savings of \$28 million dollars which was channeled back into the system to support more families. The system is now fully owned and operated by the Ministry using its own staff and an allocated annual budget of \$300,000 dollars to operate and maintain the system. USAID-*Tarabot* and the World Bank, partners in its establishment, leave the system with the Ministry of Labor and Social Affairs confident in its sense of ownership and the sustainability promised thereby. An initiative is currently underway to deploy the system in Kurdistan as well.

Strengthening Policy Development Capacity. A graduation ceremony was held on December 7, 2013, for 41 Iraqi government officials, of which 22 were women, from the Ministries of Environment, Human Rights, Migration and Displaced, and Labor and Social Affairs to mark the successful conclusion of nine months of training provided by USAID-*Tarabot* through its policy development and implementation program. Held at Al Nahrain University under the auspices of the Prime Minister's Office, the keynote speech was delivered by the Chairman of the Prime Minister's Office of Policy Development, Thamer Ghadban, in which he recognized USAID-*Tarabot*'s support in the development of policy capacity in the ministries and the establishment of Public Policy Units in the executive offices. With the support of *Tarabot*, Iraqi ministry officials were equipped—for the first time—with the necessary knowledge and tools to develop policies and participate in the policymaking process. USAID-*Tarabot* works closely with executive offices in policy management and development

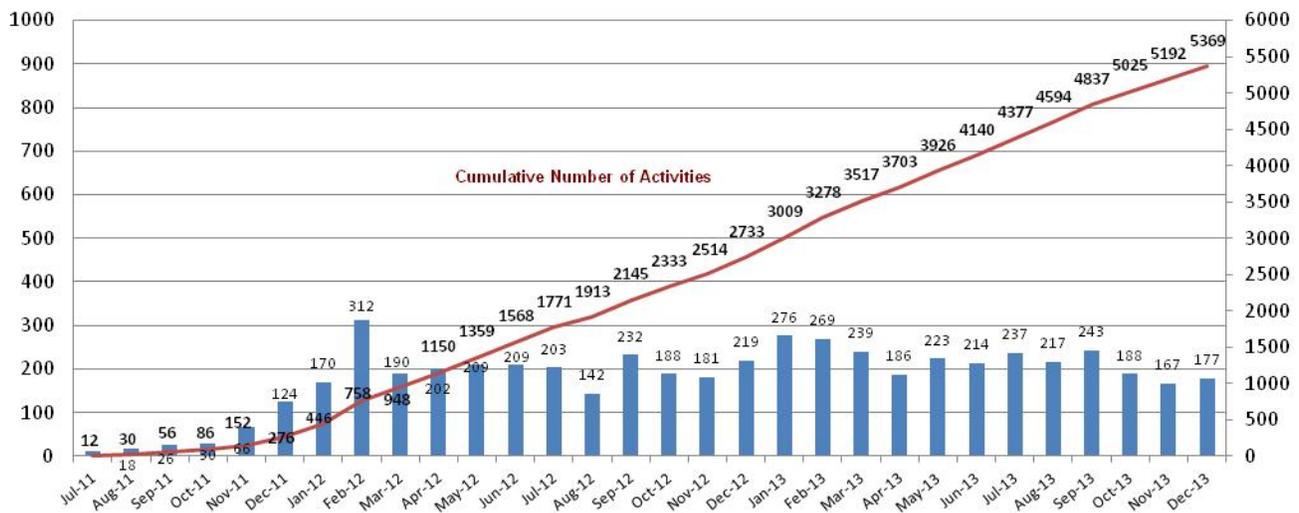
¹ For brevity and convenience the Administrative Reform Project is referred to in the text by its Arabic name, *Tarabot*, meaning "Linkage".

through models, tools, and technical assistance to enhance and strengthen the institutional capacity of government offices to develop and implement public policies. Through training in the theory and practice of policy development, *Tarabot* assists executive offices of the Government of Iraq to address pressing policy issues in a systematic way with the use of practical tools such as political mapping, stakeholder analyses, constituent mobilization, and scenario building.

Transitioning Procurement Activities. With the recent completion of procurement reviews for the southern governorates of Salah ad Din, Ninawa, Anbar, and Diyala, the USAID-*Tarabot* Procurement Advisory Unit has completed its handover of procurement activities for 13 provinces in Iraq. Following upon several months of work to support the transitioning of procurement activities to partnering governorates in Basrah, Muthanna, Dhi Qar, Maysan, Babil, Najaf, Wasit, Diwaniyah, and Karbala, this event marked some of the final steps of USAID-*Tarabot*'s procurement reform program. Attended by a range of high level officials, including deputy governors, managers of procurement departments, and financial officers, the reviews covered the achievements of each governorate thus far in implementing procurement reforms, roadmaps for sustainability, and how to prepare for project impact assessments. With *Tarabot*'s assistance, these governorates have been able to make use of their investment budgets through fair and transparent procurement systems; thus, contributing to an environment that is more conducive for international businesses and ultimately, better services for the Iraqi people. Their completion of *Tarabot*'s procurement reform program is a landmark achievement in improving transparency in Iraq, and serves as an important precedent for other governmental entities.

Events: The USAID-Tarabot project engaged in a variety of activities during December. Please note that there was an overall decrease in the number of activities this month due to the Aushura holiday, which restricted travel for Tarabot staff. The following description accounts for the numbers and types of events delivered:

- **Total Events:** USAID-Tarabot teams held 177 events (workshops and formal meetings) in December.
- **Locations:** 90 of these events were held at locations in Baghdad, while 87 events were delivered on location in 16 provinces.
- **Type of Event:** 177 events in December were formal assessment meetings, action planning, or implementation workshops. Zero events were introductory meetings.
- **Institutions:** 96 of these events were with 21 ministries; 62 events supported the governors' offices; 13 events were held directly with the executive offices; 5 events were held directly with NGOs and the private sector; and 1 event was held with the provincial council.
- **Tarabot Components:** 44 events were carried out by the National Policy Management component, 124 events were carried out by the Administrative Decentralization component, 5 events were carried by KRG office, and 4 events were carried out by the Education Capacity team.



NATIONAL POLICY MANAGEMENT

2.1 Regulatory Reform

This month, ISRAR continued to focus on the production of a package of online recommendations using the Checklist review tool and uploading system. The ISRAR Central Unit completed 344 reviews this month while their respective ministerial units completed 492 reviews; both parties were able to successfully upload them to the e-Guillotine system. Throughout this month, the ISRAR Central Unit conducted regular visits to all 26 Iraqi ministries to ensure the thorough and professional review of all regulations.

Additionally, ISRAR accomplished a series of significant private sector engagements through the endorsement of a “joint-cooperation” step by USAID between ISRAR and the stakeholders of U.S. companies. These developments took place during an Embassy meeting attended by the Prime Minister’s Chief of Staff, representatives of American companies working in Iraq, USAID, and senior members of the ISRAR project. ISRAR scope and capabilities—in terms of legal, economic, and technical assistance—were presented. American companies contributed to the discussion by noting various obstacles that hamper commercial activities in the Iraqi economy. The meeting concluded with the assignment of a USAID committee, by representatives of the U.S. Embassy, to coordinate efforts between the ISRAR project and stakeholders of American companies operating in Iraq. The mission of this delegation is to identify and eliminate obstacles that hinder economic activity in the country.

Additionally this month, ISRAR hosted a discussion and training session with over 25 representatives from the private sector. The discussion concerned open-market best practices, and the training covered the regulatory review process. ISRAR’s Central Unit outlined the e-Guillotine system, and encouraged companies to begin uploading recommendations regarding Iraqi law(s) that hamper their companies’ ability to conduct business in Iraq.

Later on in the month, ISRAR’s Senior Advisor in Regulatory Reform visited the project and conducted training with the ISRAR team. ISRAR senior advisors led a range of meetings consisting of checklist trainings, workshops, and open floor discussions. In addition to meeting with the Central Unit, ISRAR’s senior advisors met with USAID to update them on the overall progress of the project. ISRAR’s senior advisors, along with the Central Unit, further refined the recommendation package submission process. Under the new process, the Central Unit is optimistic that they would be ready to submit an official package of recommendations to PMAC by the middle of January 2014.



The Chief of Staff of the Prime Minister

In a meeting with Dr. Hamid Ahmed, Chief of Staff of the Prime Minister, NPM proposed the establishment of a steering committee composed of 5 to 10 key government officials to provide political support for the work of ISRAR and speed up the process of submission of reforms for approval. The Chief of Staff expressed his approval for the proposal, and listed agencies that would participate in the steering committee such as the Parliament’s Legal Affairs Committee and Economic Investment Committee;

the Ministries of Finance, Justice, and State for Parliamentary Affairs; the Shura Council; and the Council of Ministers' Secretariat (COMSEC).

In the same meeting, the Chief of Staff noted that “time was of the essence” given the end date of the ISRAR project, and the urgency needed to overcome the bureaucratic hurdles associated with the salary of local ISRAR staff, the lease of the building, and other activities identified in ISRAR-approved GOI cost-share budget. The Chief of Staff favored a solution whereby PMAC would outsource the delivery of these services.

2.2 Office of Policy Development, Prime Minister's Office

In December, OPD advisors tackled the economic and social policies outlined in the National Development Plan (NDP) 2013–2017 during the course of two workshops. The first workshop on economic policies was delivered by a professor of Baghdad University's School of Economics and consultant of the NDP 2011–2013 and NDP 2013–2017. The aim of this workshop was to inform advisors on how to integrate the economic policies of the NDP into their policy research, analyses, and recommendations. The professor explained that the new NDP complements and builds on the economic policies of its predecessor while placing renewed emphasis on the Iraqi Constitution of Human Rights, economic freedoms, and decentralization, which would give provinces a greater role in the management and implementation of their capital investment projects. Accordingly, the latest NDP concentrates on the development of sectors such as tourism, agriculture, energy, and industries—unlike the first NDP, which relied primarily on energy.

The second workshop covered the social policies detailed in the NDP, and was conducted by a professor of sociology at Baghdad University. As a key author of the social policies in the NDP 2011–2013 and the NDP 2013–2017, he discussed the principal areas of concern regarding education, health, women, and youth. In addressing the need to develop national policies to advance the status of women, the NDP promotes government programs that encourage women to engage in business and to provide them with political opportunities that enable their participation in decision making. In addressing the challenges facing youths, the NDP aims to tackle the issues of unemployment, poverty, and illiteracy.

This month, USAID-*Tarabot* met with the Chief of Staff of the Prime Minister and Chairman of the Office of Policy Development (OPD) to discuss several issues regarding cost share funds, the strengthening of the administration of the OPD and its sustainability in the coming years, the ordering of books in public policy, the visit to the Carnegie Foundation in Lebanon, and a 10-day study tour for OPD advisors to Washington, D.C. to meet with American think tanks. Both the Chief of Staff and the Chairman supported the holding and funding of an international conference in Baghdad on the role of public policy in governance, the establishment and funding of an Institute of Public Policy Studies and Research at Al Nahrain University, and the recruiting of graduates as interns in the OPD.

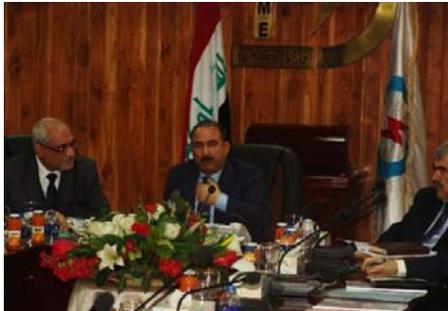
2.2.1 Offices of Policy Development in the Ministries

Economic Ministries. USAID-*Tarabot* continued its assistance in policy implementation with the policy units of the Ministries of Electricity (MoE), Industry and Minerals (MoIM), and Trade (MoT) this month.

The MoT continued with its implementation of public policy in the streamlining of free trade agreements in



Iraq. This month, its policy unit held a series of workshops that aimed to establish an integrated trade information system in the Ministry. In attendance were representatives of the Foreign Economic Relations and Private Sector Development Directorates, and the IT unit. Participants were introduced to major elements of the proposed trade information system, and the Head of the Iraqi Trade Information Center made a presentation on the center's web portal. The presentations were followed by discussions regarding the possibility of integrating the trade portal into a single trade information system in Iraq. It was agreed that a working group should be set up to develop strategic and operational plans and to coordinate the implementation. A report on the workshop's conclusions and recommendations has been shared with the Public Policy Committee.



Minister of Electricity delivers opening speech at policy discussion

The leadership of the MoE reviewed documents submitted for the approval of the policy on introducing energy efficiency measures in the electricity sector of Iraq. This month, a series of consultations between the Deputy Minister and the Planning and Studies Office culminated in a senior level policy discussion in the MoE. In attendance were the Minister, three Deputy Ministers, all Directors General, General Manager, Assistant General Manager of the Planning and Studies Office, and members of public policy team. The Minister thanked USAID-Tarabot for its assistance in institutionalizing modern policy making in the MoE. Members of the policy team made presentations on the proposed policy objectives, components, scenarios, risk analysis, and impact assessment of each policy alternative, and conclusions and recommendations were presented at the end.

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the Planning and Studies Office, and members of public policy team. The Minister thanked USAID-Tarabot for its



MoIM produces documents for the approval of industrial policy program

With the approval of the Shura Council, the Industrial Policy and Reform Unit (IPRU) was formally established in the MoIM. The Head and Deputy Head of the Unit along with four policy experts have been appointed, and the selection of additional staff is in process. The policy on institutionalizing the industrial monitoring and evaluation (M&E) system has entered its implementation phase—Terms of Reference for an M&E working group were approved and 12 members from four directorates will join the Policy Unit in setting indicators and collecting baseline data. The IPRU has also finalized and submitted for the Minister's approval documents needed for the Iraqi Revival Program for Industrialization, a policy program designed with NPM assistance. The Policy Unit has produced the materials for and set a schedule of consultations with MoIM senior officials regarding on the implementation of the program.

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The USAID-Tarabot maintained contacts with senior officials to assess progress and to agree on activities for the forthcoming period. Tarabot met with the Deputy Minister of Electricity and he confirmed the Ministry's intention to hold a series of introductory sessions on public policy making for the Directors General of the MoE. These seminars would be concluded by a workshop, where Directors General will put forth recommendations on public policy institutional capacity building in the Ministry. In a meeting with the Directors General for Foreign Economic Relations of the MoT, Tarabot was informed that decision to formally establish a policy unit had been submitted to the Minister for approval and the Terms of Reference had been approved for two working groups. It

was agreed to arrange meetings with the Ministries of Industry and Minerals and Planning and Finance, along with the Customs Authority, to set cooperation arrangements for the establishment of an integrated trade information management system within the framework of policy implementation. *Tarabot* also met with the Advisor of MoIM, and it was agreed that *Tarabot's* technical assistance will continue in three areas: stakeholder consultations, design of the industrial policy program, and the development of indicators for the industrial monitoring and evaluation system. It was agreed that NPM would assist the Ministry to refine the industrial policy program design and establish its management structures through a series of workshops with the Directors General.

Socially-Oriented Ministries. This month, USAID–*Tarabot* graduated 41 government officials in public policy making from the Public Policy Units of the Ministries of Migration and Displaced, Human Rights, Labor and Social Affairs, and Environment under the auspices of the Prime Minister, H.E Nouri K. Al-Maliki in collaboration with Al Nahrain University. The Chairman of the Prime Minister Advisory Council, Mr. Thamer Ghadban, expressed his appreciation to *Tarabot* for enhancing the executive offices in developing national policies. USAID-*Tarabot* has supported these ministries in the establishment of Public Policy Units and will continue to work with them in pursuit of policy formulation as a tool for government reform.

Advisors from the ministries are continuing to draft their policy papers and hosted several stakeholder consultations this month, as illustrated below.

The **Ministry of Environment** hosted four stakeholders to join the mentoring session conducted by USAID-



Tarabot on the depletion of gases in the ozone layer: 1) a representative of the Quality Control Directorate at the MoIM, 2) two representatives from the Ministry of Oil, 3) a representative from the Ministry of Planning, and 4) the Ozone Unit Director from the Ministry of the Environment. *Tarabot* explained the role of stakeholders in the consultation process and the obstacles facing their work in trying to reduce the depletion of the ozone layer. Public policy advisors have begun the formulation phase in the drafting of the “Sewage Pollutants in the Tigris River of Baghdad Province” policy paper. In collaboration with the Amanat Baghdad, the team has begun to discuss possible policy options, such as the retaining the status quo, contracting with international companies to rehabilitate treatment plants, and building new treatment stations.

The **Ministry of Migration and Displaced** hosted three stakeholder consultations with the Head of the Committee of Civil Society Organizations in the Baghdad Provincial Council, a Senior Legal Advisor at UNHCR, and the Director of the Human Resources and Budget department at the Ministry to discuss the development of the “Slums in Iraq” policy paper.

USAID-Tarabot conducted mentoring sessions with advisors of the Public Policy Unit at the **Ministry of Labor and Social Affairs** and hosted three representatives: 1) the Director General of the Juvenile Delinquency Directorate, 2) Head of Legal Affairs, and 3) a social researcher to examine the key reasons behind the problem of homeless orphans in Iraq. The Public Policy Unit members were introduced to the officials' experience and information regarding state juvenile centers.

Meanwhile, USAID-Tarabot conducted a mentoring session at the **Ministry of Human Rights** for its public policy advisors. The advisors met with representatives from the Supreme Judicial Council; the Ministries of State for Women's Affairs, Health, and Interior; the Baghdad Provincial Council; and the media department of the Ministry of Human Rights. The objective of this high-level coordination was to gather ideas, opinions, and recommendations regarding the policy on violence against spouses.

2.3 Bureau of Public Policy, President of the Republic's Diwan

This month, policy development advisors continued with the drafting of the "Homeless Orphans" policy paper. With the attendance of an advisor from the Council of Minister's Women's Affairs and a representative from Parliament, the Presidency policy advisors discussed, reviewed, and analyzed the final two policy options to address the problem of homeless orphans: 1) foster care, and 2) faith-based organizations. All the legal justifications that support the foster care option was presented by Tarabot, and the role of faith-based organizations underwent a pros-and-cons analyses with social, cultural, religious, economic, political, and legal considerations. In the coming weeks, the impact of the options will be assessed through an evidence-based approach to determine the best solutions to meeting the challenge of homeless orphans.

At the request of the Senior Director General of Training in the Presidency Diwan, Tarabot developed a document titled *Functions, Management and Organizational Structure of the President's Bureau of Public Policy*. This management tool was submitted to the Presidency as part of Tarabot's continual technical assistance in strengthening the management and administration of the Bureau.

2.4 Policy Communication and Outreach

Tarabot delivered three workshops to policy stakeholders in Diwaniyah, Babil, and Baghdad with 22 participants representing 18 organizations, the Chamber of Commerce, and a media outlet. Tarabot presented the role of civil society organizations as stakeholders in the policymaking process, and how to build grassroots capacity to more effectively engage with national government policy offices. The role of the media in advocating for policy issues and creating awareness were also discussed.



2.5 Women in Policy

Tarabot's Head of Women's Policy Unit attended a working session with the Al Amal Association to discuss the United Nation's Convention on the Elimination of All Forms of Discrimination Against Women, and provided additional policy recommendations to the organization.

ADMINISTRATIVE DECENTRALIZATION

3.1 Planning Advisory Unit

Ministerial Partners Progress in *Tarabot* Project Planning Program

To improve project planning and to maximize the positive economic and social impact of the capital investment budget, USAID-*Tarabot* strives to improve the capacity of Government of Iraq planning units to screen and select projects based on cost-benefit analyses of economic, social, financial, spatial, and environmental considerations. *Tarabot* held a third and final workshop this month with the Ministry of Trade, thereby completing its capacity building program for the Ministry; the Ministry will now proceed to on-the-job training for the practical application of these skills. *Tarabot* also held the second of the three workshops for the Ministry of Health. Additionally, *Tarabot* worked with the Ministries of Construction and Housing, Agriculture, and Electricity to prepare for their graduation from its project planning capacity building program. In this handover event, these ministries will join the provinces of Babil, Diwaniyah, Muthenna, Basrah, and Ninawa which graduated earlier this year.

USAID-*Tarabot* Assists Ministry of Planning with Evaluation Tools for NDP

USAID-*Tarabot* provided further technical assistance to the Ministry of Planning to enhance its statistical data, and to improve its projections and evaluation of the NDP 2013–2017. This assistance has been ongoing since the earliest stages of the plan's development and focuses on the construction of an input-output table for Iraqi economy, which is now in its final stages and due to be completed by the end of the year. Additionally, *Tarabot* is continuing to assist the Ministry of Planning to improve its statistical data for various sectors including agriculture and transportation.

3.2 Administrative Decentralization Support

Tarabot Continues to Facilitate Implementation of Article 45

USAID-*Tarabot* is working with Government of Iraq partners at the central and provincial levels to facilitate the implementation of amended Article 45 of Law 21. To this end, workshops this month were conducted for the Governorates of Basrah and Diyala, and the Anbar Provincial Council. A roadmap for engagement and cooperation with the Anbar Governorate Office was agreed upon. In Diyala, it was agreed that a coordinating committee will be formed and headed by the Governor to follow up on the delegation of granted powers, and the claiming of broader administrative and financial powers by sub district administrators. In Basrah, follow-up meetings will be held with the Governor and Provincial Council Head, in addition to the decentralization committee and other relevant partners.



USAID-Tarabot Launches First Regional Coordination Conference on Decentralization

USAID-Tarabot is working with Government of Iraq partners, at the central and provincial levels, to facilitate the implementation of amended Article 45 of Law 21. As part of this work, Tarabot held the first of three planned regional conferences in Maysan with the goal of coordinating the efforts of four provinces - Basrah, Maysan, Muthanna, and Dhi Qar - towards achieving this implementation. Over 100 people attended, including high-level officials from governorate offices, provincial councils, and ministerial directorates, as well as 16 media outlets.



Group discussions were held to discuss the activation of article 45, following an in-depth presentation on the article, through a coordinated and cooperative approach between ministries and their directorates, governorate offices, and provincial councils. The legal and constitutional framework for decentralization was discussed, as well as obstacles to the implementation of Article 45 and the respective roles of the parties involved. Recommendations were drafted by each group on the basis of these discussions and were incorporated into a roadmap which will be finalized in the first half of January.



Tarabot and Taqadum to Move Forward with Coordinated Activities

USAID-Tarabot and Taqadum conducted a coordination meeting where Tarabot agreed to contribute to an upcoming decentralization “expo” held by Taqadum. Opportunities for feeding the results of Tarabot’s regional coordination conference—to be held in Maysan—into the expo were also discussed.

3.3 Project Management Advisory Unit

USAID-Tarabot Supports Government Partners with PMO Restructuring

Many Iraqi government entities have embraced the project management system promoted by USAID-Tarabot through the establishment of Project Management Offices (PMOs). With up-to-date methodologies, functions, and organization, the offices will help governor’s offices and ministries oversee capital investment projects, and ensure their rapid and cost-effective implementation. USAID-Tarabot has made strides to build up and support PMOs in ministries and governor’s offices throughout Iraq. Once established the PMOs require adjustments and restructuring to meet the unique needs and realities of their respective entities. This month, USAID-Tarabot worked with the Governorates of Diwaniyah, Wasit, and Babil as part of its ongoing support to amend the current structure of their PMOs.

Promoting Project Institutionalization of PMI Techniques Through Pilot Projects

Government of Iraq entities are capitalizing on USAID-Tarabot’s assistance by employing project management systems on 46 different pilot projects. These pilot projects are being implemented by well-trained and professional government engineers and PMO teams established through



ongoing assistance from USAID-*Tarabot*. Government engineers are taking steps to ensure that these projects are properly scoped and scheduled, and that their costs are realistically estimated through the use of internationally-recognized tools and techniques. The ultimate goal is a broad institutionalization of PMI processes within *Tarabot's* partner entities. By providing engineers with hands-on support with the PMI system, USAID-*Tarabot* is not only deepening the knowledge of participating engineers, but also ensuring the successful application of the system, which will ultimately support its broad institutionalization and the sustainability of *Tarabot's* successes.



USAID-*Tarabot* continues to engage with ministerial and provincial partners to assist in the implementation of pilot projects. At the ministerial level, technical assistance was provided to the Ministries of Industry and Minerals, Oil, and Construction and Housing. At the provincial level, technical assistance was provided to Basra, Kirkuk, Wasit, Muthanna, and Ninawa.

USAID-*Tarabot's* assistance is broadening in its impact as more and more pilot projects are being selected. This month, the Ministry of Oil selected an oil depot as a second pilot project, and the Ministry of Youth and Sport selected a pilot project for electrical upgrades for its sports facilities. At the provincial level, the Governorate of Kirkuk selected two new pilot projects for cost estimations—bringing the total number of pilot projects undertaken by the Governorate to five—while the Governorate of Babil agreed to adopt MS Project and PMI processes on a new pilot project for the construction of a bridge.

In a new and encouraging move, the Wasit Governorate became the first Government of Iraq partner to commit to the application of PMI processes in its entirety throughout the project cycles for three pilot projects: a water compact unit, a high school building, and a rural road. Previously, PMI processes had been applied primarily in the initiating and planning processes of pilot projects; now, the Wasit Governorate is expanding this application to the execution and closing processes, and monitoring and controlling. The contracts for some pilot projects have been amended to specify the application of PMI processes, and the Governor will send a memorandum to contractors mandating their use of PMI processes on other pilot projects. USAID-*Tarabot* will provide technical assistance to the Governor's Office and the contractors to facilitate the application of PMI processes.

Government of Iraq Entities Pursue PMP Certification with Support of *Tarabot*

With the support of USAID-*Tarabot*, Government of Iraq Project Management Professionals (PMPs) have been trained and are getting certified to establish and promote sound project management practices after *Tarabot* comes to a close. The foundational concepts and skills required to attain PMP are incorporated into all of USAID-*Tarabot's* project management training courses, and the project has transferred PMP-compliant systems to each of its counterpart entities. Engineers from the Ministry of Construction and Housing and the Babil Governorate have taken a 35-hour training course on PMI techniques, and USAID-*Tarabot* also worked with Governorates' Offices in Diyala, Muthanna, and Basra to prepare them for the PMP exam.

Engineers Prepare for National Project Management Conference

To prepare for the planned National Project Management Conference, workshops were conducted with project management engineers in Ninawa, Babil, and Basra to produce a set of recommendations to be presented at the conference. Obstacles that hinder project implementation in Iraq were identified and discussed, and a set of solution-oriented recommendations were produced based on international PMI standards, which will grant the National Conference a strong basis for promoting PMI processes throughout Iraq.



MoMPW Completes Project Management Capacity Building Program

With the training of 15 engineers on Earned Value Management, the Ministry of Municipalities and Public Works completed the four-stage project management capacity building program. As a tool, Earned Value Management is used to measure project performance during the execution stage and helps to anticipate dates for project completion based on performance indexes, enabling project managers to make necessary adjustments and corrective actions to keep the project on track.

The completion of the program by the Ministry of Municipalities and Public Works brings the number of Government of Iraq entities to do so to 10 ministries and 13 governorates.

3.4 Procurement Advisory Unit

Promoting Procurement Archiving, Reporting, and Planning with Government of Iraq Partners

Procurement reporting is a means of documenting work progress and communicating it to decision makers in an effort to instill transparency and improve performance. The institutionalization of procurement reporting—documenting monthly progress, achievement of performance indicators, work plans for the upcoming month, resolved and unresolved contractual issues, updated or amended procurement plans, payments, and conclusions and recommendations for decision makers—represents an important step toward transparency in Iraq.

In continuing its work to promote the efficient archiving of procurement records, USAID-Tarabot is working with the Ministry of Environment to advise on and promote electronic archiving, and an official order mandating its implementation will be issued. Additionally, a workshop was conducted for the Ministry of Labor and Social Affairs and the Ministry of Migration and Displaced on archiving and reporting. USAID-Tarabot is also working with the Ministry of Construction and Housing and the Governorate of Anbar to support them in the reporting of their monthly activities.



USAID-Tarabot works with a range of Government of Iraq partners to promote the adoption of standard bidding documents in the procurement process. This month, the Procurement Advisory

Unit worked with the Ministries of Environment, Transport, Electricity; the Municipalities and Public Works Sewerage Directorate; and Governorate Offices in Ninawa, Anbar, Najaf, and Diwaniyah to facilitate their use of standard bidding documents.

Another critical aspect of *Tarabot's* procurement work concerns procurement planning. This month, the Procurement Advisory Unit conducted technical meeting with the State Company for Oil Projects and an agreement was reached on preparations to develop the company's procurement plan for 2014. The Procurement Advisory Unit will deliver a two-day workshop in January to support the development of the plan.

The Procurement Advisory Unit also conducted two ten-day workshops on works and goods contracts for Ministry of Education Provincial Directorates. One was held in Erbil with representatives from Anbar, Ninawa, Diyala, Kirkuk, and Salahaldeen, and the other was held in Basra with representatives from Basra, Muthanna, Wasit, and Diwaniyah.

Providing Ongoing Technical Support to Government of Iraq Partners on dgMarket

The public release and distribution of tenders are among the key requirements for an effective and transparent procurement system. With USAID-*Tarabot's* assistance, the Government of Iraq has made encouraging progress in this key facet of procurement reform. Among the most well-known and recognized public venue for announcing public tenders is dgMarket, an open-access web portal that allows any user to browse international procurement opportunities. At the time of *Tarabot's* intervention, the Government of Iraq was lagging behind in the international marketplace with zero opportunities posted to dgMarket. During the course of USAID-*Tarabot's* work, 22 Government of Iraq entities have begun to actively announce tenders on the portal. As technical issues arise with the publishing of tenders, USAID-*Tarabot* provides ongoing support to its governmental partners to ensure their continual use of the system. To this end, *Tarabot* conducted a technical visit to the Contracts Department in Karbala Governorate, and offered solutions to problems they had been experiencing with their dgMarket subscription.



USAID-*Tarabot* Completes the Transitioning of Provincial Procurement Activities

USAID-*Tarabot* completed its handover of procurement activities for 13 provinces in Iraq with the recent completion of procurement reviews for the southern governorates of Salah ad Din, Ninawa, Anbar, and Diyala. *Tarabot* has now transitioned procurement activities to partner governorates in Basrah, Muthanna, Dhi Qar, Maysan, Babil, Najaf, Wasit, Diwaniyah, and Karbala, marking one of the final steps of USAID-*Tarabot's* procurement reform program.

Attended by a range of high level officials, including deputy governors, managers of procurement departments, and financial officers, the reviews covered the achievements of each governorate thus far in implementing procurement reforms, roadmaps for sustainability, and how to prepare for project impact assessments. Many of these provinces have been highly enthusiastic partners of *Tarabot's* procurement reform program, and have achieved enormous strides in adopting procurement procedures in line with international standards such as the use of standard bidding

documents, reporting on procurement activities, and improving their management of procurement records.

With *Tarabot's* assistance, these governorates have been able to make use of their investment budgets through fair and transparent procurement systems; thus, contributing to an environment that is more conducive for international businesses and ultimately, better services for the Iraqi people. Their completion of *Tarabot's* procurement reform program is a landmark achievement in improving transparency in Iraq, and serves as an important precedent for other governmental entities.

Assisting Karbala Governorate to Develop an RFP for a One-Stop-Shop

A meeting was conducted in Karbala to assist in the development of an RFP for a One-Stop-Shop in the province, and it was agreed that *Tarabot* will make a presentation on the One-Stop-Shop to all directorates in Karbala. This represents a success not only for *Tarabot's* procurement initiatives, but also reflects a widening embrace of the One-Stop-Shop model introduced and promoted in Iraq by *Tarabot*, and serves as an example of cross-program integration.

3.5 Service Center Advisory Unit

Progress in the Establishment of One-Stop-Shops

USAID-*Tarabot* introduced the One-Stop-Shop service center concept and its accompanying practices to make a tangible impact on Iraq's struggle to deliver public services to its citizens. With USAID-*Tarabot's* help, the concept is making significant strides forward to become a reality in the lives of Iraq's citizens.

This month, in an important move towards the sustainability of the One-Stop-Shop initiative, a plan was established with the MoMPW for the rollout of the One-Stop-Shop for all 15 provinces over the next three years at a total cost that will exceed \$16 million.

A joint workshop was conducted between the Service Center Advisory Unit and Project Management Unit for the Ministry of Municipalities and Public Works on project management and how to establish a PMO for the implementation of IT projects. This PMO will be slated to work on the automation of the One-Stop-Shop system for deployment at 256 Ministry of Municipalities and Public Works directorates. USAID-*Tarabot* is waiting for ministry approval of a contract for the automation of the system.

In the process of establishing a One-Stop-Shop with the Ministry of Oil, *Tarabot* finalized its Business Process Re-engineering maps for services provided by the Ministry's Baghdad Oil Products Distribution Company. *Tarabot* has also developed 70 percent of the company's infrastructure design for the Internal View Map, and a service manual for the Baghdad Oil Products Distribution Company will be developed next quarter.

The Service Center Advisory Unit also finalized the customer service brochure this month and it will be ready for printing in the next quarter.

3.6 Iraq Development Management System

***Tarabot* Works to Secure Acceptance by the Ministry of Planning of the IDMS Software**

The USAID-*Tarabot* Iraq Development Management System (IDMS) team is working on required improvements to the system according to recommendations from the Ministry of Planning, and is coordinating with Synergy to tackle technical issues that have arisen to ensure the approval of the Ministry of Planning.

3.7 Center of Excellence

Implementation of Excellence Model Progresses with Participating Government Entities

Reflecting the sustained advocacy efforts of USAID-*Tarabot*, the Council of Ministers' Secretariat has officially accepted to host the Iraq Center of Excellence in Government (ICEG) within its department in an official letter from the General Secretary Ali, addressed to the Prime Minister's Advisory Council (PMAC). This follows the submission of a joint recommendation by USAID-*Tarabot* and PMAC to COMSEC a few weeks prior. USAID-*Tarabot* held its first meeting with COMSEC to plan for implementation, and it was agreed that an initial meeting will be held in January to determine future steps and the degree of support that *Tarabot* will provide to COMSEC in this initiative.

This month, progress was made in the implementation of the ICEG model in pilot ministries as Center of Excellence staff worked variously with the Ministries of Human Rights, Labor and Social Affairs, Migration and Displaced, Agriculture, Health, Transport, and Construction and Housing, and the University of Basra on standard operating procedures, M&E plans, transformation to the excellence system, and other issues. A workshop was conducted with the University of Baghdad to introduce M&E concepts and to develop detailed M&E work plans. USAID-*Tarabot* will be working with COMSEC in the coming month on its pilot participation in the ICEG program.

In a series of meetings in Basrah, important steps were taken to mark the completion of the first phase of process and organizational development transformation, including a celebration by the University of Basrah and General Company of Ports of Iraq. The University of Basrah, which brings important legitimacy and input to the ICEG as an academic institution, discussed the establishment of an approved training center for the ICEG in the university, its role, and next steps. Both entities submitted its standard operating procedures manual for review and will start the second stage of process reengineering workshops with USAID-*Tarabot*.

In meetings with the Ministry of Health, it was agreed that the Al-Kadhimiya Hospital will adopt standard operating procedures following further review, while the National Center for Drug Control and Research is drafting its own manual. USAID-*Tarabot* also conducted a workshop with the Ministry of Construction and Housing to introduce M&E concepts and to work on the development of an M&E work plan.

Center of Excellence Unit Continues to Develop Toolkit for ICEG

The USAID-*Tarabot* Center of Excellence Unit is also working to establish a toolkit for the ICEG. An excellence model, ICEG assessment approach, and excellence model manual have been drafted and are currently under internal review. The toolkit is now 80 percent complete, pending internal reviews and translation.

Quality Management Completed in Provinces

In accordance with the USAID drawdown plan, a graduation ceremony was held for Diyala province, thus bringing to close the Quality Management initiative and the fulfillment of *Tarabot's* commitment to its partners. A roadmap was established for the implementation of the ISO 9001 quality management system and a proposal was made for the establishment of a Quality Management Unit in the province. USAID-*Tarabot's* partners have shown strong interest in ISO 9001 certification and are poised to pursue it on their own in accordance with roadmaps established with *Tarabot*.

3.8 Education Capacity Building

ECBI Continues to Provide Training to Ministry of Education Officials

During December, the Education Capacity Building Initiative team delivered four courses in Erbil, Basra, and Baghdad for officers from the Ministry of Education. Two of these courses were conducted in Erbil and Basra for the procurement of works and goods. They targeted the Ministry's procurement and contracts officers working in the provinces, and graduated 34 core area experts. Two training-of-trainers courses were conducted in Baghdad and Erbil, which graduated 35 trainers. These graduates now qualify to undertake the Masters training courses due to commence in February 2014.

KURDISTAN ACTIVITIES

Project Management

The *Tarabot* project management (PM) team began the second PM process course in Sulaymaniyah earlier this month, which took place over 10 working days. Twenty-three engineers from the Kurdistan Ministries of Construction and Housing, Municipality and Tourism, and Electricity participated in this course. The Kurdistan Ministry of Planning has been cooperative in issuing letters of commencement for each course, and participants have received certifications upon their successful completion of the PM process course.

Social Safety Net and One-Stop-Shop

The *Tarabot* Social Safety Net team is continuing its work on the server at the Kurdistan Ministry of Labor and Social Affairs, including the assembly of racks and the installation and connection of servers and Windows. The team also visited the Erbil site and began the process of data cleaning and preparation, which will be ongoing until the end of February 2014. Additionally, the 2D and 3D architectural designs of the One-Stop-Shop, which were given to the Kurdistan Ministry of Labor and Social Affairs at the end of November, have been under review by the One-Stop-Shop team at the Ministry. The *Tarabot* architectural designer has been in communication with the Ministry, and responding to inquiries regarding the designs.

The first Social Safety Net and One-Stop-Shop Steering Committee meeting was held on December 17, 2013, at the Kurdistan Ministry of Labor and Social Affairs. It was chaired by the Director General of the Ministry, and attended by representatives of the Kurdistan Ministry of Planning, USAID/Erbil, and USAID-*Tarabot*. The Kurdistan Ministry of Planning approved, in writing, the allocation of \$818,000 to cover the Kurdistan Regional Government's (KRG) cost share for the Social Safety Net and One-Stop-Shop. It was suggested that the funds be spent according to the

Tarabot work plan, but with the approval of the Kurdistan Ministry of Planning. After some debate regarding the practicality of this arrangement, it was agreed that the funds will be placed into a special account with the Kurdistan Ministry of Labor and Social Affairs, and spending authority on different activities and purchases will be granted to the Chair of the Steering Committee in accordance with the *Tarabot* work plan.

Additionally, a technical committee was formed to work on the bill of quantities for the renovation requirements for the One-Stop-Shop in Duhok. The 2D and 3D architectural designs were presented, and a *Tarabot* representative outlined the necessary renovations. Finally, the purpose and method of the Chevron award of \$150,000 was discussed; it was concluded that *Tarabot* would use the funds to cover the procurement of the queuing system software, training in the use of the software, and its installation in the One-Stop-Shop in Duhok.

Since this first meeting of the Steering Committee, Kurdistan Ministry of Labor and Social Affairs engineers and IT advisors have completed the Bill of Quantities and submitted it to the new One-Stop-Shop in Duhok; it is pending the approval of the Minister. The *Tarabot* One-Stop-Shop team has been working closely with the Ministry on renovation requirements and the development of the Bill of Quantities.

The *Tarabot* Social Safety Net team commenced site visits on December 16, 2013, to Erbil and Duhok. In Erbil, the team checked on the readiness of the systems requirements and sought to prepare a training plan with the Social Safety Net team in Erbil. In Duhok, the team met with the IT provider and worked to coordinate a training plan with the Social Safety Net team in Duhok. The Social Safety Net infrastructure team also worked on amending the IT configuration guide and other documents for installation of the Social Safety Net in the Erbil location. The developer and team of trainers have been building the SSN test environment to train employees in entering data into the system.

PROJECT ADMINISTRATION

Staffing and Deployment: The project has a staff of 22 expatriate and 234 local personnel as of December 31, 2013.

Security Issues: Due to the 'Arba'een Pilgrimage between December 22–24, widespread security measures were imposed across Baghdad and on arterial routes to the north and south of the city; thus, severely restricting the movement of local nationals. The Government of Iraq also announced holiday closures from December 23–25, which cause the *Tarabot* project to postpone several meetings and trainings.

Close Out: The planning and preparation for the close out of several houses and offices—to take place over the course of the next two months—has commenced.

Visas: All project expatriates in the field and a few new expatriates have obtained their visas; however, some applications failed to transit into the new visa system. Applications for five expatriates, which were lost in the transition, have been resubmitted for approval.

ANNEX:TRACKER

Tarabot - Administrative Decentralization Component Provincial Engagement Tracker

Provinces	Project Planning				Project Management							Procurement								Decentralization				
	3 Phases of Workshops completed	Multi Year Capital Investment Plan (W/S)	On Job Training	List of projects prepared w/ criteria	PMI Processes	Estimation Technique & MS Project	Project's Feasibility Study	Earned Value Management	Structural Changes (PMO)	Pilot Project	MS Project adopted	Compliance with GoI Regulation	Procurement Standard Process Adopted	Procurement Plan Drafted	SBDs Adopted	Procurement Performance Indicators	Procurement Records Management	Reporting on Procurement Activities	Procurement Department Webpage	Subscription to dg Market	Workshop held	List of powers created & submitted	List of obstacles created	Committee created
Anbar	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Babil	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Baghdad	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	NA	<input type="checkbox"/>				
Basrah	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Diyala	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Diwaniyah	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Dhi Qar	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Karbala	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Kirkuk	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Maysan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Muthanna	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Najaf	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Ninawa	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Salah Ad Din	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Wasit	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

<input checked="" type="checkbox"/>	Completed
<input type="checkbox"/>	Ongoing
<input type="checkbox"/>	Scheduled
<input type="checkbox"/>	Pending