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# USAID IRAQ ADMINISTRATIVE REFORM PROJECT

MONTHLY PROGRESS REPORT, JANUARY 2013

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# USAID IRAQ ADMINISTRATIVE REFORM PROJECT

## MONTHLY PROGRESS REPORT, JANUARY 2013

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Iraq Administrative Reform Project



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## ACRONYMS

AD	Administrative Decentralization Component
ICEG	Iraq Center for Excellence in Government
ISRAR	Iraq Solutions for Regulatory and Administrative Reform
KRG	Kurdistan Regional Government
M&E	Monitoring and Evaluation
MoT	Ministry of Trade
MoTr	Ministry of Transport
NPM	National Policy Management Component
PMAC	Prime Minister's Advisory Commission
PMI	Project Management Institute
PMP	Project Management Professional
SCMT	State Company for Maritime Transport
USAID	United States Agency for International Development

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

## SUMMARY

**Advancing Decentralization.** With the amendment of Article 45 of Law 21, Iraq is steadily progressing forward in its path towards administrative decentralization. As decreed in the new amendment, eight major ministries (Municipalities and Public Works, Construction and Housing, Labor and Social Affairs, Education, Health, Agriculture, Finance, Sports and Youth) have been instructed to decentralize their staffs, resources, and service delivery responsibilities to provincial governments within a period of two years. To support the devolution of authorities from central ministries to provincial entities, USAID-*Tarabot* is working with a range of partners, at the central and provincial levels, to facilitate the implementation of amended Article 45 of Law 21. As part of this effort, *Tarabot* held the second of three planned regional conferences in Babil this month with the aim of coordinating the efforts of five provinces—Babil, Wasit, Najaf, Diwaniyah, and Karbala—in achieving this implementation. Over 180 people were in attendance, including high-level officials from governorate offices, provincial councils, and ministerial directorates; the event was broadly covered by media outlets. The aim of the conference was to support the implementation of Article 45 through a coordinated approach between ministries and their directorates, governorate offices, and provincial councils. The legal and constitutional framework for decentralization was examined along with obstacles and the respective roles of the entities; recommendations and a roadmap were drafted on the basis of these discussions. This conference follows one held for the southern provinces of Basrah, Maysan, Muthanna, and Dhi Qar in late December, and the next conference will be held for the northern provinces of Salah ad Din, Ninawa, and Kirkuk. With the assistance of *Tarabot*'s decentralization initiative, Iraq is moving away from centralized decision making, and empowering provincial officials to exercise authorities and make decisions at the local level where services are actually being delivered.

**Fostering Relationships with Government of Iraq Partners.** For a period, the province of Maysan was reluctant to work with USAID-*Tarabot* on sensitive reform issues. Cooperation was so elusive that the utility of maintaining a project office there was reconsidered. However, upon observing the advantages gained by other governmental partners from their work with *Tarabot*, Maysan changed course and came to steadily embrace a range of the project's initiatives. In procurement, USAID-*Tarabot* works with Maysan to promote the adoption of international standards in the opening and evaluation of bids and the use of standard bidding documents; thus far, the governorate has embraced standard procurement planning and record management procedures. This month, Maysan hosted a conference on standard bidding documents—a critical component of procurement reform. The event was broadly covered in the media, and hosted more than 180 participants, including high-level officials from governorate offices and provincial councils in addition to 60 private sector representatives. The Deputy Governor delivered a speech in which he thanked *Tarabot* for their efforts in the governorate, and praised its effect thereof on eradicating corruption and improving service delivery. This event followed a decentralization conference hosted by Maysan in cooperation with *Tarabot*, which was attended by over 100 persons, illustrating the growing and steadfast partnership between the province and *Tarabot*.

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

**Engaging the Private Sector in Regulatory Reform.** USAID-Tarabot's Iraq Solutions for Regulatory and Administrative Reform (ISRAR) Central Unit hosted its first private stakeholder meeting with representatives from Iraq's private sector to discuss the business climate in the country, and to gather feedback for ISRAR's upcoming regulatory reform packages, which will be submitted to the Council of Minister's Secretariat in the upcoming months. The Central Unit reviewed the necessity of legal and economic regulatory reforms, the use of the e-Guillotine methodology, and the various facets of ISRAR's website for assembled representatives. The unit then presented its upcoming reform package as an example of its work, with explanations of why particular laws and regulations should either be amended or eliminated. The meeting marked the first of many private sector engagements for ISRAR in the upcoming year. Participants representing a range of organizations such as the Trade Bank of Iraq, Organization for Economic Development, Renault, Zain Telecom, International Union for Businessmen, Organization for Agriculture Development, and the World Bank engaged in free market debates and brainstormed ideas for Iraq's future economic course. Attendees left the discussion on a hopeful note—both in the economic future of Iraq and their continual cooperation with ISRAR.

**Broadening the Institutionalization of Project Management Processes.** In preparation for an upcoming National Project Management Conference, USAID-Tarabot conducted four workshops with a range of Government of Iraq partners to discuss the benefits of Project Management Institute (PMI) processes, identify obstacles to their implementation and institutionalization, and produce a set of recommendations, which will serve to give the National Conference a strong basis for promoting PMI processes throughout Iraq. The conference, planned for late February, will be an opportunity to bring together government officials and project management professionals from across Iraq to explore the current state of project management in the country. To establish a strong foundation for this conference, Tarabot targeted both provincial and ministerial partners in these preparatory workshops. A fourth and final workshop was delivered late this month for engineers from partner ministries, following three workshops targeting engineers from governorate offices in Ninawa, Basra, and Babil. Obstacles that hinder project implementation in Iraq were identified and discussed, and recommendations were produced based on PMI standards.

**Championing Tarabot's Work in Wasit.** The Governor of Wasit, Mahmud Abdul Ruda Mula, visited USAID-Tarabot headquarters this week to review the progress of its projects and initiatives in the province. In discussing the advancement of activities and the future of cooperation between the province and Tarabot, the Governor expressed his gratitude for the range of successful and important interventions by the project. With regard to project management, the Governor noted that he would like to expand the application of Project Management Institute (PMI) processes to some of the approximately 300 investment projects being undertaken in the governorate; currently, PMI techniques are being piloted on five projects in the province with Tarabot's assistance. Contractors in the governorate have expressed their interest in employing the PMI system, and their enthusiasm for the strong results yielded thus far in its application on their respective projects. The Governor supports the push forward of the certification of 50 engineers from the governorate as PMI Project Management Professionals.

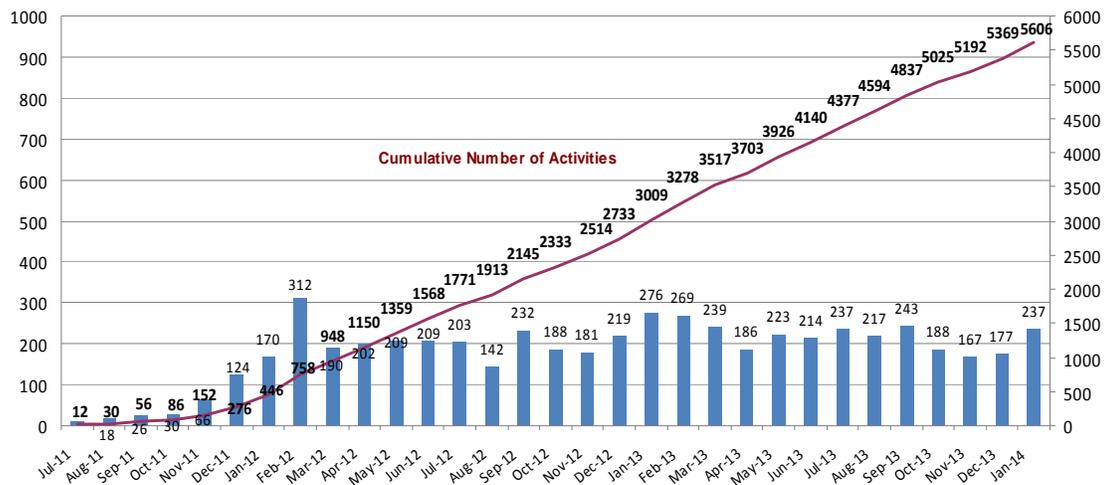


Additionally, upon receiving a presentation on the One-Stop-Shop and the challenges this initiative has encountered in the province, the Governor pledged to expedite its implementation in Wasit and has offered to fund its development out of the Governorate's budget. Between the One-Stop-Shop and PMI initiatives, the Governor expressed his willingness to allocate 2 billion Iraqi dinars to support Tarabot's work in Wasit.

To further illustrate his strong support and appreciation for Tarabot's assistance, the Governor conveyed his interest in hosting conferences on Tarabot's various initiatives in the province. Additionally, he stated that he had informed the Prime Minister of the impending close of the Tarabot project and the importance of its work in the governorate—and in Iraq more broadly—noting that Iraq is still in great need of its technical assistance. Prime Minister Maliki responded that the Governor should provide Tarabot with any necessary support for its work in the governorate; to this end, the Governor promised to provide oversight to ensure the implementation of Tarabot's work throughout the governorate.

**Events:** The USAID-Tarabot project engaged in a variety of activities during January. The following description accounts for the numbers and types of events delivered:

- **Total Events:** USAID-Tarabot teams held **237** events (workshops and formal meetings) in January.
- **Locations:** **129** of these events were held at locations in Baghdad, while **108** events were delivered on location in **14** provinces.
- **Type of Event:** **226** events in January were formal assessment meetings, action planning, or implementation workshops; **11** events were introductory meetings.
- **Institutions:** **146** of these events were with **28** ministries; **66** events supported the governors' offices; **8** events were held directly with the executive offices; **14** events were held directly with NGOs and the private sector; and **3** events were held with Provincial Councils.
- **Tarabot Components:** **73** events were carried out by the National Policy Development Component, **146** by the Administrative Decentralization component, **13** events by the KRG office, and **5** by the Education Capacity Building team.
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# NATIONAL POLICY MANAGEMENT

## 2.1 Regulatory Reform

The focus of ISRAR's efforts this month was moving forward with regulatory reviews. To date, the ISRAR Central Unit has completed 407 reviews, while their ministerial counterparts have completed 686. In total, 1093 total reviews have been completed by both parties and successfully uploaded to the e-Guillotine system.

The ISRAR Central Unit frequented the ministries to ensure their thorough and professional reviews of regulations as the Unit prepares to submit its first package in 2014. In addition to its training schedule, the Central Unit hosted a meeting with newly-hired Central Bank employees to inform them of the functions and goals of the ISRAR project. Additionally, the Ministry of Transport announced the creation of sub-central units to strengthen its relationship with ISRAR and to pave the way for future regulatory reforms.

This month, ISRAR sought to streamline its own reform package submission process, submitting an official proposal to the Prime Minister's Advisory Council (PMAC) for the creation of a steering committee that will expedite the implementation process of future reform packages. Following this proposal, the ISRAR Central Unit hosted a stakeholder meeting with representatives from Baghdad's private sector to discuss regulatory reform and to gather feedback for its upcoming package submissions.

ISRAR submitted the final draft of its construction permit regulation to key figures in the Ministry of Municipalities and Public Works, Baghdad Municipality, and PMAC. To facilitate this effort, ISRAR proposed a new electronic system that will allow for the digital submission of application forms. To gather the necessary political support for its construction permit initiative, ISRAR met with members of the Ministry of Municipalities and Public Works, Baghdad Municipality, and PMAC, in which the entities agreed to support ISRAR's revised regulation.

## 2.2 Office of Policy Development, Prime Minister's Office

Tarabot conducted mentoring sessions with three policy advisors regarding the research of their respective papers on three topics: 1) cybercrimes, on which Iraq currently has no formal policy despite the signing of a multilateral agreement with the Arab League and is thus precluded from actively participating in the forum; 2) water pricing for farmers to minimize water waste in the irrigation of farm lands; and 3) invasive species that pose environmental threats to the environment, agriculture, water sources, health, and the economy of Iraq. Dr. Jowan Masum's paper on the topic, once legislated, will enable Iraq's full participation in the Arab League.

### 2.2.1 Offices of Policy Development in the Ministries

**Economic Ministries.** This month, Tarabot is continuing to assist the Ministries of Electricity, Industry and Minerals, and Trade in the implementation of public policies.



The Ministry of Industry and Minerals has commenced the implementation of its policy on institutionalizing an industrial monitoring and evaluation (M&E) system. To this end, a working group has been set up to bring together representatives from various directorates and the Public Policy Unit of the ministry. The objective of the working group is to establish M&E protocols, reporting guidelines, indicators, and the collection and processing of baseline data. Two working groups meetings were held this month to brief

participants on the Iraqi Industrial Strategy and Industrialization Program and to introduce data collection and verification methods.

Following the path set in the Iraqi Integrated National Energy Strategy for 2013-2030, the Ministry of Electricity has commenced with reforms to the electricity sector. In particular, it aims to separate the policy and regulatory functions of the ministry. The policy team of the ministry is undergoing research on international best practices and will set forth recommendations on the establishment of a regulatory body. With Tarabot's support, a literature review was conducted and a briefing note was produced for decision makers.



The Ministry of Trade led a discussion on the policy for streamlining trade agreements in Iraq. Two deputy ministers, a minister's advisor, directors general, and representatives of various departments and units of the ministry attended. The Public Policy Unit presented the policy issue, and elaborated on the potential impacts of the policy on the Iraqi economy, society, and stakeholder groups.



Two working groups established for the implementation of this policy have commenced their work this month. The first working group held its first session to produce a proposal for an Iraqi trade agreement process, where participants devised the working group's plan of activities and discussed the

structure and content of the document to be produced. The second working group, tasked with the implementation of an integrated trade management information system in the Ministry of Trade, also held a session where participants determined roles and responsibilities, discussed deliverables, and set timelines for accomplishing tasks.

**Social Ministries.** This month saw the formal establishment of a Public Policy Unit in the Ministry of Environment with the support of Tarabot. In continuing its technical assistance to the advisors of this new unit, Tarabot conducted three workshops this month to introduce its members to quantitative policy analysis and the techniques of statistical research and data collection to help advisors develop, implement, and monitor and evaluate policies and programs.

Meanwhile, Tarabot met with advisors of the Public Policy Units of the Ministries of Environment, Migration and Displaced, and Human Rights to discuss the final procedural policies necessary for the successful implementation of recommendations outlined in their respective policy papers (Depletion of Gases in the Ozone Layer, Sewage Pollutants in the Tigris River of Baghdad Province, Slums in Iraq, and Violence against Spouses). To this end, Tarabot submitted draft copies to the leadership in the ministries to get their final feedback.



Tarabot conducted seven mentoring sessions with Public Policy Unit advisers at the Ministry of Labor and Social Affairs to continue formulating and analyzing policy options to meet the challenge of homeless orphans in Iraq. The experiences of other countries were considered, such as the United Arab Emirates and the United States.

Tarabot also received three official letters this month from the Ministries of Migration and Displaced, Environment, and Human Rights confirming their approval for study tours for Public Policy advisors to the Carnegie Center in Beirut.



Tarabot conducted two separate working meetings with the Deputy Ministers of Environment and Labor and Social Affairs to discuss the management of their Public Policy Units. The Deputy Ministers were also provided with a thorough progress report on the ongoing technical assistance to their respective staff. The subject of a policy web link on the ministries' web pages were discussed in detail and agreed upon.

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

The Chief of Staff of the Presidency Diwan informed Tarabot of a recently completed study, commissioned by the Office of the Presidency, concerning the reorganization of the administrative and political structure of the Diwan after upcoming elections. The study suggests that the Bureau of Public Policy be elevated to the level of a directorate and headed by a Director General. Should the

recommendations of the study be approved by the next presidency, it would mark the first independent juridical and administrative Office of Policy Development.

## **2.4 Policy Communication and Outreach**

In January, Tarabot delivered four workshops to 64 participants representing vulnerable groups in Baghdad, Babil, Diyala, Wasit, and Najaf. Tarabot presented the role of civil society organizations in the policymaking process and their roles as policy stakeholders. They were informed on how to build grassroots capacity and how to coordinate and communicate with government policymakers and the media to advocate for issues and to create support among audiences.

This month, Tarabot also met with nine civil society organizations from Baghdad to discuss their role in advocating for new policies and working with the Prime Minister's Office of Public Policy. The discussions focused on the necessity of establishing networks with lobbies in order to implement successful advocacy campaigns. All nine organizations requested technical assistance from Tarabot to build their capacities to participate in public policy advocacy, and to participate in upcoming Tarabot activities.

## ADMINISTRATIVE DECENTRALIZATION

### 3.1 Planning Advisory Unit

USAID-Tarabot is continuing its technical assistance to the Ministry of Planning to enhance its statistical data and to improve its projections and evaluation of the National Development Plan 2013–2017. Tarabot is nearing completion of an input-output table, which describes the technical relationship between economic sectors and subsectors, for the Iraqi economy. At the close of this month, technical coefficients will be derived from the table, a final step in completing this important tool.

USAID-Tarabot strives to improve the capacity of Government of Iraq Planning Units to screen and select projects based on cost-benefit analyses with economic, social, financial, spatial, and environmental considerations to improve project planning and to maximize the positive economic and social impact of the capital investment budget. This month, Tarabot conducted a workshop with the Ministry of Youth and Sports to improve their ability to identify areas of disconnect between the ministry's capital investment projects and national development goals as outlined in the National Development Plan 2013–2017.



### 3.2 Administrative Decentralization Support

USAID-Tarabot is working with Government of Iraq partners at the central and provincial levels to facilitate the implementation of Article 45 of Law 21. As part of this effort, Tarabot has conducted workshops and meetings with a host of government partners. In Diyala, Tarabot met with

Directorates of the Ministries of Youth and Sport and Municipalities and Public Works to prepare a plan for the implementation of Article 45. Tarabot agreed to prepare a work plan regarding the application of Article 45.



Additionally, workshops were conducted with the Ministry of Health and the Governorate's Office in Dhi Qar to raise awareness regarding administrative decentralization, and to discuss the mechanisms thereof and the powers to be transferred from the ministry to the local level.

### 3.3 Project Management Advisory Unit

Iraqi government entities are capitalizing on USAID-Tarabot's assistance by piloting project management systems on 47 different capital investment projects. These pilot projects are being implemented by well-trained professional government engineers and Project Management Office 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 with the ultimate goal of institutionalizing Project Management Institute (PMI) processes within Tarabot's partner entities. By giving engineers hands on support with PMI systems, Tarabot is not only deepening the knowledge of participating engineers but working to secure its broad institutionalization and the sustainability of Tarabot's achievements.

In its continual engagement with ministerial and provincial partners to assist in the implementation of pilot projects, Tarabot provided technical support this month to the Governorates of Ninawa, Babil, Diyala, Diwaniyah, Basra, Wasit, and Kirkuk; and the Ministries of Industry and Minerals, Construction and Housing, Health, Agriculture, Youth and Sport, Oil, Migration and Displaced, and Municipalities and Public Works.



A National Project Management Conference has been tentatively scheduled for late February, and will mark a major milestone in USAID-Tarabot's efforts in advocating for the use of PMI processes. In preparation for the conference, a workshop was conducted this month with a range of ministerial partners with the aim of producing a set of recommendations to be presented at the conference. This was the fourth of a series of workshops, and was attended by the provinces of Ninawa, Babil, and Basrah. The first three workshops included representatives from a range of governorate offices, while this fourth and final workshop was attended by engineers from ministries with which Tarabot has worked to institutionalize PMI techniques. Obstacles that hinder project implementation in Iraq were identified and discussed and a set of recommendations were produced based on international PMI standards, which will serve to give the national conference a strong basis for promoting PMI processes throughout Iraq.

Numerous Government of Iraq Project Management Professionals (PMPs) have been trained and certified—with the support of Tarabot—to establish and promote sound project management practices. The foundational concepts and skills required to attain PMP certification are incorporated into all of Tarabot's project management training courses, and the project has transferred PMP-compliant systems to each of its counterpart entities. This month, USAID-Tarabot provided training for 60 engineers from the Ministry of Construction and Housing in preparation for the PMP examination.



Many Iraqi government entities have embraced the project management system promoted by USAID-Tarabot through the establishment of Project Management Offices. These offices help governor's offices and ministries to oversee capital investment projects with up-to-date methodologies, functions, and organization and to ensure their rapid and cost-effective implementation. USAID-Tarabot has made significant strides to build up and support Project

Management Offices in ministries and governorate offices throughout Iraq. Project Management Offices require adjustments and restructuring to meet the unique needs and realities of their

respective entities once established. This month, USAID-Tarabot assisted the Governorates of Wasit and Najaf in the restructuring of their Project Management Offices.

### 3.4 Procurement Advisory Unit

USAID-Tarabot is continuing its work to support the establishment of fair and transparent procurement systems that will lead to a more conducive environment for international businesses and better services for the Iraqi people. In pursuit of this effort, Tarabot works to promote the adoption of international standards in the opening and evaluation of bids with a range of Government of Iraq partners, and the use of standard bidding documents in the procurement process. To date, Tarabot has made great progress toward implementing a unified procurement system aligned with international standards through a range of capacity building activities, systems reforms, and incremental cultural changes regarding procurement practices.

This month, the Governorate of Maysan and Tarabot hosted a conference on standard bidding documents, a critical component of procurement reform. In the last year, the Governorate was sensitive about working with USAID-Tarabot. At a point, cooperation was so elusive that the utility of maintaining an office in the province was being reconsidered. However, upon observing the advantages enjoyed by other Government of Iraq partners from their work with Tarabot, Maysan



changed course and has come to strongly embrace a range of Tarabot's initiatives. The conference was attended by more than 180 participants including high-level officials from Governors' Offices and Provincial Councils, and 60 private sector representatives; the event was broadly covered in the media. The Deputy Governor delivered a speech in which he thanked Tarabot for its efforts in the Governorate, and praised its effect thereof on eradicating corruption and improving service delivery.

Tarabot provided assistance to a broad range of Government of Iraq partners on standard bidding documents. This month, the Procurement Advisory Unit conducted workshops in Erbil and Basrah for provincial directorate representatives from the Ministry of Education. Tarabot also worked in varying degrees to facilitate the use of standard bidding documents with the Governorate Offices of Babil, Karbala, Wasit, Najaf, and Diwaniyah; and the Ministries of Electricity, Transportation, Justice, and Municipalities and Public Works. With respect to the opening and evaluation of bids, Tarabot also provided technical assistance this month to the Governorates of Wasit, Maysan, and Karbala, and conducted a workshop with the Ministry of Construction and Housing.

### 3.5 Service Center Advisory Unit

USAID-Tarabot introduced the One-Stop-Shop service center concept and its accompanying practices to make a rapid and



tangible impact on Iraq's struggle to deliver public services to its citizens. With Tarabot's support, the concept is making significant strides towards becoming a reality in the lives of Iraq's citizens.

USAID-Tarabot is continuing to progress in its work with the Ministry of Oil's Baghdad Oil Products Distribution Company in the establishment of a One-Stop-Shop. A draft version of the infrastructure design for the Internal View Map is underway and nearing completion at 90 percent. The Service Guideline Manual, which includes standard operating procedures for services provided by the Baghdad Oil Products Distribution Company, is also being developed. To ensure the knowledge of company staff regarding the Service Guideline Manual, Tarabot held a workshop with them to discuss the draft version of this document. Tarabot also conducted visits to check on the allocated site for the One-Stop-Shop service center, follow up on basic items to be included in the standard operating procedures, and discuss the completed 2D architectural design maps. These design maps were delivered to the Baghdad Oil Products Distribution Company and technical assistance is being provided to facilitate its implementation.

This month, Tarabot also worked with the Ministry of Municipalities and Public Works on the tendering re-announcement process for the development of software for the One-Stop-Shop service center that will be established in the Municipality of Kut. A site visit was conducted to the municipality to follow up on the implementation of the structural design.

Tarabot also completed and delivered an Arabic version of the Request for Proposal for the Ministry of Justice, which has been approved by the Minister and forwarded to the Contracts Department for revision and comments.

### **3.6 Iraq Development Management System**

USAID-Tarabot is working on required improvements to the Iraq Development Management System according to the recommendations of the Ministry of Planning, and coordinating with Synergy to solve a range of technical issues that have arisen to ensure the ministry's approval.

### **3.7 Center of Excellence**



USAID-Tarabot is continuing its efforts in the establishment of the Iraq Center for Excellence in Government. This month, progress was made in the implementation of the Excellence Model in pilot ministries as the Center of Excellence team worked with the Ministries of Construction and Housing, Health, Migration and Displaced, Transport, and Labor and Social Affairs on their standard operating procedures as part of the operation criteria of the Excellence program.

Tarabot also worked with the General Company for Ports of Iraq of the Ministry of Transport to hold a completion ceremony to mark its transformational step towards the Excellence program, and to illustrate the relationship between the Quality Management System and the Operation criteria. A

meeting was also conducted with the University of Basrah to clarify next steps and to prepare for its application to the Excellence program.

Tarabot also worked with the Ministry of Health and Al Kadhimiya Hospital to finalize its transformation to the Excellence program and discuss next steps.

### **3.8 Education Capacity Building**

The Education Capacity Building Initiative delivered four training courses in advanced procurement and training-of-trainers. The procurement courses were conducted in Basra and Erbil, and graduated a total of 52 participants as subject-matter experts in procurement. Two two-week training-of-trainer courses were conducted in Baghdad and Basra, and will graduate 31 trainers (including seven women), assuming all participants in the current course pass their final tests.



January marked the end of Tarabot’s core area training. The focus now is to finalize the training-of-trainers training to create a pool of potential candidates for the Masters training courses scheduled to commence in February. To date, there are approximately 120 candidates in this pool, and Tarabot is working closely with ministry staff to select Masters training candidates.

## **KURDISTAN ACTIVITIES**

A briefing was held at the Kurdistan Ministry of Planning on January 26, 2014, to present the main objectives and progress thus far of Tarabot’s activities with the Kurdistan Regional Government. In attendance were USAID representatives from Baghdad and Erbil, as well as representatives from Tarabot’s partnering ministries—the Kurdistan Ministries of Planning, Labor and Social Affairs, Construction and Housing, Municipality and Tourism, and Electricity. The work plan for the Kurdistan Regional Government (KRG) was presented along with activities executed, results, and milestones. Questions were raised regarding access to cost share funds and its necessity in covering the expenditures of the Social Safety Net and One-Stop-Shop initiatives. Currently, the Kurdistan Ministry of Planning has yet move the cost -share funds to the Kurdistan Ministry of Labor and Social Affairs, which has delayed procurement activities for elements of the SSN program. Participants agreed to begin engaging their ministries on the process of establishing Project Management Offices, and to develop a plan for capacity building and training for engineers in the Kurdistan Ministry of Construction and Housing.

### **Project Management**

Project management courses began in Duhok this month with the participation of 20 engineers representing the Kurdistan Ministries of Construction and Housing, Municipality and Tourism, and Electricity. To prepare for the establishment of Project Management Offices, Tarabot delivered proposals, including objectives and processes, to each of these ministries. In following up with the

Kurdistan Ministry of Municipality and Tourism, it was agreed upon that Tarabot would provide a special training-of-trainers course for the ministry and increase the number of participants in upcoming project management courses, as well as assist in the establishment of two Project Management Offices in two select directorates.

Tarabot also began new courses in estimation techniques and MS Project this month in Sulaymaniyah for 24 engineers from the Kurdistan Ministries of Construction and Housing, Municipality and Tourism, and Electricity.

### **Social Safety Net**

Tarabot's support to Social Safety Net and One-Stop-Shop managers in Erbil, Garmian, Sulaymaniyah, and Duhok has been ongoing this month in the form of consultations, inspections, and on-the-job training for data entry specialists in each site. Training has been completed for participants in the Garmian and Sulaymaniyah sites, while Erbil and Duhok are slated for courses in February.

Tarabot met frequently with the directors of the Social Safety Net in all four sites (Erbil, Garmian, Sulaymaniyah, and Duhok) to install necessary software, amend the IT Configuration Guide, prepare documents needed for the next installation, gather inventory of hardware needs, clean data, and preparing the Social Safety Net test environment to train data entry employees. A ten-day data entry training course was provided this month in Garmian to familiarize the system for eight data entry specialists. In addition, a one-day workshop was delivered to the data entry team in Garmian on how to fix errors in the database and to prepare them data migration.

In Sulaymaniyah, Tarabot created a new test environment for a five-day training course for all districts and sub-districts of the Sulaymaniyah Governorate, and began data entry training for eight data entry specialists. In addition to conducting site visits and checking on the readiness of hardware for the installation of the Social Safety Net system in Sulaymaniyah, Tarabot mentored the IT advisor at the Kurdistan Ministry of Labor and Social Affairs on how to create monthly reports for the Social Safety Net system, including the number of beneficiaries and the amount of funds received in all sites in Kurdistan. This report will be created automatically and sent to all managers when the new system is completed.

### **One-Stop-Shop**

The 2D and 3D architectural designs of the One-Stop-Shop, which were delivered to the Kurdistan Ministry of Labor and Social Affairs in November 2013, are currently under review by the ministry's One-Stop-Shop teams. With support from Tarabot, the Duhok One-Stop-Shop site was able to produce a bill of quantity for the renovation of the building and its furnishing. The Director General of Finance at the Kurdistan Ministry of Labor and Social Affairs informed Tarabot and USAID that the flooding in the Duhok One-Stop-Shop will be taken care of by the contractor. Tarabot is also coordinating with the Kurdistan Ministry of Labor and Social Affairs on the customer relations training that will begin in April 2014 for employees of the One-Stop-Shop in all four sites (Erbil, Sulaymaniyah, Duhok, and Garmian).

## PROJECT ADMINISTRATION

**Staffing and Deployment:** As of January 31, 2014, the Tarabot staff consists of 27 expatriates and 231 Iraqi national personnel.

**Security:** Security incidences have increased this month, most significantly in an on-going battle in Anbar province. Our offices in Anbar are temporarily closed, as the government is also closed. Issues from Anbar have overflowed into Baghdad with increased attacks resulted in increased checkpoints that have caused greater traffic congestion on many Baghdad streets, which complicated and slowed mobility for Tarabot staff and security teams.

**Closeout:** Tarabot has begun to close buildings used for offices and residences as leases expire on properties in the Mansour compound. Accordingly, furniture and equipment in these buildings are under going disposition as required by USAID regulations and MSI policies and procedures. The project is seeking both USAID and MSI approvals in order to proceed with an orderly disposition and closeout plan.

**Visas:** All project expatriates in the field have their visas for Iraq; however, some applications were omitted in the transition to the new system. We reapplied for visas for five persons whose applications were lost in the transition from the old to the new system, and these visas were authorized on January 30<sup>th</sup>.

# ANNEX:TRACKERS

Tarabot - Administrative Decentralization Component Provincial Engagement Tracker

Provinces	Project Planning				Project Management							Procurement							Decentralization				IDMS		
	3 Phases of Workshops completed	Multi Year Capital Investment Plan (WIS)	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 Gov 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	IDMS Training
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 checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" 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"/>	<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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	NA	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" 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 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 checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input 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 checked="" type="checkbox"/>	<input checked="" 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"/>	<input checked="" 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 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 type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" 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 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 checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" 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 type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" 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 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 checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" 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 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 checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" 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 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 checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" 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 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 type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" 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 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"/>
Salah Ad	<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 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"/>
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 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 checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input 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

## Administrative Decentralization-Notable Project Management Pilot Projects

Ministry/ Province	No. of Pilot Projects	Projects Names	Location	Estimated Cost	MS Project Used?	Intervention	PMI Forms Used?	Result
MoA	1	Build Refrigerated Warehouse	Wasit	\$2,500,000	Yes	Develop Schedule	Yes	Develop Project schedule and estimate cost
MoO	2	Oil Pipeline	Baghdad	TBD	Not yet	Develop Schedule		Develop Project schedule and estimate cost
		Oil Depot	Maysan	\$82,500,000	Not yet	Monitoring & Controlling		Control the Project
MoEI	1	Al Najibiya Power Plant	Basrah	\$271,354,000	Yes	Monitoring & Controlling	Yes	Enhance tracking system
MoIM	2	Khalid Bridge (Basrah)	Basrah	\$14,834,375	Yes	Reschedule	Yes	Control the project
		Galvanization Factory	Baghdad	\$16,300,000	Not yet	Develop Schedule	Yes	Develop Project schedule and estimate cost
MoMD	1	MoMD branch building in Muthanna Province	Muthanna	\$2,000,000	Not yet	Develop Schedule	Yes	Develop Project schedule and estimate cost
MoEd	Pending							
MoH	1	Primary Healthcare Center	Baghdad	\$1,000,000	Not yet	Develop Schedule	Yes	Develop Project schedule and estimate cost
MoCH	2	Build Seyidat Al Najat Church	Baghdad	\$600,000	Yes	Monitoring & Controlling		Develop Project schedule and estimate cost

		Build Construction Lab	Baghdad	\$8,000,000	Yes	Develop Schedule	Yes	Develop Project schedule and estimate cost
MoT	Not Yet							
MoLSA	Not Yet							
MoTr	1	Administrative Compound of Land Transportation Company	Baghdad	\$23,200,000	Yes	Develop Schedule	Not yet	Develop Project schedule and estimate cost
MoYS	1	*Electrics work Package of 9 K-span	Baghdad	\$60,000	Yes	Develop Schedule	Not Yet	Develop Project schedule and estimate cost
MoMPW	Not Yet	-						
MoEn	Not Yet							
Ninawa	1	Al Najar Iqtisadiyeen Bridge	Ninawa	\$16,000,000	Yes	Develop Schedule	Yes	Develop Project schedule and estimate cost
Anbar	2	Construction of Shopping Center and Typical Medical Clinics and Labs in Ramadi	Anbar	\$20,800,000	Not yet	Develop Schedule	Not yet	Develop Project schedule and estimate cost
		Development of the Eastern Entrance of Ramadi (100m Street) - 3rd Phase	Anbar	\$9,250,000	Not yet	Develop Schedule	Not yet	Develop Project schedule and estimate cost

Kirkuk	3	Tribal Council Directorate Building project in Kirkuk	Kirkuk	\$6,500,000	Yes	Develop Schedule	Yes	Control the project and Develop Project Schedule and estimate cost
		Migration and Displacement Building project	Kirkuk	\$5,000,000	Yes	Develop Schedule	Yes	Control the project and Develop Project Schedule and estimate cost
		Install WWTP( Compact Unit) for Low cost houses in Al-Rasheed	Kirkuk	\$1,800,000	Yes	Develop Schedule	Yes	Develop Project schedule and estimate cost
Salah ad Din	1	Convention Hall	Beji/Salah ad Din	\$282,000	Yes	Develop Schedule	yes	Develop Project schedule and estimate cost
Diyala	1	Constructing the Municipality unit of Buhriz	Diyala	\$1,380,000		Creating Scope	Yes	develop project scope
Babil	10	Wastewater Treatment Plant	Babil	\$12,000,000	Yes	Reschedule	Yes	Control the project
		Kindergarten	Babil	\$1,000,000	Yes	Develop Schedule	Yes	Develop Project schedule and estimate cost
		Construction vehicles parking for sewage department	Babil	\$1,200,000	Not yet	Develop Schedule	not yet	develop project , quality management ,
		Paving roads	Babil	\$1,000,000	Yes	Develop Schedule		Develop Project schedule and estimate cost

		Potable water Project 500 M3/Hr with 38 KM Network pipe	Babil	\$3,458	Yes	Define Activities	Yes	Develop Project schedule and estimate cost
		33 KVA net work	Babil	\$2,500,000	Yes	Develop Schedule	yes	Develop Project schedule and estimate cost
		Constructing PMO Building	Babil	\$1,450	Not yet	Develop Schedule	Yes	Develop Project schedule and estimate cost
		construction 33 KVA electrical plant	Babil	\$3,000,000	Not yet	Develop Schedule	not yet	Develop Project schedule and estimate cost
		33 KVA electrical net work	Babil	\$1,200,000	Yes	Develop Schedule	not yet	Develop Project schedule and estimate cost
		33 KVA electrical feeders	Babil	\$7,000,000	Not yet	Develop Schedule	not yet	Develop Project schedule and estimate cost
Wasit	5	School Building	Wasit-Kut-Dijilah	\$920,000	Yes	Manage Project Phases	Yes	Implement Project within time and cost
		Water Unit	Wasit-Kut-Siwadah	\$2,636,000	Yes	Develop Schedule	Yes	Develop Project schedule and estimate cost
		Paving Rural Road	Wasit-Ahrar	\$1,250,000	Yes	Manage Project Phases	Yes	Implement Project within time and cost
		Textile Street	Wasit-Kut	\$13,750,000	Yes	Develop Schedule	Yes	Develop Project schedule and estimate cost

		Sanitation Groups	Wasit-Badra	\$41,583	Yes	Develop Schedule	Yes	Develop Project schedule and estimate cost
Diwaniyah	4	Multistory Parking	Diwanyia	\$3,700,000	Yes	Develop Schedule	No	Develop Project schedule and estimate cost
		Shafa'eya -Noorya Road	Shafa'eya	\$500,000	Yes	Develop Schedule	No	Develop Project schedule and estimate cost
		International School	Diwanyia	\$1,200,000	Yes	Develop Schedule	No	Develop Project schedule and estimate cost
		International School	Shafa'eya	\$1,500,000	Yes	Develop Schedule	No	Develop Project schedule and estimate cost
Najaf	5	Al Askarien Tunnel	Najaf	\$11,300,000	Yes	Develop Schedule	Not yet	Develop Project schedule and estimate cost
		Missan School	Najaf	\$1,000,000	Yes	Develop Schedule	Yes	Develop Project schedule
		Muslim-Bin-Aqeel Tunnel	Najaf	\$19,160,000	Yes	Develop Schedule	No	Develop Project schedule
		Abu-Talib School	Najaf	\$1,000,000	Yes	Develop Schedule	No	Develop Project schedule
		Sport Games Hall	Najaf	\$1,900,635	Not yet	Develop Schedule	No	Develop Project schedule
Muthanna	1	Women Care Department Building	Muthanna	\$2,000,000	yes	Develop Schedule	Not yet	Develop Project schedule and estimate cost

Dhi Qar	1	Al Nibras Road	Dhi Qar	\$2,500,000	Yes	Develop Schedule	yes	Develop Project schedule and estimate cost
Maysan	Not Yet							
Basrah	1	Primary Healthcare Center	Basrah	\$1,000,000	Yes	Develop Schedule	yes	Develop Project schedule and estimate cost

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**USAID-Tarabot Administrative Decentralization Project Management Unit Progress Report (January 2014)**

GOI Offices	Capacity Building				Structural Changes (PMO)	System Implementation	
	PMI Processes	Estimation Technique & MS Project	Project's Feasibility Study	Earned Value Management		Pilot Project	MS Project
<b>Ministries</b>							
Ministry of Agriculture	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	In Progress	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Ministry of Construction & Housing	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	In Progress	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Ministry of Culture	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>
Ministry of Displaced & Migration	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Established	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Ministry of Education	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>
Ministry of Electricity	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Ministry of Environment	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Established	<input type="checkbox"/>	<input type="checkbox"/>
Ministry of Higher Education	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>
Ministry of Health	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	In Progress	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Ministry of Industry & Minerals	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	In Progress	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Ministry of Justice	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Established	<input type="checkbox"/>	<input type="checkbox"/>
Ministry of Municipalities & Public Works	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	In Progress	<input type="checkbox"/>	<input type="checkbox"/>
Ministry of Transportation	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Basrah Port	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	In Progress	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Universities	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>
Ministry of Science and Technology	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>
Ministry of Oil	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input type="checkbox"/>
Ministry of Labor and Social Affairs	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>
Ministry of Trade	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>
Ministry of Youth and Sports	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	In Progress	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Coordination Entities</b>							
Council of Ministers Secretariat	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>
<b>Provinces</b>							
Anbar	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Established	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Babil	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Established	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Basrah	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Established	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Diyala	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Diwaniyah	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Established	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Dhi Qar	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Established	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Karbala	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>
Kirkuk	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Muthana	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Established	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Najaf	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Established	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Ninawa	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Established	<input checked="" type="checkbox"/>	<input checked="" 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"/>
Maysan	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	In Progress	<input type="checkbox"/>	<input type="checkbox"/>
Wasit	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Established	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

## Tarabot – Administrative Decentralization Core Area Engagement Procurement Tracker

GOI Offices	Assessment Phase	Action plan	Compliance with GoI Regulation	Competency Workshop	Advanced Workshop	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
<b>Ministries and Central Entities</b>													
Ministry of Agriculture	<input checked="" type="checkbox"/>	→	→	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Ministry of Cons. & Housing	<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"/>					
Ministry of Displaced & Migrants	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	→	→	→	→	→	NA					
Ministry of Education	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	→	→	→	→	→	<input type="checkbox"/>					
Ministry of Electricity	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	⊖	→	⊖	<input type="checkbox"/>	⊖	⊖					
Ministry of Industry & Minerals	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	→	→	→	→	<input checked="" type="checkbox"/>	⊖					
Min. of Labor & Social Affairs	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	→	→	→	→	<input checked="" type="checkbox"/>	NA					
Ministry of Mun. & Public Works	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	→	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	NA	<input checked="" type="checkbox"/>					
Ministry of Planning	<input checked="" type="checkbox"/>	→	<input checked="" type="checkbox"/>	→	→	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	→				
Ministry of Health	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	⊖	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>					
Ministry of Oil	<input checked="" type="checkbox"/>	⊖	⊖	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	→				
Ministry of Youth and Sports	<input checked="" type="checkbox"/>	→	→	→	→	→	<input type="checkbox"/>	→	<input type="checkbox"/>				
Ministry of Transportation	<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"/>					
Ministry of Culture	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	→	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	NA					
<b>Ministry of Environment</b>													
Ministry of Higher Education	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	→	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	→	→					
Ministry of Human Rights	<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					
Ministry of Justice	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	→	NA					
Ministry of Tourism & Antiquities	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	⊖	→	→	→	→	→	<input type="checkbox"/>	→	NA
<b>Universities</b>													
Baghdad University	<input checked="" type="checkbox"/>	→	→	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>				
Babil University	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	→	→	→	<input type="checkbox"/>	→	<input type="checkbox"/>					
Basrah University	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>					
Ninawa University	<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"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
University of Technology	<input checked="" type="checkbox"/>	→	→	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>				
Commission of Techn Education	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>					
<b>Provinces</b>													
Anbar	<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"/>					
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"/>					
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"/>					
Diyala	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	⊖	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	→					
Diwaniyah	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	→	→	→	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>					
Kirkuk	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	→	<input type="checkbox"/>	⊖					
Muthana	<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"/>					
Najaf	<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"/>					
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"/>					
Salah ad Din	<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"/>					
Wassit	<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 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 type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	NA
Dhi Qar	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	→	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>					
Karbala	<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"/>					
Maysan	<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 checked="" type="checkbox"/>	Completed	→	Ongoing	⊖	Scheduled	<input type="checkbox"/>	Pending	Not Applicable				

<b>Notable Government of Iraq Tenders</b>			
<b>#</b>	<b>Province/Entity</b>	<b>Tender Description</b>	<b>Estimated Value (\$USD)</b>
<b>1</b>	MoEI	Design, procurement, supply, installation, and commissioning of the Al Anbar Combined 1500-1600MW Power Generation Facility	\$1,050,000,000
<b>2</b>	MoTR - State Company for Maritime Transport (SCMT)	Manufacture, testing, and commission of eight maritime transport vessels	\$360,000,000
<b>3</b>	MoIM - State Company for the Automotive Industry	Automotive Assembly Factory	\$200,000,000
<b>4</b>	MoTR-SCMT	Manufacture, testing, and commissioning of three fresh water carriers	\$13,000,000
<b>5</b>	MoTR-SCMT	Manufacture, testing, and commissioning of tug boats for the port	\$10,000,000
<b>6</b>	Basrah GO	Sewage and storm water network design for Basrah City	\$600,000
<b>7</b>	Basrah Governorate Office	Project Management Assistance	\$54,000,000

This list represents a selection of tenders recently released by the Gol in which the government entity employed procurement practices promulgated by USAID-Tarabot. Tarabot is aware of the above tenders, along with others, through its ongoing engagement and technical assistance with the Gol. More comprehensive information about recent Gol tenders can be found on the dgMarket website.

Tarabot's Procurement Advisory Unit is not involved in the preparing of bidding documents on behalf of the mentioned Gol entities, and is never involved in the actual procurement process. The unit provides capacity building and technical assistance to help Gol entities apply internationally-recognized procurement methods, develop and employ standard templates and bidding documents, and advertise their procurements broadly and transparently. The list above contains illustrative examples in which the Gol has employed these practices.