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USAID IRAQ ADMINISTRATIVE REFORM PROJECT

MONTHLY PROGRESS REPORT, OCTOBER 2013

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Iraq Administrative Reform Project



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ACRONYMS

AD	Administrative Decentralization Component
ECBI	Education Capacity Building Initiative
EVM	Earned Value Management
COMSEC	Council of Ministers' Secretariat
Gol	Government of Iraq
IDMS	Iraq Development Management System
ISRAR	Iraq Solutions for Regulatory and Administrative Reform
KMoLSA	Kurdistan Ministry of Labor and Social Affairs
KMoP	Kurdistan Ministry of Planning
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
MoO	Ministry of Oil
MoU	Memorandum of Understanding
MoT	Ministry of Trade
MoTr	Ministry of Transport
NGO	Nongovernment Organization
NPM	National Policy Management Component
OSS	One-Stop-Shop
PM	Project Management
PMI	Project Management Institute
PMP	Project Management Professional
PMAC	Prime Minister's Advisory Council
SCAU	Service Center Advisory Unit
SCMT	State Company for Maritime Transport
SSN	Social Safety Net
ToT	Training of Trainers
USAID	United States Agency for International Development

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

SUMMARY

Institutionalizing Economic Reforms. The Iraq Solutions for Regulatory and Administrative Reform (ISRAR) initiative continues its work to promote economic reforms to strengthen private sector growth and broaden the base of economic activities in Iraq. The anchoring of these efforts within the Government of Iraq was furthered this month with the hosting of a workshop by the Head of the Prime Minister’s Advisory Council (PMAC) to advance a law drafted by PMAC advisors. Based on recommendations from the Deputy Head of ISRAR, the law was amended to include an article that will institutionalize ISRAR as the primary regulatory reform body of the Government of Iraq. Included in the amendment were key provisions to streamline the implementation of reforms, establish a council that would include ISRAR as an official governing body, and authorize the hire of national and international organizations to review and reform regulations. *Tarabot* advisors have developed a tool to measure the projected impact of ISRAR regulatory reform recommendations, and trained members of the ISRAR Central Unit in its use to determine parameters such as direct, labor, and opportunity costs.

Promoting Project Planning Between Ministries and Provinces. Project planning and coordination in Iraq has traditionally been weak between the provinces and ministries, negatively impacting the development of the provinces and hindering the delivery of services to Iraqi citizens. To promote coordination and improve the caliber of planning, USAID-*Tarabot* helped to establish coordinating committees, bringing together officials from the line ministries, governor’s offices, and other provincial stakeholders in Ninawa, Muthanna, Basrah, Diwaniyah, and Babil to discuss and select projects that would most benefit the provinces. In collaboration with the Ministry of Provincial Affairs, USAID-*Tarabot* held a graduation ceremony earlier this month for these Provincial Projects Steering Committees, and recognized them for their work in selecting projects that will bring true benefits to local communities in the provinces. Supported by USAID-*Tarabot* through on-the-job training and capacity building, the committees improved their capabilities to screen and select projects based on cost-benefit analyses and other social and economic considerations. The five provinces were able to submit project lists, using *Tarabot*’s project selection criteria, which closely reflected local and national development goals.

Supporting the Completion of Pilot Projects. With technical support from USAID-*Tarabot*, the Najaf Governorate recently announced the completion of the Al Askaryeen tunnel, which connects the provinces of Najaf, Karbala, and Diwaniyah. Valued at US \$11.2 million and contracted to an international construction company, the project was experiencing delays in construction when USAID-*Tarabot* intervened to assist the governorate in effectively monitoring the progress of the project and the development of a schedule for its completion. Working with the Najaf Project Management Office, *Tarabot* conducted joint on-site visits to help measure variances in project implementation and to make the necessary corrective actions. Additionally, a capacity building program was completed with the Najaf Governorate to help keep projects on schedule and within budget, including training in feasibility studies, earned value management, MS Project, and cost estimation techniques. The on-time completion of the project was saluted by the Governor of Najaf

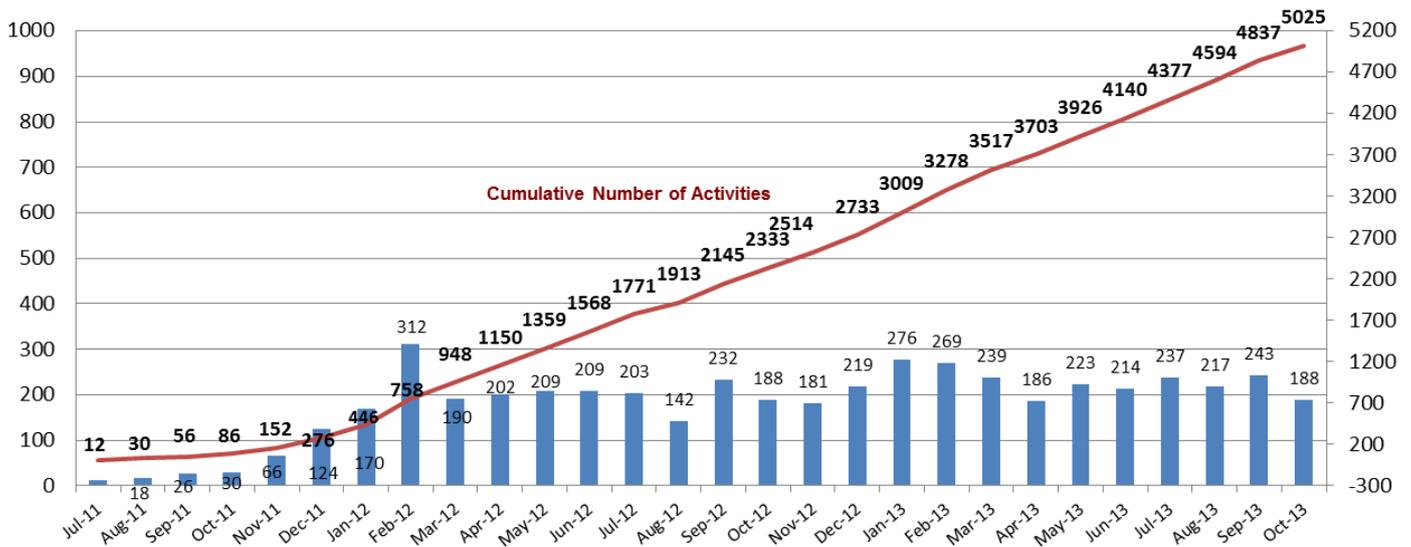
¹ For brevity and convenience the Administrative Reform Project is referred to in the text by its Arabic name, *Tarabot*, meaning “Linkage”.

in a ribbon-cutting ceremony for the speed of its implementation and the quality of the work. The tunnel will streamline traffic between the provinces and help to promote the tourist economy of Najaf.

Building Ministerial Capacity in Public Policy. In support of the capacity of Iraqi ministries to understand complex problems and craft concrete solutions, *Tarabot* is providing technical assistance in policy analysis, focusing on the systemic analysis of public policy issues and the decision processes associated with them. In application of public policy tools such as decision modeling and cost-benefit analyses, *Tarabot* continues this month to support ministries in the drafting of their policy papers. Policy advisors from the Office of Policy Development in the Prime Minister's Office have begun to sketch out policy papers in topics such as economics, education, water management, homelessness, and cybercrimes. Meanwhile, technical workshops are being provided for public policy advisors from the Ministry of the Environment, and work plans with timelines have been developed for policy papers dealing with ozone layer depletion and the pollution of the Tigris River. Similarly, support is being given to the Ministries of Human Rights, Labor and Social Affairs, and Migration and Displaced in the outlining of their policy issues and the furnishing of weekly counsel. The Ministries of Electricity, Industry and *Minerals*, and Trade are further in the process, and have begun to prepare documents for the approval of policies and implementation design.

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

- **Total Events:** USAID-Tarabot teams held **188** events (workshops and formal meetings) in October.
- **Locations:** **86** of these events were held at locations in Baghdad, while **102** events were delivered on location in **13** provinces.
- **Type of Event:** **182** events in October were formal assessment meetings, action planning, or implementation workshops; **6** events were introductory meetings.
- **Institutions:** **107** of these events were with **20** ministries; **64** events supported the governor's offices; **4** events were directly with the executive offices, and **9** events were directly with NGOs and the private sector, and **1** event was with the Provincial Council, and **3** events were mix.
- **Tarabot Components:** **36** events were carried out by the National Policy Management component, **137** by the Administrative Decentralization component, **6** events by the KRG office, and **9** by the Education Capacity Building team.



NATIONAL POLICY MANAGEMENT

2.1 Regulatory Reform

This month the Iraq Solutions for Regulatory and Administrative Reform (ISRAR) project focused on producing the next package of recommendations, developing online review tools, and institutionalizing ISRAR as an Iraqi government reform initiative. ISRAR has reviewed over 200 regulations in the Central Unit, provided technical support for reviews in 25 Ministry Units, and completed the design and implementation of a website for the public review and reform of regulations. The complete inventory of regulations that affect the Iraqi economy will be publicly available in this online database in the first week of November. An online Review Checklist, designed to facilitate the review of regulations by Iraqi citizens and the government, has been integrated with the inventory database and all reviews will be managed within this system. USAID-Tarabot NPM advisors and members of the ISRAR Central Unit will use the system to review the quality and throughput of reviews in real time.

The Iraqi government continues to support ISRAR in building the project into a sustainable government reform institution funded through the Iraqi budget. This month, the Prime Minister's Advisory Council (PMAC) set up an account in the Central Bank to fund ISRAR operations and expenses. Based on recommendations from the Deputy Head of ISRAR, PMAC included an article in a draft economic law that establishes ISRAR as an official government institution. This law is in the final stages of Parliamentary review and is expected to be issued in the next one or two months. A workshop was hosted by the Head of PMAC at the Al-Rashid Hotel to promote the draft law earlier this month. The attendees of the workshop included senior advisors from PMAC, representatives from the World Bank, the Council of Ministries' Secretariat, and the Deputy Minister of Planning. During the workshop, the Head of PMAC explained how the law will establish ISRAR as the primary regulatory reform body of the Iraqi government. The ISRAR amendment includes the following key provisions:

1. Setting up an omnibus mechanism to streamline the implementation of changes to laws
2. Establishing a council for economic reform that includes ISRAR as an official government body
3. Authorizing the hire of national and international organizations to review and reform regulations

The Head of PMAC also emphasized the importance of supporting ISRAR reforms and praised the efforts of USAID, ISRAR, and PMAC in working to reform the economy of Iraq.



PMAC workshop covered by Baghdad news channel

2.2 Office of Policy Development, Prime Minister's Office

Through the efforts of NPM, the Office of Policy Development of the Prime Minister's Office received an invitation from the Director of the RAND-Qatar Policy Institute to visit the research center in Doha. The objective of this study tour is to expose the policy advisors of the Prime Minister's Office to one of the most prestigious policy think tank organizations in the world. The Senior Advisor to the Prime Minister, Mr. Thamer Ghadban, has endorsed this exchange and agreed to fund it through the cost-share money reserved for NPM.

In October, each policy advisor began to draft a new policy paper in topics such as economics, education, water management, homelessness, and cybercrimes.

2.2.1 Offices of Policy Development in the Ministries

Socially-Oriented Ministries

The Ministry of the Environment (MoEnv) is participating in a series of technical workshops on the public policymaking process, which the NPM team is conducting at the ministry for policy advisors from its Public Policy Unit. The NPM team presented a work plan with a timeline for the development of two policy papers to the Deputy Minister of MoEnv. The topics, identified by the ministry, were: "Depletion of Gases in the Ozone Layer" and "Tigris River Pollution by Sewage within the City of Baghdad." The NPM team discussed the methodology for outlining and drafting policy papers with MoEnv advisors, and they taught them how to define issues by narrowing the scope of their papers.



Thirteen members of the Public Policy Unit at the Ministry of Environment attended the first workshop session

It was agreed that the work would be split between two groups: one in the ministry's headquarters and one in the ministry's technical directorate. NPM advisors have since conducted twice-a-week (Sundays and Wednesdays) mentoring sessions at the ministry to follow up on progress and provide technical assistance to the policy advisors.

Similarly, the NPM team conducted biweekly working sessions with public policy advisors at the Ministry of Human Rights. The workshop focused on the drafting of a policy paper titled "Violence against Women in Iraq." The NPM team led a discussion regarding the first phase of the public policy process— "brainstorming" an issue to identify a problem and to narrow the scope of policy papers. NPM received an official letter stating the Minister's approval for the drafting of the first policy paper in collaboration with USAID-Tarabot assistance. NPM's advisor will follow up on progress twice a week (Sundays and Wednesdays) at the ministry's headquarters and provide technical assistance.

In October, the NPM team began to conduct mentoring sessions at the headquarters of the Ministry of Labor and Social Affairs (MoLSA). Ten policy advisors participated in the workshop, of which four were women. MoLSA will develop two public policy papers: 1) on the “homeless” and 2) on “handicaps in the workplace.” Participants were divided into two groups; each one is responsible for one policy paper. The NPM team explained the schedule of the current quarter and the methodology of policy development, and asked attendees to begin conducting research on their respective policy topics.



NPM at the Ministry of Labor and Social Affairs

The fourth social ministry with which NPM is deeply involved is the Ministry of Migration and Displaced (MoMD). Since the beginning of the month, NPM advisors have gone to the ministry twice a week to mentor its staff on how to write its policy paper. The NPM team presented a work plan for the development of a policy paper identified by the ministry, titled “Policy of Slums Treatment” to the Director General of the Planning and Follow-Up Directorate. The NPM team discussed the methodology for the outlining and drafting of the policy paper with seven advisors, and they learned how to define issues by narrowing the scope of their paper. Considering the importance of issue, the Director General decided that the policy paper will be under his direct supervision to ensure the quality of work and consistency with other similar activities at the ministry.



NPM at the Ministry of Migration and Displaced

Economic Ministries

The NPM team worked with policy units of Ministries of Electricity (MoE), Industry and Minerals (MoIM), and Trade (MoT) to prepare documents for the approval of policies and implementation design.

The MoIM’s Industrial Policy and Reform Unit has prepared a set of documents for the approval of the policy proposal on institutionalizing an industrial monitoring and evaluation system. The full package includes a diagnostic study, policy brief, impact assessment, and implementation plan. The members of the Industrial Policy and Reform Unit have drafted a memorandum for the Minister’s approval of the policy, outlining policy objectives and summarizing the policy’s expected monetary benefits and institutional



MoIM producing policy presentation for stakeholders

impacts, such as professional development of staff, results-oriented policy performance, increased transparency and accountability, and evidence-based and stakeholder-inclusive decision making. They have also produced a presentation to introduce the policy to stakeholders.

The MoE's policy unit has finalized recommendations for the policy on energy efficiency in the electricity sector of Iraq. The "advanced" scenario is recommended for adoption, as the policy option offers a comprehensive approach to attaining policy objectives. The paper also outlines a number of recommendations for the Government of Iraq on strengthening the enabling environment for policy implementation, including measures for energy efficiency such as setting a legal and regulatory framework, establishing an independent regulatory agency, developing a new business model for the electricity sector, introducing energy efficiency standards in

other sectors of economy, and building partnerships with private sector. Recommendations to the MoE emphasize the importance of institutional development through the capacity building of staff, introducing evidence based methods of policy making, and strengthening the foundations for research and technology. The paper also sets forth recommendations for addressing behavioral change through information campaigns and consumer education on the importance of the rational use of energy.



Ministry of Electricity formulating policy recommendations

The MoT has approved the policy proposal for streamlining trade agreements in Iraq, which was developed with the assistance of NPM, and gave a green light to commence with its implementation. To this end, the policy team of the MoT produced a presentation that would be used to introduce the policy to internal and external stakeholders. When approved by the Minister, the first presentations will be delivered to the Director General of the Ministry of Trade to ensure effective coordination and cooperation within the ministry. The presentation summarizes the policy objectives and components, its implementation modalities, and major estimated impacts on the economy and society. With NPM assistance, policy unit members have devised a detailed plan for its implementation in the immediate term. The plan elaborates on policy implementation components such as the architectural design and content of the integrated trade information system, and the development of a model procedure for free trade agreements in Iraq through a process that is inclusive of all stakeholders.

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

During this month, NPM continued to mentor the policy advisors of the Presidency Diwan on the drafting of the "Homeless Orphans in Iraq" policy paper. Two additional sessions were conducted: 1) focused on existing laws related to homeless orphans in Iraq and 2) finding solutions to address the problem of homeless orphans. In the first session, advisors agreed on repealing a decree and activating alternative laws that would secure basic needs for orphans. In the second session, advisors



of the Presidency Diwan addressed several solutions such as the funding of new NGOs to work with the homeless, encouraging families to sponsor orphans without adoption, and the allocation of an independent budget for homeless orphans within the Ministry of Labor and Social Affairs. The advisors mentioned that the National Development Plan called upon the Iraqi Government to develop a policy that would alleviate the social ills associated with this problem.

2.4 Policy Communication and Outreach

In respond to the capacity building requests of NGOs to be more active and effective in the policy process, the NPM team in Baghdad and Babil team commenced a five-week training program. The program will build NGO capacity in the areas of constituency building, project management, planning, and proposal writing. The Babil Hub training program was attended by 26 participants, representing 20 civil society organizations, from the provinces of Babil, Karbala, Diwaniyah, and Najaf. A similar training in Baghdad was attended by 21 participants, representing 17 civil society



NGO capacity building training

organizations, from Baghdad and Dhi Qar province.

This month, the NPM team met with six NGOs that work with vulnerable groups from Karbala: Iraqi Human Rights Watch Organization, Tkaatuf Organization for Human Development, Women's Association–Karbala Branch, Foundation for Families of the Martyrs and Affected People, Flowers Iraq's Charities, and the Role Model for Development and Human Rights Organization. Additionally, the NPM team also met with one NGO from Baghdad, the Women of Baghdad Association. NPM presented its work with the government executive office, ministries, Parliament, NGOs, universities, and think tanks in the area of public policy, and the organizations asked to be included in future roundtables and open forum discussions.

2.5 Women in Policy

The NPM Head of Women's Policy attended a panel discussion on the subject of women's quota in the Iraqi Election Law, hosted by the Iraqi Institute at the Constitutional Committee at Parliament. Participants asked that the quota for women in Parliament in the Electoral Law be no less than 25 percent, excluding women who have already gained their seats by free elections. The panel was attended by current and former members of Parliament, and representatives from the UN and women's civil society organizations.



Panel discussion at the Parliament

NPM's Head of Women's Policy also attended a conference on "The Women's Empowerment Project to Counter Violence against Women" hosted by the Iraqi Institute. The conference was attended by current and former Parliament members, the women's issues advisor to the Prime Minister, and representatives from the UN, provincial councils, and women's civil society organizations.

Additionally, the NPM Head of Women's Policy attended the "First International Conference on the Impact of Terrorism on Human Rights," hosted by the Ministry of Human Rights for two days in Baghdad. Prime Minister Nouri al-Maliki, the Minister of Human Rights, a representative of the Secretary-General of the United Nations in Iraq, a member of the House of Lords, and academics from Iraqi and Arab universities attended the conference. Recommendations in combating terrorism, including mechanisms within a national strategy, were also discussed. The Minister of Human Rights declared publically that Iraq had adopted the Human Rights Code.



Conference on the impact of terrorism on human rights

ADMINISTRATIVE DECENTRALIZATION

3.1 Planning Advisory Unit

Graduation of Provincial Projects Steering Committees

In cooperation with the Ministry of Provincial Affairs, USAID-*Tarabot* held a graduation ceremony on October 2nd for Provincial Projects Steering Committees from the provinces of Ninawa, Muthanna, Basrah, Diwaniyah, and Babil. In response to the lack of coordinated project planning in the provinces between the ministries and governor's offices, *Tarabot* helped to establish the committees to bring together officials from the two entities, along with other stakeholders, to collaboratively select projects that would be most beneficial for the provinces and its citizens. The graduation of these committees marked a significant milestone in *Tarabot's* work to support the devolution of powers from the ministries to the provinces, and the coordination in planning between them. Through capacity building and on-the-job training, the committees were able to submit project lists that more closely reflect national objectives, outlined in the National Development Plan, and local development goals.

Supporting Ministries in Project Selection and Planning

To maximize the social and economic benefits of the capital investment budget and ensure the efficient delivery of services, USAID-*Tarabot* is working with the Ministries of Health, Trade, and Electricity to improve their project selection and planning capabilities. Assistance is provided through a three-stage capacity building process that focuses on: 1) how to design and plan for projects, 2) how to align project selection with national development goals and develop selection criteria, and 3) how to apply selection criteria to identify qualified and efficient projects and the development of plans. Earlier this month, the Ministry of Health completed the first phase of the workshop series, while the Ministry of Electricity is currently undergoing the second phase, and the Ministry of Trade is in the final stages of the planning workshops.

3.2 Administrative Decentralization Support

Implementation of Article 45 of Law 21 Initiated with Formation of Commission

USAID-*Tarabot* received recommendations issued from the first meeting of the High Provincial Coordination Commission, which was formed in accordance with the amended Article 45 of Law 21. The recommendations included the transfer of projects fewer than 10 billion Iraqi dinars to Governor's Offices and the capacity building of administrative and technical staff for the transfer of authorities. The language used in the amendment to Article 45 and the aforementioned transfers were drafted with direct support and consultation with USAID-*Tarabot*.

The commission is headed by the Prime Minister and includes ministers from the Ministries of Municipalities and Public Works, Construction and Housing, Labor and Social Affairs, Education, Health, Planning, Agriculture, Finance, Youth and Sports, and Provincial Affairs, in addition to governors and heads of provincial councils. The Prime Minister has also issued a letter in support of the recommendations of the commission.

First Meeting of the Committee for Coordination Between Provinces

Several recommendations were issued in the first meeting of the Supreme Committee for Coordination, formed in accordance with Article 45 of Law 21, regarding the transfer of projects valued at less than 10 billion dinars from the ministries to the provinces. Following guidance from Tarabot, the committee recommended the capacity building of administrative and technical staff in preparation for the transfer of powers, and the transfer of staff to the Governor's Offices.

3.3 Project Management Advisory Unit

Ministries Pursue PMP Certification with Cost Share Funds

The Ministry of Transport (MoTr) invited seven qualified training companies to submit their proposals to train 13 individuals for Project Management Professional (PMP) certification and 13 individuals as internal auditors. As part of the 2012 cost share process, the State Commission of Buildings of the Ministry of Construction and Housing (MoCH) invited nine consultative bureaus and companies to submit offers for a 35-hour PMP course for 60 participants. Also, the Ministry of Oil issued a ministerial order to send 20 engineers to Amman in October for PMP pre-exam courses and for the exam itself; this will account for the whole of the \$75,000 2012 cost share funds for the ministry.

Provincial Governor's Offices Pursue PMP Certification

USAID-Tarabot continued to assist Governor's Offices in Diwaniyah, Basrah, Dhi Qar, and Najaf in obtaining PMP certification. In Diwaniyah, project management advisors met with the Director of the Staff Development Department to select engineers to participate in a PMP training course, and an exam date was selected. In Basrah, project management advisors conducted a meeting with engineers from the Project Management Office to review the results of a PMP simulation test and to prepare for the final PMP exam. In Dhi Qar and Najaf, USAID-Tarabot discussed the use of the 2013 cost share for the final PMP exam.

Ministry of Electricity Reports on Project Variance and Performance

The Ministry of Electricity (MoE) sent USAID-Tarabot reports from the project manager of the Al-Najibiyah Power Plant pilot project, showing variance in the project's schedule and the overall performance of the project. These reports follows a range of interventions to enhance the monitoring and controlling functions of the ministry using PMI standard forms to help measure and record the project's variance, changes, and performance. The ministry requested that USAID-Tarabot extend its engagement to cover other projects.



Ministry of Electricity reports on project variance and performance

Institutionalizing Project Monitoring and Controlling Functions in Ninawa

In Ninawa, an entity called the "MS Project Unit" has been established by the Ninawa Project Management Office. This unit will be responsible for managing investment projects in the province using MS Project, reflecting the local government's aim to improve its monitoring and controlling functions. A request was sent by the Governor's Assistant for Reconstruction Affairs to USAID-

Tarabot requesting the necessary consultancy services to enable this unit to function. A work plan is being prepared for that purpose, and will include the unit's linkages, roles and responsibilities, process mapping, workshops, and on-the-job trainings.

USAID-Tarabot Works with GoI Partners on Project Management Pilot Projects Throughout Iraq

USAID-Tarabot advisors worked with Government of Iraq entities in Basrah, Dhi Qar, Wasit, and Diyala on the application of PMI techniques on a range of pilot projects. In Basrah, advisors met with engineers from the Ministry of Transport's General Company of Ports in Iraq to follow up on the progress of a pilot project for the construction of a training center. The project is currently in the planning phase and project management advisors are providing assistance in applying MS Project to improve scheduling. Project management advisors also worked with engineers from a pilot project for the



Project management training

construction of a primary healthcare center, undertaken by the Governor's Office in Basrah. The center will oversee approximately nine clinics in the province. With the assistance of USAID-Tarabot, the project team is working to develop a schedule and cost estimation. In Dhi Qar, a Tarabot advisor helped the project team of the Al Nibras Road pilot project, sponsored by the Governor's Office, to use a network diagram tool to develop a master schedule. In Wasit, an advisor followed up on PMI implementation with the teams of pilot projects for the construction of Al Naseej Street and a water unit, including the adoption of standard documents and use of MS Project to develop a master schedule. A final master schedule was completed for the secondary school pilot project of the Wasit Governor's Office with the support of USAID-Tarabot. In Diyala, USAID-Tarabot met with the team of a pilot project for the construction of a municipality directorate in Buhriz to assist them in developing a work breakdown structure and a project scope statement. The team agreed with the Tarabot advisor to finalize the work breakdown structure in the next meeting.

Ministry of Oil and Ministry of Migration and Displaced Complete USAID-Tarabot Project Management Capacity Building Program

USAID-Tarabot project management advisors conducted Earned Value Management (EVM) trainings for engineers from the Ministry of Oil (MoO) and the Ministry of Migration and Displaced (MoMD). The EVM tool will enable engineers to accurately measure and track project performance and progress and is the final step of the four-stage USAID-Tarabot project management capacity building program, which includes training in Project Management Institute (PMI) processes, estimation techniques, MS Project, and feasibility studies. The MoMD has established a pilot project on which these skills will be applied, and with the ultimate goal of spreading the techniques throughout the ministry. The MoO is in the process of selecting a pilot project.

First Project Management Pilot Project Reaches Completion

The Najaf Governor's Office completed the construction of the Al-Askaryeen Tunnel, marking the first completion of a USAID-*Tarabot* supported pilot project for project management techniques. The project was completed on schedule, reflecting the successful application of MS Project as a scheduling tool. The Project Management Office responsible for the execution of the project measured project variance using the MS Project software and made corrective actions accordingly. A handover ceremony was conducted by the Governor this week, opening the tunnel which links the provinces of Najaf, Karbala, and Diwaniyah.

PMI Techniques and MS Project Employed For the First Time in Kirkuk

With technical support from *Tarabot*, the Kirkuk Governor's Office began employing PMI techniques and MS Project in the development of a project schedule for the construction of a building for the Tribal Directorate. The adoption of these tools will increase the accuracy of estimations regarding the value of this project. After several meetings and workshops with *Tarabot*, the Governor's Office was able to produce project estimation documents and a master schedule, effectively initiating the implementation process.

3.4 Procurement Advisory Unit

Procurement Review Workshop Held for the Southern Provinces

A technical procurement review workshop was held by the Procurement Advisory Unit with representatives of the south provinces of Basrah, Muthanna, Maysan, and Dhi Qar. The review covered several issues including achievements thus far at the central and provincial levels, obstacles, the development of a sustainability plan, the procurement of food rations, and the graduation of the provinces. It was agreed that *Tarabot* would conduct follow up sessions with the provinces on the development of a sustainability plan and impact assessment.

Procurement Advisory Unit Conducts Technical Review with the Ministry of Municipalities and Public Works and the Ministry of Construction and Housing

The USAID-*Tarabot*'s Procurement Advisory Unit conducted technical procurement review meetings with representatives of the Ministry of Municipalities and Public Works and the Ministry of Construction and Housing to review achievements and obstacles, develop a sustainability plan, and discussed the graduation of the ministries.

USAID-Tarabot Marks the Transition of Provincial Procurement Activities in South

This week, the USAID-*Tarabot* Procurement Advisory Unit conducted a procurement review meeting in Basrah with the governorates of Basrah, Muthanna, Dhi Qar, and Maysan. Attended by high-level provincial representatives and three officials from the U.S. consulate, the session covered achievements, the development of a sustainability plan, graduation, and an end-of-project impact assessment. This event follows a similar procurement review meeting with the provinces of Babil, Najaf, Wasit, Diwaniyah, and Karbala. These provinces have been highly enthusiastic partners of *Tarabot*'s procurement reform program, and have made enormous strides in improving their

procurement procedures; for example, many Governor's Offices have adopted the use of standard bidding documents, begun reporting on their procurement activities, and have improved their management of procurement records.

Decentralizing Provision of Food Rations

The Procurement Advisory Unit worked with representatives of the Ministry of Trade and the Ministry of Provincial Affairs to formulate a plan to implement the Council of Ministers' decision to transfer the procurement and supply of food rations in Iraq from the Ministry of Trade to the provinces.

It was agreed that the Ministry of Trade will provide USAID-*Tarabot* with information related to the procurement of food rations including specifications, sample bidding and bid evaluation documents, and names of the accredited food suppliers. Additionally, it was agreed that the Ministry of Trade will begin delivering trainings on the procurement of food rations to the provinces after the Eid holiday.

3.5 Service Center Advisory Unit

One-Stop-Shop Service Center Presented to the World Bank

The USAID-*Tarabot* Service Center Advisory Unit (SCAU) attended a World Bank meeting in Erbil and gave a detailed presentation about the One-Stop-Shop Service Center. The recent Council of Ministers' Secretariat (COMSEC) recommendation in support of the One-Stop-Shop model gave the meeting an additional sense of urgency. Attendees included the National Board of Pensions. The SCAU team discussed an arrangement with the World Bank for the establishment of three One-Stop-Shop Service Centers, wherein USAID-*Tarabot* would provide site assessments and technical assistance in Business Process Re-engineering and the World Bank would provide the architectural designs for the sites. USAID-*Tarabot* would support the adjustment and modification of the designs to ensure its compatibility with the One-Stop-Shop Service Center; this arrangement will be further discussed in follow-up meetings.

Gathering Approvals for Business Process Maps Continues

The SCAU team continued its site visits to the Ministry of Oil's (MoO) Baghdad Oil Distribution Company to gather approvals for business process maps for the One-Stop-Shop Service Center, which were drawn in a recent USAID-*Tarabot* workshop. These maps will be used to develop Business Process Analyses for services provided by the Baghdad Oil Distribution Company.

One-Stop-Shop Service Center in Kut Approved

The Ministry of Municipalities and Public Works Provincial Directorate in Kut approved the establishment of a One-Stop-Shop service center. The ministry will begin the necessary renovations on the selected location in accordance with internal view designs.

3.6 Iraq Development Management System

The Iraq Development Management System (IDMS) team provided the Ministry of Planning with the required documents outlined in the official letter it received from the head of the IDMS Review and Accept Committee, which authorized the committee to proceed with the IDMS review. The IDMS

team worked with Synergy, a programming company, to correct funding problems during the review process and provided clarifications for inquiries from the IDMS Review and Accept Committee.

The IDMS review committee consists of three subcommittees, which are in different stages of the review process. The Technical Committee has completed the IDMS review and a report has been submitted to its leadership for approval. The IT Committee and the Iraqi National Monitoring System Committee have yet to finish their reviews.

In October, the IDMS team conducted a series of workshops for the Ministries of Electricity, Industry and Minerals, and Municipalities and Public Works to help complete missing information for their 2011 projects. To date, the IDMS team has successfully updated 52 out of 79 projects for the Ministry of Electricity, 74 out of 115 for the Ministry of Industry and Minerals, and all 120 projects for the Ministry of Municipalities and Public Works.

3.7 Center of Excellence

Prime Minister's Advisory Commission Endorses Center of Excellence Model

The Prime Minister's Advisory Commission (PMAC) has endorsed the USAID-Tarabot proposal to establish a Center of Excellence in Iraq and officially suggested to the Council of Ministers' Secretariat that it host preparations until a permanent structure is found. The endorsement is a major step toward bringing the initiative to fruition while also imparting an important degree of legitimacy.

Quality Management Completed in Wasit

The province of Wasit hosted a graduation ceremony in recognition of the completion of its quality management commitments with Tarabot. The event was attended by a representative of USAID and local authority representatives including the Governor's Assistant, Governor's Office Manager, and the Head of the quality management division (formed in Wasit with Tarabot support) and his staff. The event introduced a variety of quality management themes including management definitions, quality concepts and principles and its benefits for organizations, international standards, management processes, and compliance requirements.



Quality Management in Wasit

3.8 Education Capacity Building

During October, the Education Capacity Building Initiative (ECBI) team delivered 11 training courses, seven of which were held in Baghdad, two in Anbar, one in Erbil, and one in Diyala. Four of these courses were advanced modules, in which 67 participants (18 of whom are women) graduated as core



Practicing the art of training: A ToT trainee teaches other course participants about the different types of gold and how to identify them

area experts in financial management, and communication and leadership. Two training-of-trainers (TOT) courses were also conducted in October, in which 28 participants, eight of whom are women, graduated. The ECBI is building a sufficient pool of core area experts, from which TOT trainees are being selected.

KURDISTAN ACTIVITIES

Project Management

Earlier this month, the Project Management (PM) team began its assessment of activities for the Kurdistan Ministry of Construction and Housing with four senior PM team members from the ministry, including the Deputy Director General and three engineers. On October 21, the USAID-Tarabot team held a meeting with four senior engineers from the ministry to finalize and ensure the quality of the assessment process.

The Tarabot PM team also met with the Deputy Minister of the Kurdistan Ministry of Municipality and Tourism to introduce the PM program. The Deputy Minister approved the PM program and agreed to send PM engineers for training in the Project Management Institute.

Social Safety Net and One-Stop-Shop

The Social Safety Net (SSN) team received notice from the Kurdistan Ministry of Labor and Social Affairs (KMoLSA) that the Minister had finalized the details of the SSN server room and allocated \$15,000 for its renovation. Upon request from the ministry, technical details on the configuration of the server room were sent by an SSN advisor. KMoLSA also received notification that the Kurdistan Ministry of Planning (KMoP) had approved the allocation of \$18,000 to fund the SSN and One-Stop-Shop (OSS) service center model.

Memoranda of Understanding Signed

On October 20th, the *Tarabot* team informed KMoLSA of the October 25th deadline set by USAID in the signing of the memorandum of understanding (MoU). USAID-*Tarabot* met with the ministry, upon their request, to address several issues regarding the MoU. In a follow-up meeting, the ministry and the Tarabot team reviewed the English and Kurdish versions word by word; both were approved with a minor revision in the language of the Kurdish version.

With authorization from the Minister of the Kurdistan Ministry of Planning (KMoP), the project management MoU with was signed by the Director General of the Investment Budget on October 24, 2013. As well, with approval by KMoP, the MoU with KMoLSA was signed by the Director General of Cooperation and Coordination on October 24, 2013.

PROJECT ADMINISTRATION

Staffing and Deployment: The project has a staff of 22 expatriate and 244 local personnel as of October 31, 2013.

Security: The security situation, especially in Baghdad, has seen an escalating number of attacks throughout the capital this year. Most of the targets are in largely Shia neighborhoods and occur at marketplaces and mostly recently, police checkpoints.

Banking Services: In October, the Bank of Baghdad will increase the limit for ATM withdraws. A VSAT internet connection will be installed, which will be more reliable.

Visas: The first batch of multiple visa applications completed with the U.S. Embassy in mid-September have not been approved yet.

ANNEX: TRACKERS

Tarabot - Administrative Decentralization Component Provincial Engagement Tracker

Provinces	Project Planning				Project Management							Procurement							Decentralization					
	3 Phases of Workshops completed	Multi Year Capital Investment Plan (WS)	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 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 type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

Baghdad	<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"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>										
Basrah	<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 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 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 type="checkbox"/>	<input 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 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"/>
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 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 checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" 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 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"/>
Maysan	<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 type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	NA	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Muthanna	<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 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 checked="" type="checkbox"/>
Ninawa	<input checked="" type="checkbox"/>																							
Salah Ad Din	<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 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 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 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"/>	Completed
<input checked="" type="checkbox"/>	Ongoing
<input checked="" type="checkbox"/>	Scheduled
<input type="checkbox"/>	Pending

Administrative Decentralization-Project Management Pilot Projects

#	Gol Entity	Project Name	Brief Description	Location	Estimated Value
1	MoEI	Al Najibiya Power Plant	A new power unit that will produce about 500 MW of electricity for communities in the province.	Basrah	\$271,354,000
2	Ninawa GO	Al Najar-Iqtisadiyeen Intersection Bridge	A bridge between two major roads in Ninawa that will relieve problematic heavy traffic getting into and out of Mosul.	Ninawa	\$16,000,000
3	MoIM	Khalidia Bridge	A critical bridge across Shat Al-Arab, which was damaged during the Gulf War, and is only being reconstructed now.	Basrah	\$14,834,000
4	Babil GO	Wastewater Treatment Plant	A large water treatment plant in Babil serving a part of the river in which 18,000 m3 of water passes through on a daily basis.	Babil	\$12,000,000
5	Najaf GO	Al Askareen Tunnel	A key thoroughfare in Najaf, linking the Valley of Peace Cemetery to Karbala in the north and Diwaniyah in the south.	Najaf	\$11,300,000

6	MoCH	Construction Materials Testing Lab	An authorized facility to test the quality of construction materials ahead of ministries' construction activities.	Baghdad	\$8,000,000
7	MoA	Refrigerated Warehouse	A refrigerated warehouse to reduce waste in crop production.	Wasit	\$2,500,000
8	Dhi Qar GO	Al Nibras Road	Paving and expanding a busy road.	Dhi Qar	\$2,500,000
9	MoMD	Muthanna Branch Building	A provincial office for the MoMD, responsible for managing provincial operations and administering services to internally displaced persons.	Muthanna	\$2,000,000
10	Diwaniyah GO	Secondary School Building	A new secondary school in Diwaniyah, a province with consistently low secondary education rankings among all Iraqi provinces.	Diwaniyah	\$1,500,000
11	MoCH	Seyidat Al-Najat Church	A sacred church in Baghdad that was targeted by terrorists approximately two years ago, currently being reconstructed by the GoI.	Baghdad	\$600,000

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

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.