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USAID IRAQ ADMINISTRATIVE REFORM PROJECT

MONTHLY PROGRESS REPORT, SEPTEMBER 2013

OCTOBER 2, 2013

This publication was produced for review by the United States Agency for International Development. It was prepared by Management Systems International.

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Contracted: AID-267-C-11-00005

Iraq Administrative Reform Project



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CONTENTS

Contents.....	2
Acronyms.....	3
Summary.....	4
NATIONAL POLICY MANAGEMENT	7
2.1 Regulatory Reform.....	7
2.2 Office of Policy Development in PMO	8
2.3 Office of Policy Development in President of the Republic’s Diwan.....	9
2.4 Policy Communication and Outreach.....	10
ADMINISTRATIVE DECENTRALIZATION	11
3.1 Planning Advisory Unit.....	11
3.2 Administrative Decentralization Support	12
3.3 Project Management Advisory Unit.....	13
3.4 Procurement Advisory Unit.....	13
3.5 Service Center Advisory Unit.....	15
3.6 Iraq Development Management System	15
3.7 Center of Excellence.....	15
3.8 Education Capacity Building	15
KURDISTAN ACTIVITIES.....	16
PROJECT ADMINISTRATION	17
ANNEX: TRACKERS.....	18

ACRONYMS

AD	Administrative Decentralization Component
ECB	Education Capacity Building Initiative
COMSEC	Council of Ministers' Secretariat
GO	Governor's Office
GOI	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
M&E	Monitoring and Evaluation
MoA	Ministry of Agriculture
MoCH	Ministry of Construction & Housing
MoE	Ministry of Electricity
MoIM	Ministry of Industry & Minerals
MoLSA	Ministry of Labor & Social Affairs
MoP	Ministry of Planning
MoPA	Ministry of Provincial Affairs
MoTr	Ministry of Transport
NDP	National Development Plan
NGO	Non-government Organization
NPM	National Policy Management Component
OPD	Office of Policy Development (Prime Minister's Office)
OSS	One-Stop-Shop
PPSC	Provincial Projects Steering Committee
PMI	Project Management Institute
PMAC	Prime Minister's Advisory Council
PMO	Prime Minister's Office
RG	Regulatory Guillotine™
SCMT	State Company for Maritime Transport
SSN	Social Safety Net
USAID	United States Agency for International Development

This report summarizes project activities and accomplishments under the Iraq Administrative Reform Project USAID-*Tarabot*¹ for September 1–30, 2013. The monthly report for October is due on November 2, 2013.

SUMMARY

Outlining the Nation’s Development Vision. The National Development Plan (NDP) 2013–2017 for Iraq, developed by the Ministry of Planning with substantial technical support from USAID-*Tarabot*, was released this month at a conference in Baghdad. The event was attended by approximately 300 people, including the Mission Director for Iraq and the Deputy Prime Minister for Energy Affairs, representing the Prime Minister, and covered by a range of satellite television stations. The NDP builds upon its predecessor, the NDP 2010–2014, and is updated to reflect new economic realities and budgetary considerations. In identifying 5,861 projects that have been submitted to and approved by the Ministry of Planning, the NDP seeks coordination in development, the sustainable investment of oil revenues, and a diversification of the economic base. NDP investments also aim to reduce the population living below the poverty line, upgrade health infrastructure, increase net enrollment in schools, and improve the integration of vulnerable persons in society. The Vice President of Iraq, Dr. Khudiar Al Khouzaie, used the NDP as his text for his entire speech at the United Nations on September 27th, presenting Iraq’s investment plans as well as its targets for meeting the UN Millennium Development Goals.

New Administrative Reform Committee. On September 2, 2013, COMSEC issued order Diwan Order 70 establishing a new COMSEC Committee for Administrative Reform. This new Committee is chaired by Deputy Secretary General Dr. Ferhad Ne’amatallah Hussain. Pursuant to this, COMSEC sent an order to every government entity to form its own administrative reform committee, and for this committee, led by the Minister or Deputy Minister (or the equivalent in provinces and non-ministerial governmental agencies) to embark upon preparing its own program for its administrative reforms. These ministerial/provincial reform committees are to coordinate with the High Committee on Public Sector Modernization (formed under Diwan order 57 in July of 2011), and report its progress to the new COMSEC “Administrative” committee. Of special importance, each ministry, province, and agency is to request funding for its annual reform plan as part of its normal budget submission process.

Liberalizing Trade. The Iraq Solutions for Regulatory and Administrative Reform (ISRAR) initiative is continuing its work to broaden the enabling environment through reforms that stimulate economic activity and growth. This month, ISRAR worked with the Prime Minister’s Advisory Council (PMAC) to facilitate a ministerial order on reforms recommended by ISRAR in the issuing of construction permits. ISRAR also led a meeting with key members of the Ministry of Trade, the Ministry of Finance, and the Central Bank where it presented recommendations to liberalize trade, including the elimination of many import and export licenses. ISRAR will continue its work with PMAC to draft new legislation to aid in the implementation of the proposed reforms.

Advancing Decentralization. The visit of the Deputy Minister of Labor and Social Affairs to Babil Province this month marked the first such meeting between the province and central ministry regarding the devolution of responsibilities from the ministry to local government in light of recent amendments to the Provincial Powers Law. Hosted by *Tarabot* in its Babil office and attended by the

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

Deputy Minister, Provincial Council Chairman, the two Deputy Governors, and senior technical staff, the group wrangled with the challenge of how to transfer complicated services from a large ministry to the local level. The attendees took account of the preparations needed for the handover of duties, and how to prepare staff members for this large transition. The meeting was followed by a workshop, led by *Tarabot's* Decentralization Unit, which familiarized stakeholders with the new amendment and furthered an understanding of the new rights of local government.

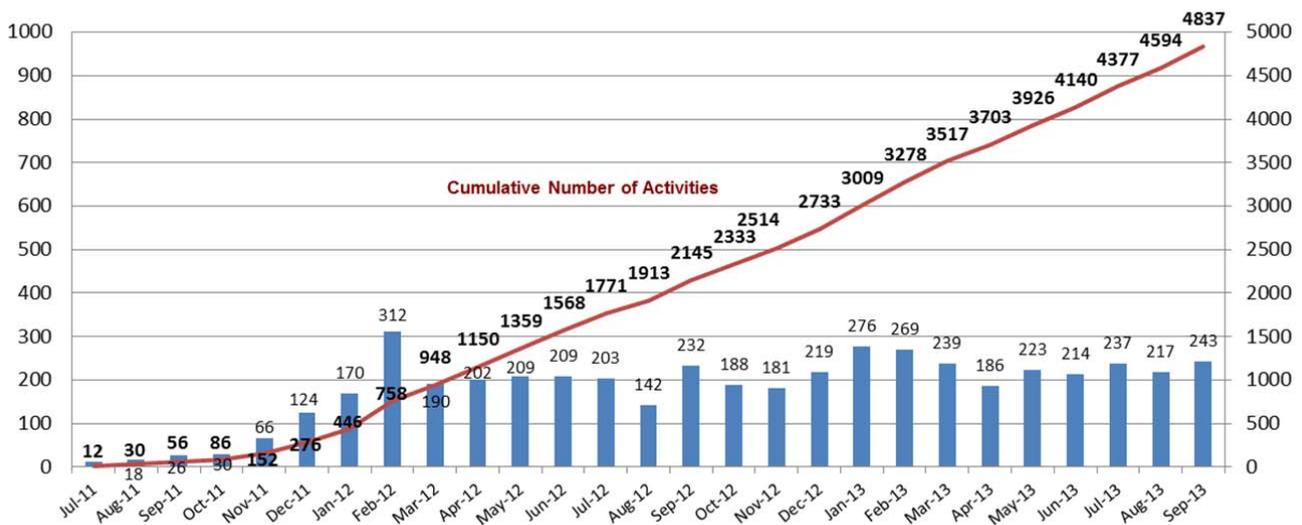
Improving Project Management. To help keep projects on track and properly managed, *Tarabot* continues to support the building of project management capacity in pilot projects at the ministerial and provincial levels. *Tarabot* provided training in Microsoft Project for the engineers of the Khalid Bridge pilot project of the Ministry of Industry and Minerals in Basrah, and is helping the team to apply the scheduling tools necessary to keep the project moving forward. In a similar vein, *Tarabot* is supporting a construction pilot project for the State Company for Buildings of the Ministry of Construction and Housing in developing a schedule for implementation and training project staff in the use of Microsoft Project for project resourcing.

Sustaining Procurement Capacity. As USAID-*Tarabot* approaches its final year of technical assistance in procurement reform, it will work to ensure that procurement systems and knowledge are firmly established within the ministries and governorates with which it has engaged. This month saw several advances in this effort: A review workshop was conducted with the governorates of Babil, Najaf, Wasit, Diwaniyah, and Karbala to examine achievements, the development of sustainability plans, graduation, and how to prepare for project assessments. Attended by the Deputy Governor of Babil, the head of the Investment Commission in Najaf, and senior procurement managers and financial officers, the gathering attested to their commitment to improving their procurement systems. Additionally, Kirkuk province has adopted performance indicators to monitor the progress of its procurement activities, while in Karbala the Governor's Office has agreed to use standard bidding documents in the tendering of research studies and major design projects.

Delivering Services. This month, the Council of Minister's Secretariat (COMSEC) issued an official endorsement of the One-Stop-Shop model to all government entities, using the exact recommendations provided by USAID-*Tarabot*, encouraging the broad establishment of these service centers as a means of reforming public administration and improving services. Ministries and provinces are advised to include funding for One-Stop-Shops as part of their normal annual investment budget requests. Following this announcement, additional entities have come forward requesting the assistance of USAID-*Tarabot* in enacting this guidance. Long lines and complicated procedures are some of the main obstacles to public service delivery in Iraq. The One-Stop-Shop service centers will help ministries provide streamlined services for citizens.

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

- **Total Events:** USAID-Tarabot teams held **243** events (workshops and formal meetings) during September.
- **Locations:** **109** of these events were held at locations in Baghdad, while **134** events were delivered in locations in **13** provinces.
- **Type of Event:** In September, **229** events were formal assessment meetings, action planning, or implementation workshops; **14** events were introductory meetings.
- **Institutions:** **122** of these events were held with **22** ministries; **78** events supported the Governors' Offices; **7** events were held directly with executive offices; **18** events were held with NGOs and the private sectors; **13** events were held with Provincial Councils; and **5** events were mixed.
- **Tarabot Components:** **41** events were carried out by the National Policy Management unit, **184** by the Administrative Decentralization unit, **10** by the KRG office, and **8** by the Education Capacity Building team.



NATIONAL POLICY MANAGEMENT

2.1 Regulatory Reform

Freeing Up Trade

This month, the Iraq Solutions for Regulatory and Administrative Reform (ISRAR) worked with the Prime Minister's Advisory Council (PMAC) to issue a Ministerial Order to facilitate reforms proposed by ISRAR in permitting construction procedures. After agreeing on the final draft of the order, PMAC agreed to schedule a meeting with key leaders from the Ministry of Municipalities and Public Works and the Baghdad Mayorality to begin the issuing of the order through the Council of Ministers in October. ISRAR also held a meeting with key leaders from the Ministry of Trade, the Ministry of Finance, and the Central Bank of Iraq to present a white paper on import and export reforms. The attendees agreed with the proposed reforms, which include the elimination of most import and export licenses. Advisors from ISRAR are now working with PMAC to draft a new law to liberalize trade and facilitate implementation of the proposed reforms.



ISRAR presents white paper on import reforms to key leaders from the Ministry of Trade, Ministry of Finance, and the Central Bank

Advisors from ISRAR have continued to work with 26 ministries and institutions to complete an inventory of all Iraqi regulations that affect the economy. The inventory is approximately 75 percent complete, and ISRAR plans to make it available on a public website in October. The ISRAR Central Unit has begun conducting reviews of the regulations, and training ministries on how to use the Review Checklist tool to determine if regulations are legal, necessary, and business friendly. Once the inventory is publicly available, ministries and private citizens will be able to use the checklist to review regulations on the ISRAR website and contribute to ISRAR recommendations through a public, transparent, and consultative process.

2.2 Office of Policy Development, Prime Minister's Office

Public Policy Development and Website Launch

In September, the National Policy Management (NPM) team briefed Dr. Hamid Ahmed, the Chief of Staff of the Prime Minister Nouri Al-Maliki, about the progress made in public policy. Dr. Ahmed requested that NPM compile the seven policy papers developed by Office of Policy Development (OPD) advisors into one volume to be published by the Prime Minister's Office.

OPD advisors, in collaboration with the NPM team, began drafting new policy papers that tackle important national problems in Iraq. Upcoming policy papers will touch upon topics such as cybercrimes, the economics of the poultry industry in Iraq, homeless orphans, water usage fees in the irrigation of farm lands, and the promotion of interdisciplinary education in universities.

Additionally, the registration of the first web page of the Prime Minister's Office of Policy Development was completed this month. Currently, the website is being populated with many documents and some of its tabs are under construction. The website has been migrated from the USAID-Tarabot server to OPD's server, and can be found at: www.opd.gov.iq.

2.2.1 Offices of Policy Development in the Ministries

Humanitarian Ministries

The NPM team met with the Deputy Ministers of the Ministries of the Environment and Labor and Social Affairs, in addition to the Director General of the Planning Department for the Ministry of Migration and Displacement, to explain the activities and progress made by public policy advisors in preparing strategic plans and standard operating procedures for the public policy units. The NPM team was officially informed of the establishment of public policy units within the Ministries of the Environment and Migration and Displacement.

Economic Ministries

The NPM team worked with the policy units of the Ministries of Electricity, Industry and Minerals, and Trade to finalize policy proposals for submission to the leadership of their respective ministries.

With NPM assistance, the policy team of the Ministry of Trade has produced an internal memorandum to approve the streamlining of

free trade agreements in Iraq; this memo will be presented to the Minister by the Public Policy Committee. NPM advisors discussed approaches to policy implementation with the Director General for Foreign Economic Relations, Mr. Hashim Al-Sudani, who is a member of Public Policy Committee responsible for this policy. As a result of this meeting, a policy implementation plan was developed by the policy team of the Ministry of Trade, covering the period 2013–2018. The implementation plan includes five policy



Ministry of Trade policy implementation planning session



Policy implementation planning with the Ministry of Industry and Minerals

components: a trade information system, capacity building, regulations, studies in trade economics, and representation. The plan contains description of activities under each policy component, timelines, objectives and milestones, key performance indicators, responsible persons and units, and associated costs.

Members of the Industrial Reform and Policy Unit of the Ministry of Industry and Minerals (MoIM) produced a policy implementation plan to institutionalize its industrial monitoring and evaluation (M&E) system. The implementation plan covers three policy components: M&E system infrastructure, content management and products, and staff capacity building. Key performance indicators of the policy included the number of decisions made by the government based on M&E evidence; the number of think tanks, civil society organizations, and private sector enterprises that benefit from the system's products; and savings due to corrective actions taken because of system-generated evidence.

The policy team of the Ministry of Energy continued its work on an impact assessment of energy efficiency policies for the electricity sector of Iraq. A cost-benefit analysis and assessment of major policy impacts have been completed for a second proposed option, which combines technological measures such as the conversion of gas turbines into combined cycle stations and the upgrading of thermal stations with energy-efficient regulations, renewable energy sources, and changing consumer behavior. The assessment also considered the economic, social, and environmental effects of the proposed policy on key stakeholders including business, consumers, households, and public authorities.



Policy impact assessment with the Ministry of Electricity

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

Workshops in Public Policy Writing

This month, the NPM team conducted three workshops focused on standard operating procedures and policy writing for the Ministries of Environment, Human Rights, Labor and Social Affairs, and Migration and Displacement. These ministries have identified the issues they will tackle in their public policy papers next quarter. In addition, the NPM team mentored discussions with advisors from the Presidency, focusing on existing national laws concerning homeless orphans in Iraq.



Policy writing workshop with ministries

2.4 Policy Communication and Outreach

University Professors Graduate in Public Policy Making

An additional twelve university professors graduated from the USAID Faculty Development Program in Public Policy Making this month. The program, developed in collaboration with the Ministry of Higher Education, was



Graduates of the Development Program in Public Policy

conducted over the course of four weeks at the University of Al-Nahrain in Baghdad. The professors hailed from schools of political science, law, economics and administration, and social studies in universities throughout the provinces. This training-of-trainers style program aimed to educate faculty members so they can teach public policy courses at their own universities.

Roundtable on Women's Policies

The advancement of gender equality and empowerment of women, as measured by their political, social, economic, and health rights, is essential for the development of any society. To promote women's input in the policymaking process, USAID-Tarabot hosted a roundtable at the National Center for Human Rights to strengthen communication on women's issues among stakeholders including civil society organizations, universities, the private sector, provincial councils, and the media. By bolstering networks among these actors, USAID-Tarabot aims to advance the role of women and their ability to effectively contribute to the building of their communities.

Reaching Out to Civil Society

The NPM team met with 24 nongovernmental organizations (NGOs) from Baghdad, Babil, and Diwaniyah to discuss their role in the national policy development process. The NGOs included The Babylon Organization for Human Rights in Babil, the Humanitarian Association for Youth Welfare in Diwaniyah, and the Iraq Foundation for Development and Human Rights in Baghdad.



NPM meeting with NGOs in Diwaniyah

ADMINISTRATIVE DECENTRALIZATION

3.1 Planning Advisory Unit

2013–2017 National Development Plan Release Conference

The National Development Plan (NDP) for 2013–2017, developed by the Ministry of Planning (MoP) with substantial advisory, technical, and logistical support of USAID-Tarabot, and with transparent input from the entire Iraqi government and other stakeholders

and observers, was released this month at a conference held at the Al-Rashid Hotel in Baghdad. Speaking were the Deputy Prime Minister for Energy Affairs, Dr. Hussein Al Shehristany, representing Prime Minister Nuri Al-Malaki, USAID Mission Director for Iraq, Thomas Staal, UN Representative, Saad Al-Kadhimi. Dr. Sami Metti, Deputy Minister of Planning, provided a detailed presentation of the NDP's major elements. The conference was attended by approximately 300 people and was broadcast by a range of satellite television stations.



The NDP Release Conference

USAID-Tarabot provided substantial support for the development of the NDP through the provision of experts in social and economic development and assistance in hosting wide-scale consultation with stakeholders, which included two previous conferences—in Baghdad and Erbil—in addition to this week's event. USAID-Tarabot also supported the MoP in the translation of the NDP and its publication in Arabic and English. Continued support will be provided to the MoP for the development of a national monitoring framework to ensure that the plan meets its objectives within five years.

The NDP incorporates central ideas from its predecessor, the NDP 2010–2014, updated to reflect expanded economic and improved budgetary realities. In order to achieve targeted growth rates, the NDP channels US\$357 billion in capital investments, of which US\$75 billion are intended to come from private investments. The NDP identifies 5,861 development projects already submitted to and approved by the Ministry of Planning. With the NDP, the MoP seeks to achieve consistency and coordination in national development. It seeks to provide an important measure against which achievements can be evaluated, as well as promote sustainable handling of oil revenues, diversify the economic base. NDP investments are intended to reduce the percentage of the population living below the poverty line, raise the level of net enrollment schools, upgrade health infrastructure, improve the integration and quality of life for vulnerable groups, as well as promote sustainable environmental practices.

On September 27th at the United Nations in New York, Vice President Dr. Khudiar Al Khouzaie represented Iraq and addressed the General Assembly. His speech to the Assembly and to the world stressed that with its National Development Plan Iraq was aggressively planning the investment of over \$350 billion to develop the economy, strengthen the private sector, and to meet Iraq's Millenium Development Goals within five years.

3.2 Administrative Decentralization Support

Decentralization Advanced in Babil Province

The visit of the Deputy Minister of Labor and Social Affairs to Babil Province this month marked the first such joint practical meeting of a province and a central ministry regarding the devolution of the ministry's service delivery responsibilities to local government in light of the recent amendments to Law 21, the Provincial Powers Law. This important step in the



Visit of the Deputy Minister of the Ministry of Labor and Social Affairs to Babil

process of devolution was hosted by the USAID-Tarabot project in its Babil office, and included the Deputy Minister, the Provincial Council Chairman, the two Deputy Governors, and senior technical staff from all parties. The group wrestled with the challenging issues of how to move complicated services from a large, established central ministry to the local level to enhance service delivery to the citizens in the provinces. Participants enumerated the preparations required for the transfer of duties, and how to prepare staff members for such a large transition. Obstacles were also explored, and the Deputy Minister agreed to support the creation of a joint coordinating body. The meeting was followed by a workshop led by USAID-Tarabot's Decentralization Unit, which familiarized stakeholders with the details of the new amendment and facilitated an understanding of administrative processes and the new rights of local government.

USAID-Tarabot Facilitates Implementation of Law 21

With the passing of the amendment to Law 21, the Provincial Powers Law, stakeholders throughout Iraq have requested the help of USAID-Tarabot in clarifying the terms of the amendment and its implications for the expansion of provincial assumption of service delivery authorities from line ministries. To shed light on the devolution of responsibilities and authorities from the central ministries to the provinces, USAID-Tarabot held workshops in the provinces of Anbar, Babil, Basrah, Diyala, Najaf, Maysan, and Wasit.

The amendment included eight new articles reflecting recommendations made by USAID-Tarabot. Given its support in the drafting of the amendment and the considerable expertise it brings to bear, Tarabot stands to make a significant contribution in helping these stakeholders succeed in its implementation.

Following recent workshops, led by USAID-Tarabot, stakeholders from governors' offices and provincial councils in the seven provinces are now moving forward to form decentralization committees to facilitate implementation of the amendment—an important step in complying with this legislation. Provinces and ministries have requested Tarabot to support this process by working with the committees to put forth timetables for the transfer of powers and tackle any issues that may arise from differing interpretations of the roles and responsibilities of Federal and local government under the new amendment.

3.3 Project Management Advisory Unit

Improving Project Management at the Ministerial Level

Continuing its support to pilot projects at the ministerial level, USAID-*Tarabot* is working with engineers of the Khalid Bridge pilot project of the Ministry of Industry and Minerals (MoIM) in Basrah to track progress and support the team in using Microsoft Project. The project was due to be finished, but is currently only 40 percent complete. The MoIM has completed the USAID-*Tarabot* project management capacity building program, and USAID-*Tarabot* is now working with the MoIM project team to utilize the tools it acquired in scheduling, and the use of Microsoft Project to help keep the project on track. Additionally, USAID-*Tarabot* is working with project staff to develop a scope of work, which was previously unavailable, and to report on progress.

USAID-*Tarabot* is supporting the Ministry of Construction and Housing's (MoCH) State Company for Buildings in implementing a new pilot project for the construction of a materials inspection laboratory. USAID-*Tarabot* worked with the project team to develop a schedule for implementation, and is training project staff in the use of Microsoft Project for sequencing and project resourcing. The MoCH has proposed the inclusion of the project in their annual plan for 2014. USAID-*Tarabot* is also working with the ministry to change the structure of its project management department into a Project Management Office.

Project Management Capacity Building Program Completed in the Provinces

USAID-*Tarabot* has reached an important milestone with the completion of the project management capacity building program by the last of 13 provinces. All the provinces were fully trained in Project Management Institute (PMI) processes, estimation techniques, Microsoft Project, feasibility studies, and earned value management.

Now the provinces, having completed the training are working with selected pilot projects to which they are applying these skills, and measuring performance and progress. Reflecting USAID-*Tarabot*'s support for institutionalizing more accurate estimation techniques in the Governor's Office in Wasit, the Governor officially requested *Tarabot* add three additional pilot construction projects to fully utilize the principles and systems of PMI. The final stage for the sustainability of the PM programs will be the PMI certification of the participating engineers who are being sent by their provinces for this certification.

In response to a special request from the Najaf Reconstruction High Commission, USAID-*Tarabot* completed training courses on project management for 28 female engineers from its staff in order to prepare them to also receive their PMI certification. The technical assistance included training in project management processes, estimation techniques, and Microsoft Project. Participants will apply these tools in the construction of a multiuse athletics hall in Najaf.

3.4 Procurement Advisory Unit

Advancing Procurement at the Ministry of Planning

USAID-*Tarabot* agreed with the Deputy Minister of Planning and the Director General for the Public Procurement Directorate of the Ministry of Planning



USAID-*Tarabot* meets with the Deputy Minister of Planning

(MoP) to hold a graduation ceremony and to provide the MoP with an assessment report about USAID-*Tarabot* procurement work with Government of Iraq entities. USAID-*Tarabot* will provide the MoP with a three month action plan for the development of a public procurement web portal using the 2014 capital investment budget.

Building Procurement Capacity in Iraq's Ministries

This month, a workshop was conducted for the Ministry of Oil, where participants were trained to use standard bidding documents, develop procurement planning, conduct midterm evaluations, and manage contracts. This workshop will be followed by an advanced workshop in the coming month.

At the MoCH, USAID-*Tarabot* conducted a workshop on procurement performance indicators, and worked with the General Authority for Roads and Bridges to assess the progress of the Pepsi Bridge pilot project in Babil. USAID-*Tarabot* also advocated the institutionalization of procurement reporting. As of yet, no Iraqi ministries are producing monthly procurement reports of sufficient quality, and only one ministry is reporting on procurement at all. Institutionalizing procurement reporting at the ministerial level would be a critical step in promoting transparency.

USAID-*Tarabot* graduated the Ministry of Agriculture and produced a graduation report for the Deputy Minister documenting the procurement achievements of the ministry. Other USAID-*Tarabot* advisory units will be concluding their work with the ministries and providing handover reports this month, and a graduation ceremony is due to be held in mid-October.

USAID-*Tarabot* Marks the Transition of Provincial Procurement Activities

This month the USAID-*Tarabot* Procurement Advisory Unit conducted a procurement review meeting with the five governorates of Babil, Najaf, Wasit, Diwaniyah and Karbala. Attended by the Deputy Governor of Babil, the head of the investment commission of Najaf, managers of procurement departments, and financial officers, the session covered achievements, the development of a sustainability plan, graduation, and an end-of-project impact assessment. These provinces have been highly enthusiastic partners of *Tarabot's* procurement reform program, and have made enormous strides in improving procurement procedures. Their graduation is a landmark achievement in establishing transparency in Iraq, and serves as an important precedent for other government entities.

As a result of USAID-*Tarabot's* engagement, a range of progress in provincial procurement activities was witnessed this month that promises to improve transparency: Kirkuk province has adopted procurement performance indicators, an important step in monitoring activities and improving procurement in the province. In Karbala, the Governor's Office agreed to use standard bidding documents when seeking services in the preparation of studies and designs for major projects. In Ninawa, the Governor's Office agreed to begin reporting its activities on a monthly basis, following Babil Province to become the second province to report on procurement. Lastly, Babil and Wasit Governorates launched new web pages for their contracts departments, which will be used for the publication of contract awards and prices, and will include procurement instructions, documents, black lists, and standard bidding documents. Additionally, the contracts departments of Babil and Wasit completed their monthly procurement reporting, which will be a regular activity going forward.

Facilitating Decentralization of Food Rations Distribution

The Ministry of Provincial Affairs (MoPA) requested training in public procurement from USAID-*Tarabot* for the Governor's Offices to purchase commodities for food rations to be distributed in each province. The request comes as the result of a Council of Ministers' decision to transfer the purchase and distribution of food rations from the Ministry of Transport to the Governor's Offices. *Tarabot* will agree with MoPA on a training plan for these officials and the tools necessary to provide these services at the provincial level. Food rations exceed two billion dollars annually, and this represents a strong push for decentralization that will help improve service delivery.

3.5 Service Center Advisory Unit

One-Stop-Shops Endorsed by COMSEC

The Council of Ministers' Secretariat (COMSEC) issued an official endorsement of the OSS model to all Government of Iraq entities, using the exact terms of the recommendations originating with USAID-*Tarabot*, encouraging the wide establishment of these service centers as a means of reforming public administration and improving services. Following the endorsement from COMSEC, additional government entities came forward to request the assistance of USAID-*Tarabot* in establishing service centers, including the Provincial Council of Wasit and Governor's Offices in Basrah, Salah ad Din, and Wasit. Further, COMSEC has instructed ministries to request funds for this venture as part of their normal capital investment budgets, rather than as cost shares from special partnership funds, thus tapping in to a larger regular funding source and ensuring sustainability. USAID-*Tarabot* is working with the Ministries of Justice and Municipalities and Public Works to establish One-Stop-Shop (OSS) service centers, and developing plans for their deployment across the country.

3.6 Iraq Development Management System

USAID-*Tarabot* completed a technical workshop for participants from Ministry of Industry & Minerals to update project information for 2011, and train staff on how to use the Iraq Development Management System (IDMS) system. Out of 115 projects in this ministry, USAID-*Tarabot* helped to complete missing information for 60 ongoing projects.

3.7 Center of Excellence

USAID-*Tarabot*'s Center of Excellence made significant steps towards establishing an Iraqi Center of Excellence in Government and promoting the Excellence Model to partner entities. An Executive Summary of the Iraq Center of Excellence in Government model has been prepared and submitted to the Head of the Advisory Board at COMSEC. USAID-*Tarabot* also reached an agreement with the University of Baghdad to transform their Organizational Development Unit into an Excellence Model, and is advocating for the University of Basrah and University of Mosul to follow suit.

3.8 Education Capacity Building

During September, the Education Capacity Building (ECB) team provided training to the Ministry of Education in Microsoft competency, web design, communication and leadership, micro-procurement and advanced financial management. In addition to the three courses provided to the ministry, this month saw the beginning of the training-of-trainers program, in which leading participants from

Tarabot's ECB training program are now being training to become trainers. This component of the program will continue in earnest into January 2014.

KURDISTAN ACTIVITIES

Project Management

Early in September, approvals for the implementation of the USAID-*Tarabot* Project Management program were granted for the Ministry of Construction and Housing, Ministry of Electricity, and the Ministry of Municipality and Tourism. The Director General of capital investment at the Kurdistan Ministry of Planning (KMoP) also approved the breakdown of the cost share committed by the KMoP for this program.

Following this visit, the Deputy Minister of the Ministry of Electricity (MoE) requested that *Tarabot* introduce the program to senior engineers and decision makers at the ministry. In response to this invitation, *Tarabot* led a meeting in its Kurdistan office with the Deputy Minister of MoE, three ministerial advisors, the Director of Training, and the Director Generals of Electricity Transmission, Electricity Distribution, Divan, Erbil Electricity, and Planning and Projects. The attendants considered the technical, financial, and administrative challenges of the program, and how to best apply it to their work. The gathering concluded with a request from the senior leadership that an assessment and on-the-job training be provided to project managers and site engineers throughout the three provinces of the KRG.

Social Safety Net and One-Stop-Shop

The first training session on Society Safety Net (SSN) software, which will support the deployment and implementation of SSN servers, was confirmed in early September by the Director General of the Kurdistan Ministry of Labor and Social Affairs (KMoLSA). This training in the "Fundamentals of CISCO and Microsoft Server 2008," began in earnest on September 22 and concluded on September 26 with the participation of five IT specialists from Erbil, Sulaymaniyah, and Dahuk.

USAID-*Tarabot* met with the Director General, Deputy Director General, and the IT unit of KMoLSA to discuss the progress of activities and hash out plans for SSN and One-Stop-Shop (OSS) meetings and visits in the last quarter of 2013. Discussions are still on-going regarding the necessary cost-share element of KMoLSA participation. Without this cost-share there will not be adequate funds to support the SSN completion program. An imminent decision and commitment is required on this critical issue because otherwise the SSN program cannot go forward in time for it to be completed before the end of the USAID-*Tarabot* project.

PROJECT ADMINISTRATION

Staffing and Deployment: The project has a staff of 22 expatriates and 250 local personnel as of September 30, 2013.

Security. The security situation continues to deteriorate throughout Iraq, especially in Baghdad, and even, for the first time, in Erbil. Most of the targets are soft targets, largely killing Shia citizens when they gather at markets and cafes and other similar locations. This month saw the looming threat of US action in Syria, bringing new threats against American installations, but fortunately that threat has abated.

Travel. The government is changing its system of IZ badges immediately. A much more limited number are being authorized. Tarabot's list, much truncated since last round, has been approved and submitted to the Prime Minister's Office, which is now responsible.

Banking Services. Currently, the Bank of Baghdad has two staff members working to open bank accounts for local national employees on the compound. About half of the local staff had opted for "Ezee Pay" cards rather than open bank accounts. But now the Bank has decided to cancel the "Ezee Pay" program and the remaining staff are now applying for accounts. ATM is functioning.

Visas. Applications for one-year multiple-entry Iraqi visas have now been sent through the U.S. Embassy in a new visa application system.

Administrative Decentralization—Provincial Engagement Tracker

Provinces	Project Planning				Project Management							Procurement								Decentralization				
	3 Phases of Workshops completed	Muti 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 Gol 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 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 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"/>
Babil	<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 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 type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input 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 type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	NA	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Basrah	<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 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 type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Diyala	<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 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 type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Diwaniyah	<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 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 type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Dhi Qar	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input 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 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"/>
Karbala	<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 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 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 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 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"/>
Maysan	<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 type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	NA	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Muthanna	<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 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 type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Najaf	<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 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 type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ninawa	<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 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 type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Salah ad Din	<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 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 type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Wasit	<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 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 type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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

Administrative Decentralization-Project Pilot Projects

#	Gov 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 Interseccion 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 Gol.	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 GoI 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 GoI. More comprehensive information about recent GoI tenders can be found through a search on the dgMarket website.

Tarabot's Procurement Advisory Unit is not involved in the preparing of bidding documents on behalf of the mentioned GOI entities, and is never involved in the actual procurement process. The unit provides capacity building and technical assistance to help GoI 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 some illustrative examples in which the GoI has employed these practices.