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USAID IRAQ ADMINISTRATIVE REFORM PROJECT

MONTHLY PROGRESS REPORT - AUGUST 2013

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Iraq Administrative Reform Project



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LIST OF ACRONYMS

AD	Administrative Decentralization Component
BPA	Business Process Analysis
BPP	Bureau of Public Policy (Presidency)
CB	Education Capacity Building Initiative
CBO	Capacity Building Office (USAID)
CoM	Council of Ministers
COMSEC	Council of Ministers' Secretariat
Col	Commission of Integrity
COR	Contracting Officer's Representative/USAID
CoR	Council of Representatives
CoS	Chief of Staff
COSQC	Central Organization for Standardization and Quality Control
CSR	Civil Service Reform Component
DfID	Department for International Development (UK)
DG	Director General
DPMO	Deputy Prime Minister Office
ECBI	Education Capacity Building Initiative
FCSC	Federal Civil Service Commission
FCSI	Federal Civil Service Institute
GO	Governor's Office
GZ	Green Zone (See IZ)
Gol	Government of Iraq
GSP	Governance Strengthening Project (USAID)
HC	High Committee for Civil Service Reform
HR	Human Resources
HRD	Human Resources Division
HRM	Human Resources Management
HRMIS	Human Resources Management Information System
IDMS	Iraq Development Management System
INMS	Iraqi National Monitoring System
ISRAR	Iraq Solutions for Regulatory and Administrative Reform
IZ	International Zone (See GZ)
MoA	Ministry of Agriculture
MoC	Ministry of Communications
MoCH	Ministry of Construction & Housing
MoCu	Ministry of Culture
MoD	Ministry of Defense
MoE	Ministry of Electricity
MoEd	Ministry of Education
MoEn	Ministry of Environment
MoF	Ministry of Finance
MoFA	Ministry of Foreign Affairs
MoH	Ministry of Health
MoHE	Ministry of Higher Education
MoHR	Ministry of Human Rights
Mol	Ministry of Interior
MoIM	Ministry of Industry & Minerals
Moj	Ministry of Justice
MoLSA	Ministry of Labor & Social Affairs
MoMD	Ministry of Migration & Displaced
MoMPW	Ministry of Municipalities & Public Works
MoO	Ministry of Oil

MoP	Ministry of Planning
MoSPA	Ministry of State for Provincial Affairs
MoSWA	Ministry of State for Women's Affairs
MoST	Ministry of Science & Technology
MoT	Ministry of Trade
MoTA	Ministry of Tourism & Antiquities
MoTr	Ministry of Transport
MoU	Memorandum of Understanding
MoWR	Ministry of Water Resources
MoYS	Ministry of Youth & Sport
MSI	Management Systems International
NCCIT	National Center for Consultancy and Information Technology
NDP	National Development Plan
NGO	Non-government Organization
NIC	National Investment Commission
NPM	National Policy Management Component
OD	Organizational Development
OPD	Office of Policy Development (Prime Minister's Office)
PAR	Public Administrative Reform Committee (See PSM)
PC	Provincial Council
PCSC	Provincial Civil Service Commission
PM	Prime Minister
PMI	Project Management Institute
PMAC	Prime Minister's Advisory Council
PMO	Prime Minister's Office
PSM	Public Sector Management Committee (See PAR)
RFP	Request for Proposal
RG	Regulatory Guillotine™
SAB	Supreme Audit Board
SES	Senior Executive Service
SIDA	Swedish International Development Agency
SoW	Scope of Work
SOP	Standard Operating Procedures
T&D	Training and Development
TA	Technical Assistance
ToR	Terms of Reference
UNDP	United Nations Development Programme
USAID	United States Agency for International Development
USG	United States Government
WB	World Bank

This report summarizes project activities and accomplishments under the Iraq Administrative Reform Project USAID-*Tarabot*¹ for August 1 - 31, 2013. The Monthly Report for September is due on October 2, 2013.

SUMMARY

National Policy Management

Regulatory Reform. The Ministry of Trade and the Federation of Iraqi Chambers of Commerce hosted a conference to officially launch Iraq's first one-stop-shop for company registration. The event was attended by the Deputy Minister of Trade, the USAID Mission Director, and the Secretary General of the Federation of Iraqi Chambers of Commerce.

National Policy Development. USAID-*Tarabot* delivered a Faculty Development Program in Public Policy. Twenty-two doctoral professor participants are from Law Schools, School of Economics and Administration, School of Social Studies, and Political Sciences at the Universities of Baghdad, Al-Nahrain, Al-Mustansariyah; plus from the Universities of Diwaniyah, Wasit, Anbar, Mosul, and Thi-Qar. The objective of this intensive Summer Faculty Development training is to prepare professors to begin teaching courses in public policy at Iraq's universities.

Administration Decentralization

Decentralization. An amendment to Law 21 – the Provincial Powers Law – was formalized this month with eight important clauses incorporated based on the recommendations of USAID-*Tarabot*. USAID-*Tarabot* will continue to work with a range of stakeholders to explore the ramifications of, and opportunities presented by Law 21.

Maysan. Following the elections of the PC, the Governor of Maysan Province has decided to resume previously suspended work with USAID-*Tarabot*.

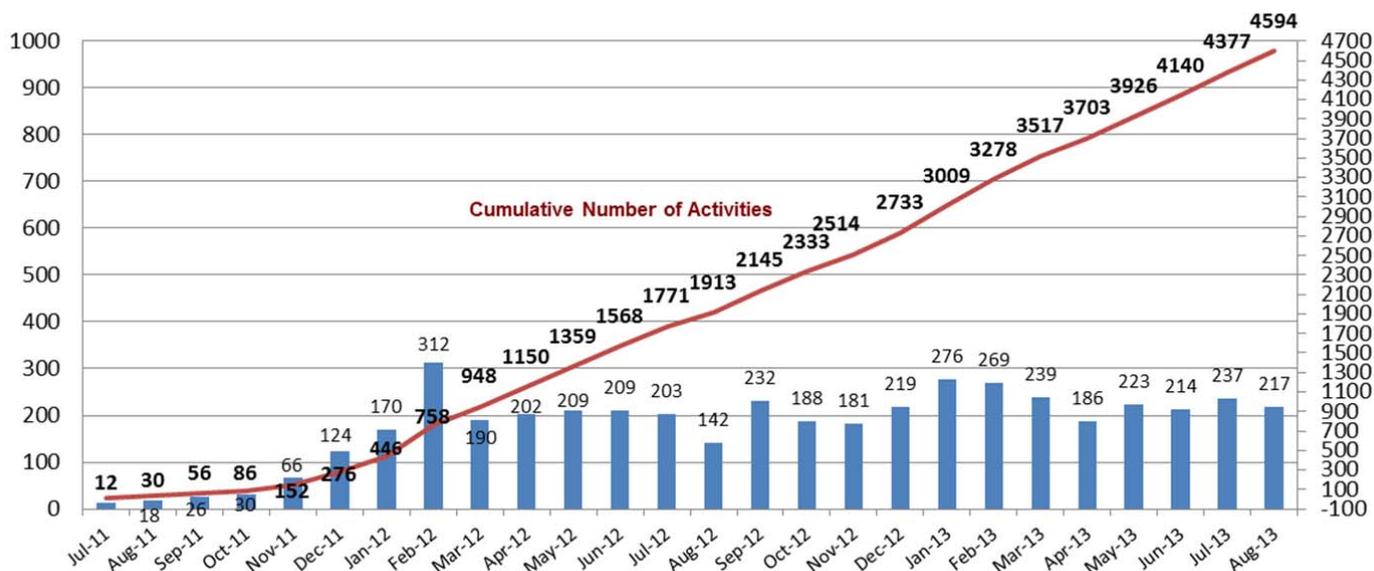
Center of Excellence. Following discussions with the Iraqi National Quality Committee, USAID-*Tarabot* reached an agreement on a roadmap for the development of the Iraqi Center of Excellence in Government.

Kurdistan. USAID, the Kurdish Ministry of Planning and the Kurdish Ministry of Labor and Social Affairs have agreed to cooperate on project management capacity development for three ministries, the completion of the Social Safety Net (SSN) in Kurdistan, linked to the national SSN system, and a pilot one-stop-shop for the SSN in Dohok. Discussions are continuing regarding assistance in the areas of procurement and excellence, depending on assessing potential areas of duplication or cooperation with the World Bank (procurement) and UNDP (Excellence).

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

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

- **Total Events:** USAID-Tarabot teams held **(217)** - events (workshops and formal meetings) during August.
- **Locations:** - **(98)** of these events were held at locations in Baghdad, while **(119)** events were delivered on location in **(15)** provinces.
- **Type of Event:** **(213)** events in August were formal assessment meetings, action planning, or implementation workshops. **(4)** Events were introductory meetings.
- **Institutions:** **(118)** of these events were with **(24)** ministries; **(74)** events supported the governors' offices; **(8)** events were directly with the executive offices, and **(11)** events were directly with NGOs and Privet sectors, and **(2)** events were with Provincial Council, and **(4)** mixed.
- **Tarabot: Components:** **(53)** events were carried out by the national policy development component, **(160)** by the administrative decentralization component, **(2)** events by KRG office and **(2)** by Education Capacity team.



NATIONAL POLICY MANAGEMENT (NPM)

2.1 Regulatory Reform

One-Stop-Shop. After several weeks of successfully operating a new one-stop-shop for new business registration, the Ministry of Trade and the Federation of Iraqi Chambers of Commerce hosted a conference to officially launch Iraq's first one-stop-shop. The event was attended by the Deputy Minister of Trade, the USAID Mission Director, and the Secretary General of the Federation of Iraqi Chambers of Commerce.



USAID Mission Director giving remarks during opening of one-stop-shop

Regulatory Review. Advisors from NPM-ISRAR have continued working with 26 ministries on an inventory of all Iraqi regulations that affect the economy in Iraq. The regulations are currently being uploaded to an online database that will support review and reform of each of the regulations. So far over 4,000 regulations have been identified and 2,700 have been uploaded to the system. As the inventory progresses, NPM Advisors are holding several meetings each week with 26 ministry reform units in order to train them on how to use the online registry, how to inventory regulations, and to set up effective offices that will be able to serve as hubs for implementing regulatory reform in each ministry.

Cost Share Disbursement. The Prime Ministers Advisory Commission (PMAC) has received \$500K in partnership funding to support the ISRAR project. This is the first disbursement out of \$3.5M that has been committed by the Iraqi Government to support ISRAR. The funds will be used to support the operations of the ISRAR Central Unit, support stakeholder consultations, and run a media campaign advocating for regulatory reform.

Ministerial Order. PMAC has continued supporting ISRAR in implementing economic reforms. Legal Advisors from PMAC have worked with NPM Advisors to draft a Ministerial Order that will lay the legal groundwork for implementing a major reform to construction permitting. PMAC is planning to deliver the draft Order to the Prime Minister's Office by the end of the month so it can be issued by the Council of Ministers. Additionally, PMAC is working with NPM Advisors on drafting

a new law that will enable parliament to pass economic reforms using a fast track omnibus approach that will decrease the implementation time for future ISRAR reform packages. In order to support ISRAR recommendations for reforming import and export procedures, PMAC has agreed to chair a meeting where NPM Advisors will deliver a white paper designed to build support for reform and show how Iraq can adopt international best practices. The meeting will be attended by senior leadership from MOT, MOF and the central bank.

2.2 Office of Policy Development in PMO

NPM briefed Dr. Hamid Ahmed, Chief of Staff of the Prime Minister, about the various activities it has undertaken in public policy during the month of August. Dr. Hamid was impressed of the Faculty Development Program in Public Policy Process that was delivered by NPM to university professors over a month long. He requested NPM to prepare a brief statement that he planned to insert in the Prime Minister's speech at the Conference of University Presidents, scheduled for Monday, September 2. The statement would call upon the University CEOs to institute a course in public policy starting this academic year.

In August, NPM held several management workshops with the Office of Policy Development (OPD). The subject of the work plan for FY 2014 was extensively discussed and agreed upon by the advisors. The issues of new policy papers, the updating of the Strategic Plan of OPD, the functionality of the website, the sustainability of OPD, and the administration and management of OPD were raised. In addition, the advisors identified the type of items they would like to spend the money (\$200,000) received from the Partnership Committee. They asked to purchase books in public policy, organize a study tour to regional Think Tanks, schedule a visit to a government office that has an OPD, and hold an international conference on the role of public policy in government.

2.2.1 Offices of Policy Development in the Ministries

Socially-Oriented Ministries. Building on the workshops delivered during last month on the general elements of the Strategic Plan (SP) Process, this month, NPM Team directed the advisors to apply the concepts, methodology and principles they learned about SP. To this effect NPM team conducted three separate workshops with each social ministry, aimed at developing the **strategic plans** of the newly established public policy units in the Ministries of Environment, Human Rights, Migration/ Displacement, and Labor/Social Affairs. Each ministry drafted the mission, vision, values, goals, and conducted the SWOT analysis that focuses on the strengths, weaknesses, opportunities, and threats of their respective policy units. The upshot of this exercise is that the SP of Human Rights is different from the SPs of Labor/Social Affairs, and different from the SP of Migration/Displacement and from Environment.



A seminar on Strategic Plan of the Ministry of Environment.

Economic Ministries. The NPM team guided the efforts and mentored the economic ministries through conducting impact assessment of policy proposals developed with NPM assistance, to ensure that informed decisions are taken when adopting the proposed policies. Working individually with policy units of Ministries of Electricity (MoE), Industry and Minerals (MoIM), and Trade (MoT), NPM advisors conducted altogether six workshops and mentoring sessions on the subject matter.

The MoT policy team completed an impact assessment of the proposed policy for streamlining free trade agreements of Iraq. Estimated monetary benefits of the policy in short term will amount to US\$ 421 million, which would result from an additional 0.5 percent annual growth in the contribution of non-oil exports to Iraq's non-oil GDP by 2018. The proposed policy option is expected to generate a number of benefits to businesses, consumer wellbeing and the government. Qualitative benefits of the policy would have an estimated high level impact on public administration, through introducing evidence-based and stakeholder-inclusive policy making, strengthening institutional capacity of MoT, as well as on enhancing the trade policy coherence across the government.

The MoIM policy unit completed an impact assessment of the proposed procedural policy for institutionalizing the industrial monitoring and evaluation system. Estimated savings from the policy implementation in the period from 2014-2017 will amount to US\$ 5.5 million. The proposed policy option is expected to generate a number of benefits for domestic and international business enterprises and civil society organizations, both as users of the system's products and in their capacity of partners in conducting evaluations. Public authorities would directly benefit through the increased transparency and accountability, result-oriented policy performance, improved policy

coordination, professional development of employees, and shared vision among the MoIM officials at all levels.

The MoE policy team worked on impact assessment of the policy for introducing energy efficiency in the electricity sector of Iraq. Cost-benefit analysis and assessment of major effects has been completed for one of the proposed options, conservative scenario. Estimated savings from the implementation of this policy option in the period from 2014-2020 will amount to US\$ 383 million. Multi-criteria analysis has been conducted looking at expected effects of this scenario on demand/supply ratio, pollution reduction, consumer wellbeing, and changes in energy efficiency policy, practice, and consumer behavior.



MoE impact assessment workshop

The NPM advisors continued to assist the MoIM policy unit in the process of finalizing the Iraqi Industrial Strategy and designing industrial policy program, the Iraqi Revival Program for Industrialization (IRPI). In two workshops the MoIM experts produced a memorandum to be submitted to the Council of Ministers for the Industrial Strategy's approval. The memo acknowledges technical assistance of USAID-Tarabot in translating the strategy into actionable policy program and recommends granting the IRPI status of National Priority Program. The document was used by the MoIM leadership in policy coordination consultations held with PMAC.

The NPM team maintained contacts with senior officials from the participating ministries, in order to



Meeting with Minister's Advisor

assess the progress and to agree on future activities. At the meeting with Mr. Munqith Al-Baker, Advisor to the Minister, the MoIM counterpart has informed that upon the approval of the ministerial decision on the establishment of Industrial Policy & Reform Unit by Shura Council it would be published in the Official Gazette. He praised the impact assessment of the policy for establishing M&E system and stated that the policy proposal would be presented to the Minister for formal approval. At the working session with Mr. Salah N. Hason, Assistant General Manager of the MoE Planning & Studies Office in the MOE, he appreciated the assistance

provided by NPM in developing the energy efficiency policy and stated that he agreed with proposed policy scenarios and initial recommendations. Mr. Salah also addressed the issue of capacity building for policy implementation requesting USAID-Tarabot's future assistance in building capacity of MoE staff in the areas of technical expertise.

2.3 Office of Policy Development in President of the Republic's Diwan

Tahrir Ibrahim, a representative of the Ministry of Migration (MoMD), joined the Presidency advisors in discussing the policy of "**Homeless Orphans**" in Iraq. According to MoMD many street children are displaced all over Iraq as the immediate results of wars, sanctions, poverty, abandonment by parents, and a lack of interest on the part of the government to address their social plight. MoMD does not have a good knowledge of the number of homeless orphans who are also displaced IDPs. The consultation between the Presidency and the representative of MoMD made

the latter realize that the Ministry should become aware of the homeless- orphans-IDPs and begin to find solutions with other Ministries (Labor/Social Affairs, Human Rights, Interior) of the problem.



Tahrir Ibrahim of the Ministry of Migration explains her Ministry's position on the Homeless-Orphans-IDPs.

Continuing with the drafting of the policy paper on “**Homeless Orphans in Iraq**”, and as part of conducting policy consultation with key stakeholders, NPM Team invited an elected representative from the provincial council of Baghdad, Mrs. Dahaa Abdul-Aziz Al-Rawy who is in charge of the Committee on “Women and Family”. She explained that the Council is beginning to look seriously into all the social problems that confront the governorate of Baghdad with a view of developing policies that would end-up as new provincial legislations. The Presidency advisors agreed with the guest on the need to implement the newly amended Provincial Law no. 21 in order to prepare the Census for Baghdad; this Census will solve the problem of missing data and indicators which should be in the hands of the policy makers to formulate sound evidence based policies. Mrs. Dahaa offered to schedule a meeting between NPM and the President of the Provincial Council, Mr. Riadh Adhadh, for the purpose of assisting the city to address the problem of homeless orphans.

2.4 Policy Communication and Outreach

During this reporting period, NPM delivered a Faculty Development Program in Public Policy that



was designed, managed and taught by NPM Senior Advisors and implemented through two solid sessions (two weeks each). The twenty two (22) doctoral professor participants are from Law Schools, School of Economics and Administration, School of Social Studies, and Political Sciences at the Universities of Baghdad, Al-Nahrain, Al-Mustansarriyyah, Iraq (formerly the Islamic Univ.), Diwaniyah, Wasit, Anbar, Mosul, and Thi-Qar. The ultimate objectives of this intensive Summer Faculty Development training was to prepare professors to begin to teach courses in public policy, encourage the creation of a new curriculum in public policy, and graduate students in policy making to respond to the needs of government and private sector. This training programs is the result of the late May successful 2 days Conference sponsored by the Minister of Higher Education and USAID-Tarabot National Policy Management, on the *Role of Academia in Policy Making*.

Also, in August, NPM team reached out to 12 civil society NGOs for vulnerable people to help them to be more active in policy advocacy. These included ***Omatuna for Education*** , ***Al-Zuhoor for Women Care*** , ***Anwar Al-Mustakbal for Women Care*** , ***Vinos for Women Affairs*** , ***Youth Organization for Progress*** , ***Al-Khaimiat for Agriculture Development*** , ***Al-Ghasak for Orphans Care*** , ***Orokom for Relief and Development*** , ***Enamel Al-Rahma for Women Care*** , ***Reyad Al-Rahman*** , ***Delal Al-Nakheel for Orphans and Widows Care*** and ***Al-Enam for Livestock*** , in addition to Dr. Zohair Mohammad Ali Jeddoa, Assistant President of ***University of Karbala***. The 12 civil societies asked technical assistance in policy advocacy from NPM and requested to be included in the roundtables and open forum discussions.



ADMINISTRATIVE DECENTRALIZATION (AD)

3.1 Planning Advisory Unit

As part of its efforts to improve the project planning capacity of GoI partners at the ministerial and provincial level, USAID-*Tarabot* continues to train planning units to screen and select projects based on criteria developed by the Planning Advisory Unit. In August, recipients of technical assistance included two departments in the MoTr, ten ministry offices in Basrah, and one provincial steering committee.

3.2 Administrative Decentralization Support

An amendment to Law 21 – the Provincial Powers Law – was formalized this month with eight clauses incorporated based on the recommendations of USAID-*Tarabot*. USAID-*Tarabot* will continue to work with a range of stakeholders to explore the ramifications of, and opportunities presented by Law 21. This month, meetings were conducted in Maysan Province with MoEd, MoYS, and MoEn directorates, as well as with the Maysan Governorate Office to follow up on the implementation of powers granted by the law.

USAID-*Tarabot* has provided a range of technical assistance to the Youth and Sports Directorate of Maysan, facilitating the process of decentralization. Key successes include the creation of a financial department inside the directorate which has since helped streamline procurement processes. In August, USAID-*Tarabot* was presented with a plaque and an appreciation letter for its technical assistance and support for the directorate.

3.3 Project Management Advisory Unit

The Babil PMO has acted upon assistance received from USAID-*Tarabot* by including MS Project as one of the bidding requirements and requested resource estimation as part of the proposal sections. By using these tools and techniques, the project execution will be enhanced and the resource usage tracking system promoted.

The Najaf Reconstruction High Commission has requested technical assistance for female engineering staff, none of whom had previously been included in such initiatives. The technical assistance will include a number of training sessions in the field of PM processes, estimation techniques, and MS Project. Participants will utilize learned PMI knowledge in managing their projects in order to enhance the quality of services and keep implementation on time and on budget. USAID-*Tarabot* has developed an action plan for training 24 female engineering staff to use the PMI system and is planning to begin technical support in September.

The Ninewa GO began applying PMI methodology developed by USAID-*Tarabot* on a pilot project for the construction of a bridge that links two main roads – Al-Eqtisadeen and Al-Najjar – with the goal of reducing traffic. The current GoI PM system does not adequately determine project requirements, and thereby negatively affects execution by weakening the project scope and reducing the accuracy of estimated schedule and cost. Pilot project teams have begun collecting stakeholder requirements with PMI methodology as a means of improving this process.

PMO engineers from the Basrah GO met with USAID-*Tarabot* advisors to discuss the progress of the Primary Healthcare Center pilot project, which is responsible for managing and serving nine

clinics in Basrah. They provided technical assistance to help the GO utilize MS Project and estimation techniques to develop the master schedule. They also introduced PMI forms for adoption in their projects. It was agreed that Basrah GO would hold a pre-test or a simulation PMP test in September as a preparation step for the final PMP exam.²

3.4 Procurement Advisory Unit

Reflecting the advice of USAID-*Tarabot*, this week the Karbala Governorate changed their procedures so that tenders announcements for consultancy services will be posted on dgMarket and the governorate website. The new policy will expose governorate's tenders to more potential bidders and open the gates for greater competition among companies from varied backgrounds. This step will also generate new opportunities for developing local capacity through interaction with international partners. In another step towards improving the culture of transparency and justice, the Contracts Department began announcing awarded contracts on the governorate web site.

Recent and Pending Tenders Utilizing *Tarabot*-Introduced Systems

Tenders		
Province/Entity	Title	Estimated Value (USD)
MoEl	Design, procure, supply, install, and commission the Al-Anbar Combined 1500-1600MW Power Generation Facility	1,050,000,000
MoTr - SCMT	Manufacture, test, and commission 8 maritime transport vessels	360,000,000
MoIM – SCAI	Automotive Assembly Factory	200,000,000
MoTR-SCMT	Manufacture, test, and commission of 3 fresh water carriers	13,000,000
MoTR-SCMT	Manufacture, test, and commission of tug boats for the port	10,000,000
Basrah GO	Sewage and Storm Water Network design for Basrah city	600,000
Pending Tenders		
MoTR	Prequalification for the Middle Euphrates Airport	350,000,000
MoTR-Iraqi Airlines	Design and construction of an airline cargo facility	59,200,000
MoTR-Iraqi Airlines	Airline hangars	30,000,000
MoTR-Iraqi Airlines	Airline training facility	30,000,000

The MoMPW agreed to adopt standard bidding documents following a USAID-*Tarabot* refresher workshop which provided an overview of the standard bidding documents issued by the MoP and their application in the major procurement categories. USAID-*Tarabot* continues to provide the MoMPW Contracting Directorate with technical assistance in utilizing the dgMarket web portal to announce tenders. USAID-*Tarabot* met with the MoMPW to discuss the projects published in the dgMarket, and a committee is concluding its analysis of company profiles received in response to the "request for expressions of interest" for a one-stop-shop Service Center project. A shortlist invitation is to follow.

Following the elections of the PC, the Governor of Maysan Province has decided to resume previously suspended work with USAID-*Tarabot*. USAID-*Tarabot* presented a draft procurement action plan to the Deputy Governor and the Contracts Manager in Maysan.

² See complete table of current Project Management Pilot Projects at the end of this report.

3.5 Service Center Advisory Unit

USAID-*Tarabot* continued its work with the MoJ-Notary Public Service Center team to develop architectural infrastructure plans for the one-stop-shop Service Center. The SCAU architect has delivered a copy of the 2D maps to the team for their study and review. Together with the MoJ, USAID-*Tarabot* is working on the development of the software system for one-stop-shop Service Center, and has discussed the Request for Interest (RFI) and Request for Proposal (RFP).

USAID-*Tarabot* completed the Basic Maps version (2D maps) for the service center of the MoMPW's Directorate of Municipality in Anbar. This sets the stage for the development of the internal view (3D maps) and marks a major step in the architectural design process.

3.6 Iraq Development Management System

USAID-*Tarabot* worked with COMSEC to set an action plan for the implementation of the IDMS system to run the Iraqi capital investment portfolio for coming year. IDMS team conducted a meeting with twelve officials representing different departments of COMSEC with the aim of explaining the IDMS process and its implementation in the ministries, as well as to demonstrate the technical benefit of using this system nationwide.

3.7 Center of Excellence

Following discussions with the Iraqi National Quality Committee, USAID-*Tarabot* reached an agreement on a roadmap for the development of the Iraqi Center of Excellence in Government.

Bringing a close to two years of work with the MoMPW in the field of organizational development, USAID-*Tarabot* completed four phases of workshops, meetings, and practice sessions and held a graduation ceremony for the ministry's OD team at the office of USAID-*Tarabot*.

As the last step in the action plan for Diyala Province, USAID-*Tarabot* submitted a road map for ISO 9001:2008 to the Deputy Governor. This road map is expected to improve the quality of services delivered by the Local government. They requested that USAID-*Tarabot* conduct a one-day awareness workshop in Quality Management concepts for newly elected officials in September, 2013.

Ministry of Education Capacity Development

The Education capacity development team has begun the Training of Trainers program in order to put future in-service training on public administration issues on a sustainable track.

KURDISTAN ACTIVITIES

Negotiations regarding the USAID-*Tarabot* proposed programs in Kurdistan have proceeded during August. Two areas of work have received KMOP approval: Project Management, Social Safety Net.

The Social Safety Net program includes the implementation of a pilot one-stop-shop operation in Dohok.

Project Management

KMoP authorized USAID-*Tarabot* office in Kurdistan to contact the three beneficiary KRG ministries MoCH, MoH and MoMPW and introduce the project management program to the ministerial engineering teams. Mr. Hayder Mustafa, KMoP DG of International Cooperation confirmed that cost share shall be allocated once the beneficiary ministries request USAID-*Tarabot* assistance. MoCH shall be contacted this week to set a appointment to introduce project management program. The other two ministries MoH and MoMPW will be visited soon after.

The project management Advisory Unit met with Mr. Siddqi Ismail, The MoCH Deputy, Mr. Zana Uzairi, the DG of Technical Directorate, and the Building Expert, Mrs. Khabat . The project management program was briefly introduced. The Deputy was very impressed and requested that the details of program be introduced to the wider ministerial project management team.

Social Safety Net (SSN)

Mr. Hayder Mustafa, KMoP DG of International Cooperation confirmed today that he will support allocating the funds needed to finalize the establishment and operation of SSN at MoLSA HQ and in three other sites (Duhok, Sulaimania and Garmian) if HE the Minister of Labor and Social Affairs will send her request. A meeting will be set in the coming few days with us to discuss these issues with HE the Minister of MoLSA.

One-Stop-Shop

The one-stop-shop Advisor reported to work in Kurdistan office. Training material and presentations on Customer Service have been prepared. The plan is to set a training session on Customer Service soon for KMoLSA.

In a meeting with the ministerial advisors and IG of KMoLSA on August 18th, USAID-*Tarabot* team was informed that the pilot project, which is planned to be implemented in Duhok, is under consideration and the ministry is negotiating with the contractor the amount of the extra costs that should be paid in order to modify the building spaces under-construction. USAID-*Tarabot* team requested them to expedite the procedure of nominating their focal point for this specific project and secure HE the Minister's approval.

Procurement

The procurement advisory unit conducted introductory meeting with DG of procurement at KMoP, Mr. Omar Areb on August 18th. The meeting aimed at introducing the objectives, methodology, outcome and the expected impact of procurement program. The procurement advisory unit presented, in brief, their work in public sector procurement and shared examples of results already achieved with other ministries, and provinces throughout Iraq. The Procurement DG expressed his appreciation and support and said he is planning to approach the KMoP Deputy regarding the World Bank procurement proposal to assure that USAID-*Tarabot* and the World Bank efforts will be complementary. This program start-up is delayed pending the MoP's decision regarding the complementarity between the World Bank and *Tarabot* programs.

Center of Excellence

Mr. Hayder Mustafa, KMoP DG of International Cooperation authorized the Kurdistan USAID-*Tarabot* office to introduce details on the objectives, methodology and expected outcome and impact

for the “Center of Excellence” to the Prime Minister’s Advisor, Mr. Qubad Talabani. He showed personal interest in the idea and suggested that KMoP may host the center temporarily and requested that USAID-Tarabot sends further details on similar centers in the region. The Center of Excellence program start-up is delayed pending the KRG’s decision.

PROJECT ADMINISTRATION

Staffing and Deployment: The project has a staff of 24 expatriate and 253 local personnel, as of August 31, 2013.

Security, Facilities: In August, the Bank of Baghdad branch received authorization to move the safe onto the compound; however, the branch is facing issues with the network connectivity and is awaiting assistance from the bank’s IT staff to resolve the problem before the branch can officially open. ATM is working. As a result, the project will plan to pay salaries via direct deposit or “Ezee Pay” cards in September.

Additionally, due to the security issues, south gate parking area which was outside of the compound was closed and north gate parking area is open up to usage of project local employees effective on September 1, 2013.

Pilot Projects of Project Management Offices

Ministry/ Province	Project Name	Location	Estimated Cost	Intervention	Result
MoA	Refrigerated Warehouse	Wasit	\$2,500,000	Develop Schedule	Develop Project schedule and estimate cost
MoEI	Al-Najibiya Power Plant	Basrah	\$271,354,000	Reschedule	Enhance tracking system
MoIM	Khalid Bridge	Basrah	\$14,834,375	Reschedule	Control the project
	Galvanization Factory	Baghdad	\$16,300,000	Develop Schedule	
MoMD	MoMD branch building in AlMuthana Province	Muthanna	\$2,000,000	Develop Schedule	
MoEd	Directorate Building-Rusafa District	Baghdad	\$3,333,000	Develop Schedule	Develop Project schedule and estimate cost
MoCH	Seyidat Al-Najat Church	Baghdad	\$600,000	Reschedule	Develop Project schedule and estimate cost
	Construction Lab	Baghdad	\$8,000,000		Not yet completed
MoTr	Administrative Compound of Land Transportation Company	Baghdad	\$23,200,000	Develop Schedule	Develop Project schedule and estimate cost
Ninawa	Alnajar-Iqtisadiyeen Interseccion bridge	Ninawa	\$16,000,000	Develop Schedule	Develop Project schedule and estimate cost
Kirkuk	Tribal Council Directorate Building project in Kirkuk	Kirkuk	\$6,500,000	Develop Schedule	Control the project an Develop Project Schedule and estimate cost
	Instal WWTP (Compact Unit) for Low-cost houses in Alrasheed WWTP	Kirkuk	\$1,800,000		Develop Project schedule and estimate cost
Salah-ad-Din	Ballroom	Salah ad Din	\$282,000	Develop Schedule	Develop Project schedule and estimate cost
Diyala	Constructing the Municipality unit of Buhriz	Diyala	\$1,380,000	Creating Scope	develop project scope
Babil	Wastewater Treatment Plant	Babil	\$12,000,000	Reschedule	Control the project
	Kindergarten	Babil	\$1,000,000	Develop Schedule	Develop Project schedule and estimate cost
	Construction 5 Schools	Babil	\$6,000,000	Develop Schedule	Develop Project schedule and estimate cost
Wasit	School Building	Wasit	\$1,000,000	Develop Schedule	Develop Project schedule and estimate cost
Diwaniyah	International School	Diwaniyah	\$1,500,000	Develop Schedule	Develop Project schedule and estimate cost
Najaf	Al-Askarien Tunnel	Najaf	\$11,300,000	Develop Schedule	Develop Project schedule and estimate cost
Dhi Qar	Alnibras Road	Dhi Qar	\$2,500,000	Develop Schedule	Develop Project schedule and estimate cost
Basrah	Health Care Center	Basrah	\$1,000,000	cost estimate	Develop Project schedule and estimate cost