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# USAID IRAQ ADMINISTRATIVE REFORM PROJECT

MONTHLY PROGRESS REPORT, MAY 2014

**JUNE 2, 2014**

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USAID Iraq Administrative Reform Project

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## ACRONYMS

COMSEC	Council of Ministers Secretariat
ISRAR	Iraq Solutions for Regulatory and Administrative Reform
PMI	Project Management Institute
PMP	Project Management Professional
USAID	United States Agency for International Development

## **SUMMARY**

### **Announcing the Center of Excellence at COMSEC**

In a landmark achievement for USAID-Tarabot, the Council of Ministers Secretariat (COMSEC) issued an official statement to all government entities on May 18, 2014, announcing the establishment of the Iraqi Center for Excellence in Government at COMSEC. The announcement came as a result of years of effort by the USAID-Tarabot project and its predecessor, Tatweer, to improve the organizational development and performance of Government of Iraq entities. In Tarabot's final year, this endeavor was taken to another level with the Center of Excellence Initiative, which is dedicated to serving as a catalyst to promote good governance, enhance accountability, and improve service delivery.

The Iraqi Center for Excellence in Government provides technical assistance to government bodies to improve their management and organizational performance, and to promote and award creativity and leadership in service delivery. In instilling standards by which to measure government performance, the Center provides an organizational management framework for the Government of Iraq, offering tools and guidelines for reform, while providing critical oversight of the public sector. To this end, COMSEC will grant Excellence Awards annually to government entities that have excelled in their capacity development initiatives. This model has achieved great success across the region, and Iraq will now compete with neighboring countries such as the UAE, Jordan, and Saudi Arabia in providing the best level of services to its citizens.

### **Inaugurating the First Ministerial Department of Public Policy in Iraq**

On May 28, 2014, following 18 months of extensive work and support by Tarabot, the Minister of Environment, Sergun Lazar Slewa, opened the doors of the new Department of Public Policy in a ribbon cutting ceremony at the ministry. Dignitaries and senior officials from executive offices, USAID, and Tarabot were in attendance. The event marked the definitive institutionalization of public policy in the Ministry of Environment.

Accordingly, the Minister issued an executive decree establishing the policy office as a "department" under the immediate supervision of the Deputy Minister. The department has four divisions: 1) administration and finance, 2) communications and outreach, 3) policy development and implementation, and 4) research. The Department of Public Policy in the Ministry of Environment is the first of its kind among all 32 Iraqi ministries. Its creation will ensure the legacy of USAID's efforts in public policy development long after Tarabot ceases its activities in national policy management.

### **Facilitating Decentralization of Food Rations Distribution**

In an effort to secure access to food for its citizens, Iraq routinely buys staple food items and sells them through its public food distribution system at subsidized prices. Upon notice of the decision of the Council of Ministers' Secretariat to transfer the purchase and distribution of food rations in Iraq from the Ministry of Trade to governorate offices, the Ministry of Provincial Affairs requested training in public procurement from USAID-Tarabot for the purchase of food commodities for distribution in each province.

In response, Tarabot developed a training plan with the Ministry of Provincial Affairs and has trained 10 governorates to date on relevant procurement subjects such as standard bidding documents, terms of international trade, standard model bid evaluation reports, and contract management. Tarabot will continue to assist governorate offices in the development of qualified procurement offices capable of managing an efficient rationing system through streamlined food procurement practices.

This is an example of Tarabot's support of decentralization initiatives beyond the dictates of Article 45 of amended Law 21, and highlights its responsiveness to special government requests. Through practical steps and thorough engagement with the Government of Iraq, Tarabot is helping to facilitate reforms to Iraq's food rationing system while building upon the confidence and trust of its Iraqi partners.

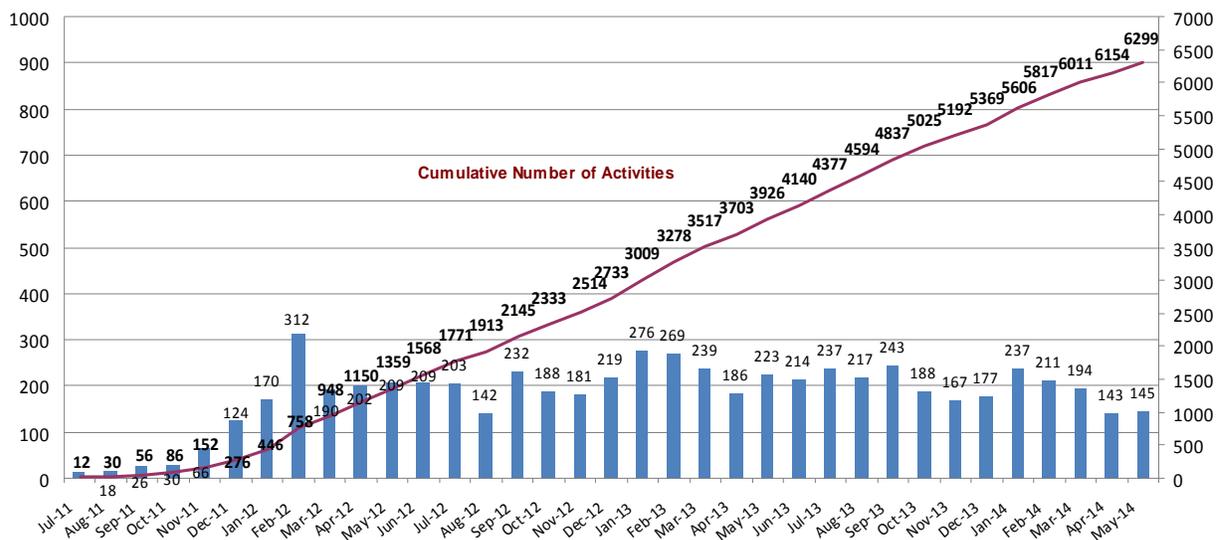
**Events:** USAID-Tarabot engaged in a variety of activities in May; however, program activities were reduced this month due to security precautions, government holidays, and activities stemming from the parliamentary elections that took place at the end of April. The government closed streets in and around Baghdad to all vehicles before and during elections, and restricted movements when the results were announced in the third week of May. The Ministry of Interior also denied authorization for travel by armored vehicles to all security companies during and after the election. Additionally, strict security measures were taking by the Government of Iraq for the Imam Kadhim pilgrimage that took place from May 18–25, 2014. Due to advisory notices of street closures and tight security measures throughout Baghdad, trainings, workshops, and meetings were also postponed. The following accounts for the number and types of events delivered in May.

**Total Events:** USAID-Tarabot teams held **145** events (workshops and formal meetings) during May. **Locations:** **79** of these events were held at locations in Baghdad, while **66** events were delivered on location in **16** provinces.

**Type of Event:** **144** events in May were formal assessment meetings, action planning, or implementation workshops; **1** event was an introductory meeting.

**Institutions:** **93** events were held with **26** ministries; **35** events supported the governors' offices; **12** events were held directly with executive offices; **3** events were held with nongovernmental organizations and the private sector; and **2** events were held with Provincial Councils.

**Tarabot Components:** **39** events were carried out by the National Policy Management component, **97** by the Administrative Decentralization component, **5** by the Kurdistan Regional Government office, and **4** by the Education Capacity team.



# NATIONAL POLICY MANAGEMENT

## 2.1 Regulatory Reform

This month, the Chief of Staff of Nouri Al Maliki informed Tarabot that an official directive was given to Thamer Ghadban, Chair of the Prime Minister's Advisory Council, to sign the cost share agreement between MSI and the Prime Minister's Advisory Council. Mr. Ghadban requested the reformatting of the agreement by the advisory council's legal department to reflect Iraqi contractual procedures in preparation for his signature. Mr. Ghadban also scheduled the first working meeting of the Steering Committee for June 3, 2014.

The Iraq Solutions for Regulatory and Administrative Reform (ISRAR) finalized its third regulatory reform package this month, the Inward Investment Package, which contains legislations that hinder domestic investments and recommendations for their reform or elimination. The current number of legal reviews completed by the ISRAR Central Unit is 961, while the ministries have completed a total of 856 reviews, bringing the total number of reviews uploaded to the e-Guillotine system to 1, 817.

## 2.2 Office of Policy Development in the Prime Minister's Office

Tarabot provided technical assistance to Office of Policy Development advisors on how to conduct impact assessments for its "Brain Gain" and "Iraq Postal Services" policies, which were developed in partnership with Tarabot. Additionally, the Office of Policy Development hosted a policy debate on the "Economics of the Poultry Industry in Iraq" with 32 participants representing the Ministries of Agriculture, Finance, and Water Resources; the National Investment Commission; the Deputy Prime Minister's Offices of Rosh Schawis and Saleh Mutlaq; Iraq Customs, Iraq Taxations, Parliament; Prime Minister's Advisory Council; and the private sector. Also during this reporting period, Tarabot delivered a draft memorandum of understanding for the recruitment of graduate students as interns from the Public Policy Department of Al Nahrain University. These interns will assist policy advisors in their research and consultation with stakeholders.

### 2.2.1 Policy Development in the Ministries

#### Economic Ministries

Tarabot is continuing to assist the Ministries of Electricity, Industry and Minerals, and Trade in the implementation of public policies and the institutionalization of modern policymaking.

The Ministry of Industry and Minerals produced a document describing the management arrangements for the conduct of outcome evaluations for the Iraqi Revival Program for Industrialization policy, setting forth its methodology and roles and responsibilities. Additionally, the ministry's Industrial Policy and Reform Unit identified pilot projects for the implementation of the Iraqi industrial strategy. Participants identified four areas of intervention: 1) fostering business-enabling environments, 2) supporting industrial enterprises, 3) entrepreneurship development, and 4) establishing a modern technological base.

Meanwhile, the Ministry of Trade finalized two documents with the support of Tarabot: 1) a procedure for managing trade agreements, and 2) a strategic plan for the establishment of an integrated trade management information system. Next steps have also been identified and include approvals by the Director General of Foreign Economic Relations and the Minister of Trade, consultations with the Deputy Minister and Director Generals, presentations to the Council of Ministers and Council of Ministers' Secretariat (COMSEC). A memorandum and explanatory note have been produced to introduce the policy initiatives to decision makers.

The Ministry of Electricity produced a summary of survey findings, which was administered among the ministry's directors and deputy directors general. The survey aimed to garner the opinion and advice of the ministry's senior leadership in an effort to institutionalize modern policymaking methods and practices. The respondents unanimously opted for the formal establishment of a Public Policy Unit and to introduce standard operating procedures for policy development within the ministry. The summary of findings also recommended the ministry produce a detailed policy development plan to address priority issues in the electricity sector such as energy efficiency, regulatory functions, and business models.

Considering that full-scale institutional strengthening would demand strong partnerships with and support from international agencies and private sector consultancy firms, the summary also recommended the holding of a conference to address major areas of reform for the electricity sector in Iraq.

## **Social Ministries**

USAID-Tarabot is continuing its assistance to the Ministries of Human Rights, Labor and Social Affairs, and Migration and Displaced in their implementation of public policies and in the institutionalization of modern policymaking.

This month, Tarabot conducted a series of mentoring sessions on the impact assessment of five policies: 1) Violence against Spouses, 2) Slums in Baghdad, 3) Homeless Orphans in Iraq, 4) Depletion of Gases in the Ozone Layer, and 5) Sewage Pollutants in the Tigris River of Baghdad Province. These policies were developed by the advisors of the Public Policy Units at the Ministries of Migration and Displaced, Human Rights, Labor and Social Affairs, and Environment. These sessions analyzed the impact of policy recommendations with health, environmental, economic, social, political, legal, and cultural considerations.

## **Inauguration of the Department of Public Policy at the Ministry of Environment**

On May 28, 2014, following 18 months of extensive work and support by Tarabot, the Minister of Environment opened the doors of the new Department of Public Policy in a ribbon cutting ceremony at the ministry. Dignitaries and senior officials from executive offices, USAID, and Tarabot were in attendance. The event marked the definitive institutionalization of public policy in the Ministry of Environment.

Accordingly, the Minister issued an executive decree establishing the policy office as a "department" under the immediate supervision of the Deputy Minister. The department has four divisions: 1)

administration and finance, 2) communications and outreach, 3) policy implementation and evaluation, and 4) research, policymaking, and analysis. The creation of this new department will ensure the legacy of USAID's efforts in public policy development long after Tarabot ceases its activities in national policy management.



*Minister Sergun Lazar Slewa cuts the ribbon of the newly created Department of Public Policy. (Photo MoEnv., May 28, 2014)*

The Department of Public Policy in the Ministry of Environment is the first of its kind among all 32 Iraqi ministries. The new department will host public policy debates on two papers drafted with the support of USAID-Tarabot: 1) the “Depletion of Ozone Layers in Iraq” on June 4, 2014, and 2) the “Sewage Pollution of the Tigris River in Baghdad Province” on June 9, 2014.

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

Tarabot continued to mentor the Presidency Diwan on its impact assessment of the “Homeless Orphans” policy, drafted with the assistance of Tarabot. This is an important phase in the policy process prior to implementation. During this phase, drafters analyze policy recommendations in terms of expected results and impacts. Several effects of the “Homeless Orphans” policy were noted with security, education, economic, social, political, environmental, and legal considerations.

Furthermore, the Chief of Staff of the Presidency Diwan announced the formal adoption of two policies his advisors developed in partnership with Tarabot, “Brain Gain” and “Homeless Orphans.” The Chief of Staff also informed Tarabot that the Bureau of Public Policy will be an integral part of the organizational structure of the Presidency in the next administration, and would be elevated from its current position as a bureau to the level of directorate. The Chief of Staff thanked USAID for its support and Tarabot for its technical assistance.

## 2.4 Stakeholders Policy Consultation

This month, Tarabot delivered four capacity building workshops to think tanks from the provinces of Babil, Karbala, and Diwaniyah in response to their requests for training. Tarabot worked with 17 researchers representing 10 research centers to enhance their advocacy abilities, and to be more active and effective in the policymaking process. Particular attention was given to the role of think tanks in supporting the policy process through research, which will enable policymakers to be more informed about the challenges they face and how best to solve them.

This month, Tarabot met twice with the Deputy Director General of COMSEC, Mr. Ahmed Al Zubaidi, to discuss Tarabot's technical assistance in the rebuilding and strengthening of its policy unit. The Deputy Director General requested further assistance from USAID and the Tarabot project to define the role and object of COMSEC's policy unit.

Finally, Tarabot met with the president of Al Nahrain University to discuss an upcoming event with all USAID policy trainees in Iraq, which will be held on June 11, 2014. The president thanked Tarabot for its efforts and technical assistance in the launching of the first Center for Public Policy Studies and Research at the university. He welcomed the establishment of an internship program at the university to assist policy researchers, and welcomed the return of the Summer Faculty Development program in public policy, first held by Tarabot at the university last summer.

# ADMINISTRATIVE DECENTRALIZATION

## 3.1 Planning Reform Initiative

USAID-Tarabot is continuing to assist Iraqi government partners in capital investment planning. This month, Tarabot worked with the Ministries of Agriculture, Labor and Social Affairs, and Electricity to develop draft midterm plans. This step is a critical measure in securing the implementation of the National Development Plan, which was developed with the broad assistance of USAID-Tarabot. Additionally, Tarabot provided technical assistance to the Ministry of Youth and Sport on project selection criteria to ensure investment projects are compliant with economic, social, environmental and financial criteria.

## 3.2 Public Procurement Reform Initiative

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

As part of its ongoing effort to secure the sustainability of this initiative, Tarabot provided technical assistance to the Ministry of Municipalities and Public Works, as well as the Governorate Offices of Najaf, Dhi Qar, Kirkuk, Anbar, Maysan in the development of their sustainability plans.

Tarabot continues to support its Government of Iraq partners in the adoption of standard bidding documents, building upon the momentum set by a conference promoting its use by the Ministry of Planning. This month, technical assistance on the use of standard bidding documents was provided to the Ministry of Transportation, Ministry of Culture, and the Governorate Offices of Karbala, Najaf, and Maysan. Additionally, a workshop on standard bidding documents for the procurement of health sector goods was conducted over four days with the Ministry of Health.

## 3.3 Project Management Reform initiative

The selection of over 100 projects for the application of Project Management Institute (PMI) processes across 11 ministries and 14 governorate's offices have set a strong precedent for their institutionalization across the Government of Iraq. With new government entities following suit, the number of projects is increasing rapidly. This month, the Governorate Office of Karbala became the 14<sup>th</sup> governorate office to select projects—10 in this case—for the application of PMI processes. The Ministry of Trade followed suit with the selection of a large project for the construction of a grain silo in Wasit, along with two other projects, becoming the 11<sup>th</sup> ministry to select projects for the application of PMI processes. The ministry has also requested Tarabot's assistance in the procurement process for the

grain silo project, representing an important instance of inter-initiative coordination.

Finally, hands-on support in the application of PMI processes was also provided by Tarabot to the Ministry of Oil, and the Governorates of Najaf, Basrah, and Diyala. Tarabot delivered a feasibility study workshop to the Ministry of Electricity and an Earned Value Management workshop to the Ministry of Oil.

Tarabot is building up a cadre of professionals trained in the use of PMI systems that will sustain and spread sound project management practices. Many of these are currently or will soon be certified as Project Management Professionals (PMPs). The knowledge and skills required to achieve this certification make PMP-certified candidates highly valuable in both public and private sectors. In preparation for the exam, simulation workshops were conducted for the Governorates of Babil, Najaf, Muthanna, Diwaniyah, and the Ministries of Health and Industry and Minerals.

As part of its ongoing assistance in the development of Project Management Offices, Tarabot conducted a meeting with the Project Management Office manager and the Staff Development Department in Diwaniyah to discuss the functions of their Project Management Office.

### **3.4 One-Stop-Shop Initiative**

USAID-Tarabot introduced the One-Stop-Shop service center model to make a rapid and tangible impact on Iraq's ability to deliver public services. Combining appropriate physical infrastructure and effective and efficient automated systems, the One-Stop-Shop model will strengthen public accountability while enhancing the delivery of citizen-oriented services. Strong advocacy for the One-Stop-Shop model from the Council of Ministers' Secretariat (COMSEC) has piqued the interest of a widening number of Government of Iraq entities. In collaboration with its partner ministries, Tarabot has developed a professional, scalable architectural design of the One-Stop-Shop service center to reflect the principals of linear business flow, customer comfort, and easy access for physically disabled persons. Tarabot has been providing assistance to Iraqi government entities in the implementation of this model, and a meeting was held with COMSEC representatives to discuss future areas of cooperation and support for the initiative.

Tarabot's work on the 3D architectural design for the Ministry of Oil's Baghdad Oil Products Distribution Company has been progressing this month, and has progressed from 65 percent to 95 percent completion. The English copy of the business process map was also completed this month.

### 3.5 Center of Excellence Initiative

In a landmark achievement for USAID-Tarabot, the Council of Ministers Secretariat (COMSEC) issued an official statement to all government entities on May 18, 2014, announcing the establishment of the Iraqi Center for Excellence in Government at COMSEC. The announcement came as a result of years of effort by the USAID-Tarabot project and its predecessor, Tatweer, to improve the organizational development and performance of Government of Iraq entities. In Tarabot's final year, this endeavor was taken to another level with the Center of Excellence Initiative, which is dedicated to serving as a catalyst to promote good governance, enhance accountability, and improve service delivery.



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organizational performance, and to promote and award creativity and leadership in service delivery. In instilling standards by which to measure government performance, the Center provides an organizational management framework for the Government of Iraq, offering tools and guidelines for reform, while providing critical oversight of the public sector. To this end, COMSEC will grant Excellence Awards annually to government entities that have excelled in their capacity development initiatives. This model has achieved great success across the region, and Iraq will now compete with neighboring countries such as the United Arab Emirates, Jordan, and Saudi Arabia in providing the best level of services to its citizens.

Tarabot continues to support the establishment of the Iraqi Center for Excellence in Government with other entities. This month, support was provided to the Ministry of Health to prepare the ministry's assessment report and action plan. Additionally, Tarabot guided the Ministries of Construction and Housing, Health, and Transportation through the adaptation phase.

### 3.6 Decentralization Initiative

A central pillar for Tarabot's decentralization efforts is the development of roadmaps for ministries mentioned in Article 45 of the amended Law 21. These roadmaps will take into account the particular needs and concerns of each ministry, and present strategies for the decentralization of powers as mandated by Article 45.

This month Tarabot provided technical assistance to local government representatives in Basrah, Kirkuk, Dhi Qar, and Maysan in preparation for roadmaps for decentralization. Additionally, a workshop was

conducted in Ninawa for representatives of the Governorate's Office and directorates of the Ministries of Labor and Social Affairs and Youth and Sport to promote and facilitate the decentralization of administrative and financial powers.

### **3.7 Iraq Development Management System Initiative**

Tarabot is continuing its work to upload all government capital investment projects—both new and ongoing—into the Iraq Development Management System for all government ministries. Additionally, a work plan is being prepared for the next stage of the initiative, which focuses on training and supporting pilot ministries and provinces in the uploading of projects onto the system, and the managing of the life cycle of these projects through the system. Meanwhile, the Ministry of Planning is in the process of testing the system in preparation for its final deployment.

### **3.8 Education Capacity Building Initiative**

This month, Tarabot completed its Master Trainer program. The course started with 68 candidates; 66 from the Ministry of Education and two from the Tarabot staff. Fifty-eight participants from the Ministry of Education will graduate from the training program, along with the two Tarabot candidates. This group of graduates will exceed the goal set by the USAID work plan, which required Tarabot to graduate 52 Ministry of Education candidates.

The graduation ceremony will be held on June 2, 2014. Based on the success of this USAID program, the Ministry of Education has submitted a proposal for funding from the World Bank to build upon the success achieved by USAID in the introduction of an effective Training Management System to the Ministry of Education. Master Trainer graduates are qualified in all four functions of the Training Management System: 1) conducting needs analysis, 2) designing curriculum and training solutions, 3) implementing training programs, and 4) evaluating training programs.

## **KURDISTAN ACTIVITIES**

The ongoing challenge facing all initiatives in Kurdistan remains the unreleased cost share funds from the Kurdistan Ministry of Finance despite approvals from the Kurdistan Ministry of Labor and Social Affairs.

### **4.1 Project Management**

Early in May, Tarabot met with the Director General of the Ministry of Planning to discuss the establishment of project management offices in the key service Ministries of Construction and Housing, Municipality and Tourism, and Electricity. The idea was well received by the Director General, who issued an official letter supporting the establishment of project management offices in the aforementioned ministries to enhance the implementation of capital investment projects in the Kurdistan Regional Government.

The Ministry of Planning also issued a letter on May 15, 2014, acknowledging the technical assistance provided by USAID-Tarabot since November 2013 to train engineers from the Ministries of Construction and Housing, Municipality and Tourism, and Electricity on the Project Management Institute (PMI) system. The letter reiterated the ministry's support and recommendation for the establishment of project management offices in these ministries.

On May 26, 2014, Tarabot began a two-day stimulation exercise for 31 engineers that will be undergoing Project Management Professional (PMP) certification. These engineers have already received training in project management processes, estimation techniques and scheduling, and Earned Value Management. This exercise is the last course in the work plan designed for the Kurdistan Regional Government. With its completion, Kurdistan Regional Government engineers have received 14 courses in total—five in project management processes, three in estimation techniques and scheduling, three in Earned Value Management, and three stimulation exams.

### **4.2 Social Safety Net**

An 18-day SQL server and Social Safety Net system installation and configuration workshop began on May 18, 2014, in the Dahuk site. This course will equip participants with the knowledge to install SQL server 2008, and install and configure the Social Safety Net system and web development.

Meanwhile, Tarabot has been busy with activities to prepare the Social Safety Net system for deployment in Kurdistan. Work has been continuous on amending documents to be compatible with the Social Safety Net IT configuration guide in the Erbil and Kurdistan Ministry of Labor and Social Affairs sites. As well, arrangements for the next installation of the Social Safety Net in Kurdistan sites have been underway with the preparation of documents, a new data entry guide in Kurdish, and an updated data entry guide for the new system in addition to the delivery of training courses.

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

This month, Tarabot coordinated with the Kurdistan Ministry of Planning on the holding of a One-Stop-Shop awareness conference, which will be held in late June for two key service ministries—the Kurdistan Ministry of Health and the Kurdistan Ministry of Justice. The Kurdistan Ministry of Planning will send invitations to both ministries, and Tarabot will conduct visits to brief the ministries on the upcoming conference.

Tarabot also met with the Director General of the Kurdistan Ministry of Labor and Social Affairs to coordinate a training course on customer service for the staff of the Dahuk One-Stop-Shop, which will be held from June 8–10, 2014. In addition, Tarabot introduced the One-Stop-Shop concept to the Director General of the Kurdistan Ministry of Health and coordinated their participation in the upcoming One-Stop-Shop conference. The Kurdistan Ministry of Health expressed their willingness to participate in the conference, which will be held on June 11, 2014.

# PROJECT ADMINISTRATION

## Staffing and Deployment

As of May 31, 2014, USAID-Tarabot staff consists of 25 expatriates and 207 Iraqi nationals. Tarabot hired one field associate for the ISRAR team.

## Security

After consultation with USAID and MSI in Washington, D.C., Tarabot decided to temporarily relocate nine expatriate staff members to Erbil during the Iraq Parliamentary election period from April 27–May 4. The Sallyport security company was unable to secure permits for the movement of armored vehicles from the Government of Iraq during this time. Thus, expatriates located in Erbil extended their stay for an additional three days.

Strict security measures were taking by the Government of Iraq for the Imam Kadhim pilgrimage that took place from May 18–25, 2014. Due to advisory notices of street closures and tight security measures throughout Baghdad, trainings, workshops, and meetings were also postponed.

## Closeout

In May, Tarabot closed the Hammurabi house, which will be returned to the landlord at the end of the month. Project staff were relocated to Gurka house, which also houses the ISRAR project. Tarabot is working to close out its Kirkuk and Erbil offices; property officers have been sent to compile final inventory lists.

# ANNEX:TRACKER

Tarabot - Administrative Decentralization Component Provincial Engagement Tracker

Provinces	Project Planning				Project Management							Procurement								Decentralization				IDMS	
	3 Phases of Workshops completed	Multi Year Capital Investment Plan (W5)	On Job Training	List of projects prepared w/ criteria	PMI Processes	Estimation Technique & MS Project	Project's Feasibility Study	Earned Value Management	Structural Changes (PMIO)	Pilot Project	MS Project adopted	Compliance with Govt Regulation	Procurement Standard Process Adopted	Procurement Plan Drafted	SBDs Adopted	Procurement Performance Indicators	Procurement Records Management	Reporting on Procurement Activities	Procurement Department Webpage	Subscription to dg Market	Workshop held	List of powers created & submitted	List of obstacles created	Committee created	IDMS Training
Anbar	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Babil	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input 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 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 type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Basrah	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input 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"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
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<input checked="" type="checkbox"/>	Completed
<input type="checkbox"/>	Ongoing
<input type="checkbox"/>	Scheduled
<input type="checkbox"/>	Pending