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# USAID IRAQ ADMINISTRATIVE REFORM PROJECT

MONTHLY PROGRESS REPORT, JULY 2014

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# USAID IRAQ ADMINISTRATIVE REFORM PROJECT

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## ACRONYMS

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

## SUMMARY

Despite the ongoing political unrest and volatile security situation in Iraq, USAID-Tarabot has been able to progress with program activities during the month of July. At a time when the stability and unity of the country are being challenged, Tarabot staff members are attending meetings and training sessions, holding workshops, and providing technical support to ministry and provincial partners. The continual dedication of Tarabot and its partnering entities to program activities during this time of uncertainty illustrates the commitment to and ownership of Tarabot-supported initiatives by the Government of Iraq, and the determination of the project to transfer and anchor systems and knowledge achieved through years of assistance.

This month marked an important achievement for the Governorate of Wasit in the completion of a water treatment plant, wherein Project Management Institute techniques were successfully applied—for the first time—throughout the entire life cycle of the project. In a ceremony hosted by the governor, USAID-Tarabot advisors and partnering engineers celebrated the project, which will provide clean water for the governorate's growing population.

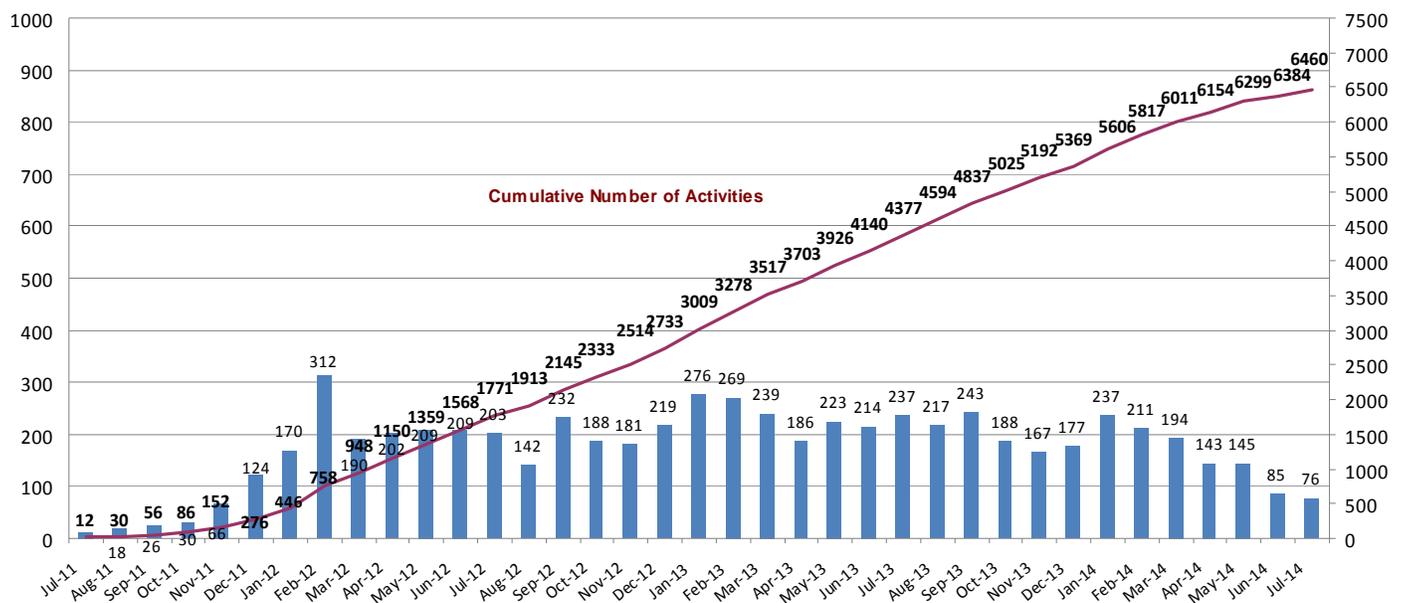
The expanding ownership of Tarabot initiatives by the Government of Iraq was evident this month in activities to support the handover of the One-Stop-Shop service center and the Center of Excellence program to the Council of Ministers' Secretariat (COMSEC). Tarabot held several meetings with COMSEC's Deputy Secretary General to agree on the formation of a committee within COMSEC to manage the Center of Excellence program, and to discuss areas of needed assistance in the roll out of the initiative to other Government of Iraq entities. A roadmap is under development for this purpose. Similarly, a committee was also agreed upon to manage the One-Stop-Shop program within COMSEC, and the development of an action plan to build the capacity of COMSEC to implement and sustain the initiative.

Meanwhile, USAID-Tarabot continues to advocate for the adoption of standard bidding documents with its governmental partners. This month, Tarabot assisted several partners in the piloting of standard bidding documents on important construction projects. Technical support was provided to the Ministry of Construction and Housing to prepare the necessary documents for the construction of a laboratory in Baghdad. Similar assistance was provided to the Ministry of Health in the preparation of Requests for Proposals for the construction of hospitals, and the preparation of documents for the construction of a bridge project in Babil.

USAID-Tarabot's Iraq Solution for Regulatory and Administrative Reform (ISRAR) unit has been working with the Ministry of Trade to support the elimination of import and export licenses in Iraq. The submission of draft recommendations to the ministry was well received by the minister, and referenced by the Prime Minister's recent decision to annul import licenses. Additionally, the formalization of the cost share agreement between ISRAR and the Government of Iraq this month further cements the government's growing ownership of the initiative.

**Events:** USAID-Tarabot engaged in a variety of activities in July; however, some program activities were postponed this month due to security precautions and the volatile political situation in the country. Despite the strict security measures undertaken by the Government of Iraq, including street closures and restricted movements, many of Tarabot’s technical work continued as planned. The following accounts for the number and types of events delivered in July.

- **Total Events: 76** events were carried out by USAID-Tarabot in July.
- **Locations: 43** of these events were held in Baghdad, while **33** events were delivered on location in **7** provinces.
- **Type of Event: 76** events in July were formal assessment meetings, action planning, or implementation workshops.
- **Institutions: 50** of these events occurred with **11** ministries, **24** events supported the governors’ offices, **1** event occurred directly with executive offices, and **1** event was held directly with an NGO.



# INITIATIVES

## 1.1 Regulatory Reform

This month, USAID-Tarabot's Iraq Solution for Regulatory and Administrative Reform (ISRAR) unit saw one of its major reform efforts come to fruition with the elimination of import licenses in Iraq. In April 2014, Tarabot submitted draft instructions to the Ministry of Trade calling for the elimination of import and export licenses. These instructions were positively received by the Minister of Trade, and were referenced in Prime Minister Nuri al-Maliki's decision to repeal the import regime.

Midway through the month, USAID-Tarabot's Chief of Party signed the cost share agreement between ISRAR and the Government of Iraq, an important step in the Iraqi government's commitment to take ownership of the ISRAR program. Tarabot's ISRAR team also ramped up its partnership efforts by meeting with the Ministries of Culture, Construction and Housing, Tourism and Antiquity, and Industry and Minerals to discuss the latest reviews in the upcoming regulatory reform package, which is one of two packages being prepared at the moment. The other reform package focuses on domestic investments in Iraq.

In the final week of the month, and less than a week after Tarabot signed the cost share agreement between ISRAR and the Government of Iraq, the Prime Minister's Advisory Council also signed the cost share agreement, finalizing the contract. Despite the tumultuous situation in Iraq, this timely agreement illustrates the Iraqi government's readiness and commitment to making ISRAR a permanent fixture within the new government.

Meanwhile, the Central Unit continued with its regulatory reviews throughout July. The current number of reviews completed by the Central Unit is 1,028, while the ministries have completed a total of 877 reviews. This brings the total number of reviews uploaded to the e-Guillotine system to 1,905.

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

Due to the political and security situation in Iraq, Thamer Ghadban, the Chairman of the Prime Minister's Advisory Council and the Office of Policy Development in the Prime Minister's Office, was unable to meet with Tarabot this month to further progress on public policy activities.

### 1.2.1 Policy Development in the Ministries

#### Council of Ministers' Secretariat

Senior officials from the Council of Ministers' Secretariat (COMSEC)—Mr. Obaid Fraih, Assistant Secretary General, and Mr. Ahmed Al Zubaidi, Deputy Director General for Committee Affairs and Head of the Public Policy Unit—confirmed their commitment to strengthening the Iraqi government's administrative capacity in public policymaking. Resulting from a series of discussions, a detailed plan of joint activities with USAID-Tarabot has been agreed upon. It targets systemic sustainability through

improving central coordination capacity and linking policy activities across various levels of government. The assistance will be delivered through the efforts of Tarabot's four technical units.

### **Economic Ministries**

The Ministry of Trade has made further steps towards establishing an integrated trade management information system in Iraq. The ministry's policy unit has produced a statement of resources required to make the system operational. The Director General for Foreign Economic Relations, Mr. Hashim Al-Sudani, has prepared a proposal for COMSEC, seeking the approval and engagement of other ministries in the initiative. A detailed operational plan is being devised with USAID-Tarabot's assistance.

The Ministry of Industry and Minerals continued to work on developing pilot policy initiatives that would support the implementation of the recently approved Iraqi Industrial Strategy. The formal establishment of the Industrial Policy and Reform Center was approved by the minister last month, and consists of six units: 1) Policy Making, 2) Institutional Development and Excellence, 3) Monitoring and Evaluation, 4) Industrial Governance, 5) Communications, 6) and Import Substitution. The roles and responsibilities of each unit are currently being assigned to its members. The work of the Industrial Policy and Reform Center will be supervised by the minister's advisor, Dr. Hamoudi Abbas.

The Ministry of Electricity is engaging in power sector governance reform through the separation of the ministry's policy and regulatory functions. This month, the issue of formally establishing a Public Policy Office was discussed at the Ministry of Electricity's administrative reform team meeting. Consequently, the Deputy Minister, Mr. Adil Hameed, signed and submitted a proposal for establishing the policy office. In the meantime, a plan and methodology for conducting a basic evaluation of the regulatory system of electricity sector in Iraq has been approved, and a questionnaire has been distributed by the policy team among senior officials.

### **Social Ministries**

According to the Senior Deputy Minister, Mr. Azghar Abdul Razaq, the Ministry of Migration and Displaced is considering the formal establishment of a Public Policy Department based on the work of its Public Policy Unit to raise its profile and ensure the institutional sustainability of modern policymaking in the ministry. Meanwhile, members of the Public Policy Unit have agreed on a plan of activities that aims to produce an operational plan and pilot projects for the implementation of the "Slums in Baghdad" policy.

Meanwhile, the Director General for Performance Monitoring, Mr. Kamel Amin, of the Ministry of Human Rights has affirmed the commitment of the ministry to the formal establishment of a policy unit. The Director General also confirmed that the ministry is prepared to develop an implementation plan and pilot projects for the "Domestic Violence" policy.

The head of the Public Policy Department at the Ministry of Environment, Dr. Jalal Hanna, has also confirmed the readiness of the ministry to implement its "Depletion of Gases in the Ozone Layer" and

“Pollution of the Tigris River in Baghdad Province” policies developed with the support of Tarabot. He has approved the plan of activities, which aim to produce policy operational plans and pilot initiatives.

Dr. Abdul Jawad Kadhum, the head of the Institutional Development Department at the Ministry of Labor and Social Affairs has approved a plan of joint activities with Tarabot for the months of August through October. The activities envisage the production of an implementation plan and pilot projects for the “Homeless Orphans” policy. He also confirmed the ministry’s plan to formally establish a Public Policy Unit to ensure the sustainability of efforts in building the ministry’s institutional capacity in policy making.

### **I.3 Public Procurement Reform Initiative**

USAID-Tarabot works with a range of Government of Iraq partners to promote the adoption of international standards in the opening and evaluation of bids, and the use of standard bidding documents in the procurement process. To date, Tarabot has taken important steps toward implementing a unified procurement system in Iraq that is aligned with international standards.

To secure the sustainability of this initiative, Tarabot provided technical assistance to the Ministries of Health and Construction and Housing, as well as the Governorates of Karbala and Basrah to develop their sustainability plans. The Ministry of Health and the Governorate of Karbala officially adopted their plans, which will serve as road maps for the future reform of their procurement systems, and secure progress made with the assistance of Tarabot.

In partnership with the Ministry of Planning, Tarabot is continuing to support governmental partners in the use of standard bidding documents. Tarabot provided assistance to the Ministry of Construction and Housing to prepare standard bidding documents, which are being piloted for the construction of a laboratory in Baghdad. For the Ministry of Health, technical assistance was provided to support the use of standard bidding documents in preparing Request for Proposals for hospitals. Technical assistance was also provided to the General Authority of Roads and Bridges to prepare standard bidding documents for the Pepsi Bridge Project in Babil.

Tarabot supported the Ministries of Health and Construction and Housing in the use of the DgMarket website, which enables more competition in the bidding process, and access by a broader range of potential international contractors. Additionally, as a result of Tarabot's assistance and advocacy, the Ministry of Health agreed to adopt a new electronic archiving system this month.

Tarabot also provided follow-up technical support to the Governorate of Kirkuk to reform its procurement planning and reporting. Finally, the Ministry of Transportation became the first ministry to complete and officially submit its 2014 procurement plan, developed with extensive support from Tarabot, to the Ministry of Planning.

### **I.4 Project Management Reform Initiative**

Throughout Iraq, engineers and project managers from partnering Government of Iraq entities are capitalizing on the capacity building programs of USAID-Tarabot, and progressing to the hands-on

application of Project Management Institute (PMI) systems on major capital investment projects with the ongoing support of Tarabot. The selection of over 100 projects for the application of PMI processes across 11 ministries and 14 governorate offices has set a strong precedent for government entities to achieve improved skills and sustainable procedures.

This month, Tarabot met with governorate officials in Babil and laid out a list of recommendations for the implementation of PMI processes on projects in 2014. These recommendations included: 1) the formation of a committee to oversee the implementation of PMI processes, 2) provision of MS Project and computers, 3) gathering feedback from provincial directorates on what is needed to facilitate the implementation of PMI systems, and 4) conducting site visits to track and follow up on the application of PMI systems and address any issues that may arise.

USAID-Tarabot advisors attended a ceremony in Wasit hosted by the Governor to celebrate the completion of a water treatment plant, the first project selected in the province for the application of PMI processes. The plant's capacity to provide clean water will be critical to servicing a population that is expected to double in the next ten years. This project is unique because it is the first in which Tarabot advisors worked with engineers from a partnering entity to apply PMI techniques throughout the entirety of the project's life cycle. Scoping techniques and a work breakdown structure were applied in the planning phase instead of traditional progress reports, and MS Project was also used to support PMI processes by providing project managers with a set of automated tools to assign resources, manage budgets, and track progress on projects. Wasit has selected over 30 projects in the province for the application of PMI processes, and the Governor has pledged to greatly expand this number. These projects address educational, health, transportation, and sanitation infrastructure.

Tarabot also worked with engineers from the Wasit Governorate on the construction of a school, and used estimation techniques to reduce the amount of time it took to inspect progress and test materials from 10 percent to 3 percent of the total projected schedule of the project. For a neighborhood development project, Tarabot met with the project team to recommend the S-curve method for monitoring and controlling to address discrepancies in the amount of work that was being accomplished against funds spent. Lastly, Tarabot followed up on the governorate's application of earned value management techniques to control the scheduling of a health facility in the province.

In Karbala, Tarabot visited a neighborhood reconstruction project to support the project team in the development of a work breakdown structure. Tarabot also supported the governorate in the application of PMI tools for the scheduling and cost estimation of a project for the construction of a primary school. A workshop was also conducted in the province on MS Project to support the governorate's use of the software as a tool for cost estimation and scheduling. Support was also provided to finalize a work breakdown structure for a neighborhood development pilot project.

Diyala selected to apply PMI processes on a project for the construction of a primary school, which will serve approximately 360 students. Tarabot will conduct a site visit in the coming week to support the project team in resolving scheduling delays and improve performance measurements. Technical assistance and follow up were also provided on the governorate's application of scheduling techniques on a project for the construction of a municipality building.

Tarabot conducted a site visit in Kirkuk to meet with the site manager of a Kirkuk gas pipeline construction project, which will provide the governorate with cooking fuel, to discuss how to better plan for its implementation. The site manager explained that the project included complex mechanical and electrical components that are difficult to plan. Currently, no project management system is in place to sequence the project's work schedule to ensure its timely completion. Tarabot recommended that the project team develop a work breakdown structure and network diagram as part of its planning stage to achieve a workable master schedule.

In Najaf, Tarabot worked with the governorate to apply MS Project on a pilot project for the construction of a recreation hall. The governorate agreed to continue using the software in the monitoring and controlling of the project's execution.

Tarabot supported the Ministry of Transportation in the development of a work breakdown structure for the construction of an administrative compound for the Land Transportation Company.

Reflecting the impact of Tarabot's advocacy in project management, the Ministry of Electricity approved the application of MS Project for the development of master schedules, reporting, and tracking of project performance.

Tarabot is building a cadre of engineers trained in PMI processes to carry on and spread sound project management practices. Many of these will soon undergo certification as Project Management Professionals (PMPs). The knowledge and skills required to achieve this certification make PMP-certified candidates highly valuable in both the public and private sectors. To ensure that engineers are well positioned for the PMP exam, preparatory tests were conducted for over 150 participants from the Ministries of Agriculture, Electricity, Construction and Housing, Industry and Minerals, and Health, as well as the Governorates of Kirkuk, Wasit, Najaf, Diyala, Babil, Dhi Qar, Maysan, and Basrah. Tarabot also provided a session on how to register for the PMP exam for engineers from the Ministries of Agriculture, Health, Electricity, as well as the Governorate of Babil.

## **I.5 One-Stop-Shop Initiative**

To address the long lines and complicated procedures that have long plagued service delivery, USAID-Tarabot introduced the One-Stop-Shop service center model to improve citizens' services in Iraq. This month, Tarabot met with the Deputy Secretary General from COMSEC to discuss the handover of the initiative. COMSEC was provided with detailed information about the initiative, and it was agreed that a team would be formed in COMSEC to manage the program. Tarabot will work on the development of a handover plan to ensure COMSEC's ability to fully carry on the initiative, and a roadmap is under development for this purpose. As part of the handover, Tarabot is preparing training materials on Bonita software and methodologies for business process re-engineering.

The updated interior architectural design for the Ministry of Oil's Baghdad Oil Products Distribution Company was completed this month, and work continued to develop a standard request for proposals for software development.

Currently, Tarabot is working in partnership with the Kurdistan Ministry of Labor and Social Affairs to establish a One-Stop-Shop service center in Dahuk, which will offer Social Safety Net services.

Undergoing necessary renovations to comply with the principles of Tarabot's architectural design, the center is expected to be established in the coming months.

## **I.6 Center of Excellence Initiative**

The Iraq Center for Excellence in Government (ICEG) is the culmination of years of effort by USAID-Tarabot and its predecessor, Tatweer, to improve the institutional development and performance of Iraqi government entities.

As part of Tarabot's initiative to build the capacity of COMSEC to implement and sustain the work of the ICEG, Tarabot held a series of meetings with the Deputy Secretary General of COMSEC, Mr. Obeid Mahal Frayih, and his senior staff to discuss a proposed action plan and next steps to achieve these objectives. COMSEC agreed to the plan, and to the establishment of an ICEG committee in COMSEC to assume responsibility of the center. COMSEC also agreed, in principle, on the ICEG capacity building timeframe.

Tarabot continued its work with the Ministries of Transportation, Labor and Social Affairs, Migration and Displaced, and Construction and Housing to document and analyze service delivery procedures in line with Excellence criteria.

## **I.7 Iraq Development Management System Initiative**

Tarabot facilitated meetings between the Ministry of Planning and Synergy, the contractor tasked with the design of the Iraq Development Management System, to address software coding issues related to project status. Synergy is now moving forward with the development of a code that generates project histories, allowing for the Ministry of Planning to test how the system can track changes in project implementation status. Synergy also created new filters in the system's reporting module, which are specifically related to project status and year. Lastly, a detailed guide for the use of system reports is being developed.

# PROJECT ADMINISTRATION

## Staffing, Deployment, KRG Residence, MSI Registration

As of July 31, 2014, USAID-Tarabot staff consists of 14 expatriates and 136 Iraqi nationals. As of June 20, expat staff were temporarily relocated to work from Erbil due to the security situation in Baghdad. However, Iraqi national staff members have been able to continue their daily work at the Mansour compound. USAID approved four expat staff members to work from their home-of-records. Additionally, four expat contracts were completed as of July 30.

While residing in Erbil, expat staff members have applied for residency in the Kurdistan Regional Government. At present, staff members have received one-month residencies, which can be extended if necessary. Meanwhile, due to the temporary relocation of staff in Erbil, MSI must also renew its registration to operate in the Kurdistan Regional Government; this process is currently underway.

## Security

Due to the insurgency in Iraq, MSI took several steps to reduce the exposure to risk of Tarabot staff. USAID approved the temporary relocation of expat staff to Erbil, while Iraqi staff in Baghdad worked from home for a few days due to the presence of armed militias in neighborhoods throughout the city.

Tarabot offices were closed on July 4<sup>th</sup> and July 14<sup>th</sup> and on July 28<sup>th</sup> and July 29<sup>th</sup> for the Eid holiday.

## Closeout

MSI is working with our security provider, Sallyport, to consolidate offices and housing on the Mansour compound. Some staff will relocate to offices in the building currently used by URC, which is closer to the center of the compound.

With the lease on Sumer House ending on July 31, 2014, the residence was vacated and furniture was stored prior to disposition. Several staff members moved from Sumer to Saudi house and will reside there through the end of the project. The two large exterior conference rooms near Sumer house were dismantled. Additionally, one of the two apartments in Hotel I was vacated this month and returned to Sallyport.

The governorate building in Mosul, which houses the Tarabot office, was hit by an air strike. Fortunately, no one was in the building at the time. Since the city is under ISIS control, we have no further information regarding its situation.

The lease for the Erbil office was extended for August; however, the landlord is unwilling to continue to extend the lease on a month-to-month basis.

After many months of discussion, the Prime Minister's Advisory Council asked MSI to sign a four-month contract to continue to fund ISRAR. MSI signed the contract on July 22, 2014, and sent to the Advisory Council for their signature.

# 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 (MS)	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 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 eg Market	Workshop held	List of powers created & submitted	List of abstracts 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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<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 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"/>
Diyala	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Diwaniyah	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Dhi Qar	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Karbala	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" 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 checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input 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"/>
Maysan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input 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"/>
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<input checked="" type="checkbox"/>	Completed
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<input type="checkbox"/>	Scheduled
<input type="checkbox"/>	Pending