

**World Bank Iraq Trust Fund
First Capacity Building Project (TF053196)
June 2010**

Project Summary Sheet

Title	First Capacity Building Project (Completed)				
Implementing Agency	World Bank				
Location	N/A – Institutional Support				
Sector code (OECD DAC)	15110 Economic and development policy / planning				
Compact Priority	4.2.3.1 Adopt and implement policies, legislation, regulations, procedures and build institutions of public service management				
Project Cost	US\$3.6 million				
Duration	6 months				
Approval Date	January 2004	Effective Date	February 2004	Closing Date	August 2004
Project Description	The project aimed to build the capacity of the Iraqi authorities to enable them to define, prioritize, and implement international programs of support, and to play a leading role in the reconstruction process.				
Beneficiaries	The project focused on the immediate need for Iraqi ministries to upgrade project planning and management skills. More than 580 officials from various ministries and local institutions benefitted from the project.				
Near Term Employment Creation	N/A				

Strategic Context and Donor Coordination

The project aimed to build the capacity of the Iraqi authorities to enable them to participate in the definition, prioritization, and implementation of international support, and to play a lead role in the reconstruction process. The project was designed to respond to the immediate and most urgent training needs of the Iraqi public sector staff. The specific activities undertaken were agreed upon by the Ministry of Planning and Development Cooperation and the various ministries concerned, and focused on priority areas for Iraq's development agenda and the preparation and implementation of the World Bank Iraq Trust Fund-financed projects. The European Commission's Rapid Response Mechanism (EC-RRM) provided €3 million for a six-month implementation period, with no extension of the closing date.

Project Development Objective

- Assist Iraqi officials to design and implement projects and start developing sector strategies
- Develop professional networks between Iraqi officials and counterparts in other ministries and neighboring countries

Outputs, Key Activities and Procurement

Outputs	<ul style="list-style-type: none"> • Workshops and training for key staff from relevant agencies (581 staff from 19 ministries)
Activities	<ul style="list-style-type: none"> • Training on managing the project cycle (procurement, financial management, project management, and safeguards) • Sector-specific training for line ministries • Training for private sector capacity enhancement.
Procurement	N/A

Financial Data

Funds Committed	US\$2.5 million	% approved	69%
Funds Disbursed	US\$2.5 million	% approved	69%
Closing Date	Closed August 2004	Delay (months)	

Progress against Indicators

Number of training workshops held and Iraqi officials trained	22 training activities conducted benefiting 581 Iraqi officials from 19 ministries	% of planned	N/A
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Qualitative Assessment of Project Performance

Representatives from the Central Bank, the Mayoralty of Baghdad, the Board of Supreme Audit, universities, private banks, Chambers of Commerce and Business Associations participated in workshops and training in three areas: (i) Managing the project cycle, including procurement, financial management; (ii) Strategic and technical skills in education, health, and infrastructure sectors; and (iii) Enhance private sector capacity to support sustainable growth and job creations. The program enabled the Iraqi officials to design and implement projects and start developing sector strategies towards longer-term development. Iraqi officials develop professional networks with counterparts in other ministries and neighboring countries.

Major Implementation Obstacles

N/A – The project is completed and closed.

**World Bank Iraq Trust Fund
Second Capacity Building Project (TF054373/P088247)
June 2010**

Project Summary Sheet

Title	Second Capacity Building Project				
Implementing Agency	World Bank				
Location	N/A – Institutional Support				
Sector code (OECD DAC)	15110 Economic and development policy / planning				
Compact Priority	4.2.3.1 Adopt and implement policies, legislation, regulations, procedures and build institutions of public service management				
Project Cost	US\$7 million				
Duration	73 months				
Approval Date	November 2004	Effective Date	November 2004	Closing Date	December 2010
Project Description	The project aims to strengthen economic management and build institutional capacity to enable Iraq to shift to a diversified, market-driven economy; effectively use public resources, including Iraq's own resources as well as international aid; and improve the efficiency, effectiveness, and quality of public services.				
Beneficiaries	The project directly benefits Iraqi officials, and helps introduce crucial institutional strengthening and reform initiatives. Participants include staff of various ministries and local institutions as well as the private sector.				
Near Term Employment Creation	N/A				

Strategic Context and Donor Coordination

The Second Capacity Building Project (CB2) builds on the First Capacity Building Project, with a focus on helping Iraq build the institutional capacity to use public resources transparently and effectively. CB2 finances specific technical assistance and training activities designed to help the authorities tackle medium-term economic reforms. Many activities are carried out jointly with other donors, including the IMF, UN, and DFID.

Project Development Objective

- Strengthen economic management
- Build institutional capacity to enable Iraq to shift to a diversified market-driven economy
- Improve the efficiency and quality of public services

Outputs, Key Activities and Procurement

Outputs	<ul style="list-style-type: none"> • Assist in client policy / program implementation • Develop / strengthen institutions • Facilitate knowledge exchange
Activities	<ul style="list-style-type: none"> • Workshops conducted under 4 broad themes: <ul style="list-style-type: none"> ➢ Economic reform and transition ➢ Poverty, social protection, and social development ➢ Public sector management ➢ Managing the project cycle
Procurement	N/A

Financial Data

Funds Committed	US\$6.4 million	% approved	91
Funds Disbursed	US\$6.4 million	% approved	91
Forecast Closing Date	December 2010	Delay (months)	n/a

Progress against Indicators

Number of Policy Seminars (34 seminars conducted)	% of planned	n/a
Number of Technical Workshops (28 workshops conducted)	% of planned	n/a
Number of Study Tours (2 study tours conducted)		n/a

Qualitative Assessment of Project Performance

The Second Capacity Building Project has financed about 65 activities, reaching about 1,450 participants from various private and public sector entities.

An intensive two-day workshop on Enhancing Justice Service Delivery to the Poor was launched from June 4 to 5, 2010. About 20 Iraqi officials and civil servants from the High Judicial Council, Ministry of Justice, Iraqi Bar Association, and Ministry of Displacement and Migration, in addition to representatives from civil society organizations (CSOs) participated in the workshop. The program focused on identifying and prioritizing the needs of the poor, focusing on integration of civil society and community-based groups, and helping to build on community-level operations to enable the poor to influence systematic changes on the mechanisms of justice service delivery.

Other activities planned for 2010 include: (i) Access to Public Lands for Housing and Private Sector Development workshop; (ii) a workshop on Enhancing Economic Participation of Iraqi Women; (iii) a workshop for Kurdish Regional Government officials on Consultative Development; (iv) a capacity building workshop for KRG officials of the Shura Council and the Ministry of Justice; (v) a workshop for assessing the 2007 Poverty Reduction Strategy Iraq Household Socio-Economic Survey (IHSES) and developing an action plan based on these evaluations; and (vi) a Public Procurement, Beginners Workshop for World Bank-financed Projects.

Major Implementation Obstacles

While CB2 has financed some workshops in Baghdad and Erbil, it remains difficult to gather a large number of participants in one place in Iraq for extended, intensive work. Potential locations for each proposed activity are evaluated based on the timing, level of participation, length of workshop, and cost, in order to balance the competing priorities and ensure that the workshop meets its objective in a cost effective manner.

**World Bank Iraq Trust Fund
Textbook Provision Project (TF051095/P088945)
June 2010**

Project Summary Sheet

Title	Textbook Provision Project (Completed)				
Implementing Agency	Ministry of Education (MOE)				
Location	Nationwide (all 18 Governorates)				
Sector code (OECD DAC)	11120 Education facilities and training				
Compact Priority	4.4.2.3.1 Achieve universal access to basic education				
Project Cost	US\$40 million				
Duration	31 months				
Approval Date	May 2004	Effective Date	May 2004	Closing Date	December 2006
Project Description	The project aimed to provide urgently needed textbooks in order to keep schools open, and to improve learning conditions in primary and secondary schools.				
Beneficiaries	The project benefited all 6 million primary and secondary school pupils, who received 11 books each on average.				
Near Term Employment Creation	The project was designed to maximize local content and employment by contracting local printers to the maximum extent possible, taking into consideration the quantity of paper available in Iraq. Contracts to Iraqi printers amounted to US\$14 million; and an estimated US\$7.5 million was spent on local labor costs.				

Strategic Context and Donor Coordination

The US and UN (UNESCO and UNICEF) undertook emergency efforts to provide textbooks for the 2003/2004 school year, typically contracting the printing and distribution of textbooks with primarily international firms. For the 2004/2005 school year, the MOE requested the World Bank to help it undertake the printing and distribution of textbooks. Since 2006, MOE has used its own resources to finance textbook provision. The project provided a platform for the World Bank to support the Ministry in developing a strategic framework and a donor coordination strategy for education in Iraq.

Project Development Objective

Provide textbooks to Iraqi school children on an urgent basis to ensure continued and improved education service delivery

Outputs, Key Activities and Procurement

Outputs	• Textbook supplies to students and schools functioning	
Activities	• Textbook Provision • Project Management	
Procurement	Goods (Textbooks):	US\$37.3 million
	Other Goods:	US\$ 0.2 million
	Consulting Services:	US\$ 0.4 million
	Operating Costs:	US\$ 0.1 million
	Unallocated:	US\$ 2.0 million

Financial Data

Funds Committed	US\$38.8 million	% approved	97
Funds Disbursed	US\$38.8 million	% approved	97
Closing Date	December 2006	Delay (months)	

Progress against Indicators

Percentage of textbooks delivered to schools	82 million textbooks were delivered, against a target of 69 million textbooks	% of planned	119
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Qualitative Assessment of Project Performance

The project closed on December 31, 2006. Competitive bidding procedures led to cost savings of about US\$9 million which were used to print and distribute an additional 13.5 million textbooks for the 2005/2006 school year, exceeding its main development objective.

Major Implementation Obstacles

N/A – The project is completed and closed.

**World Bank Iraq Trust Fund
School Construction and Rehabilitation Project (TF053545/P087907)
June 2010**

Project Summary Sheet

Title	School Construction and Rehabilitation Project				
Implementing Agency	Ministry of Education (MOE)				
Location	Nationwide (all 18 governorates)				
Sector code (OECD DAC)	<i>11120</i> Educational facilities and training				
Compact Priority	<p><i>4.4.1.1</i> Design and carry out specific policy reforms and investments towards achieving the Millennium Development Goals</p> <p><i>4.4.1.2.1</i> Undertake specific measures to promote continuous education for competitive skills and equal opportunities in the labor market</p> <p><i>4.4.1.3.1</i> Achieve universal access to basic education</p>				
Project Cost	US\$60 million				
Duration	73 months				
Approval Date	October 2004	Effective Date	October 2004	Closing Date	December 2010
Project Description	The project aims to alleviate severe school building hazards by constructing new schools to replace unsafe or overcrowded facilities, and by rehabilitating schools needing urgent repair.				
Beneficiaries	The project targets over 50,000 families with children attending primary and secondary schools. It directly benefits about 75,000 pupils (about 7% of pupils in overcrowded or damaged schools.) Construction of new buildings will provide places for 20,000 students in primary and secondary schools, and benefit a further 10,000 students by eliminating multiple school sessions. The rehabilitation of schools will directly benefit 45,000 students.				
Near Term Employment Creation	The project maximizes local content by using Iraqi firms for design, construction, and construction supervision. The project expects to generate over 6,000 job opportunities, over half of which are underway through ongoing reconstruction work.				

Strategic Context and Donor Coordination

The MOE Situation Analysis, building on the UN/World Bank Joint Needs Assessment, identified almost US\$700 million in urgent repair and reconstruction needs over three years. Over 12,000 schools (more than 80%) require repair, 2,300 require minor repair, 9,400 require major repair, and around 1,300 need to be demolished and rebuilt. A gap of more than 3,000 schools causes schools to hold double and triple shifts. The World Bank, the UN, and the US are the main donors supporting education, and continue to coordinate their efforts. The US focused initially on minor rehabilitation; the UN supports both minor and major rehabilitation. The World Bank is the only donor working through Iraq's MOE and the only donor financing major new school construction in a significant manner.

Project Development Objective

- Improve the educational facilities to benefit children
- Create local employment during the construction phase
- Create long-term income generating activities in the staffing of schools

Outputs, Key Activities and Procurement

Outputs	<ul style="list-style-type: none"> 133 schools rehabilitated (reduced from 140 originally) 52 new schools constructed (reduced from 117 originally) 												
Activities	<ul style="list-style-type: none"> Various design, construction and supervision activities related to outputs 												
Procurement	<table> <tr> <td>Civil Works:</td> <td>US\$52.8 million</td> </tr> <tr> <td>Goods:</td> <td>US\$ 0.4 million</td> </tr> <tr> <td>Consulting Services:</td> <td>US\$ 2.9 million (95 % local consultants)</td> </tr> <tr> <td>Training:</td> <td>US\$ 0.2 million</td> </tr> <tr> <td>Operating Costs:</td> <td>US\$ 0.5 million</td> </tr> <tr> <td>Unallocated:</td> <td>US\$ 3.2 million</td> </tr> </table>	Civil Works:	US\$52.8 million	Goods:	US\$ 0.4 million	Consulting Services:	US\$ 2.9 million (95 % local consultants)	Training:	US\$ 0.2 million	Operating Costs:	US\$ 0.5 million	Unallocated:	US\$ 3.2 million
Civil Works:	US\$52.8 million												
Goods:	US\$ 0.4 million												
Consulting Services:	US\$ 2.9 million (95 % local consultants)												
Training:	US\$ 0.2 million												
Operating Costs:	US\$ 0.5 million												
Unallocated:	US\$ 3.2 million												

Financial Data

Funds Committed	US\$51.3 million	% approved	85
Funds Disbursed	US\$40.1 million	% approved	67
Forecast Closing Date	December 2010	Delay (months)	5

Progress against Indicators

133 schools rehabilitated	The school rehabilitation subcomponent has been completed. The PMT was requested to carry out an assessment of all 133 schools to review their status and outcomes, including enrollment, to be reported to the Bank.	% of planned	100
54 new schools constructed	31 schools have been completed, and 17 are currently under construction. 48 new schools are planned to be built by the closing date of December 2010. The 6 remaining schools will not be built due to lack of availability of land in Anbar Governorate, and the security situation in Diyala and Karbala Governorates.		57

Qualitative Assessment of Project Performance

Major rehabilitation of 133 schools is complete, at an average cost of US\$181 per student, benefiting 45,000 pupils and creating 3,000 construction jobs. The number of new schools to be financed under the project was reduced from 117 to 54 because of price escalation, the appreciation of the Iraqi Dinar, unavailability of land, and security constraints. 31 schools have been constructed and, 17 schools are currently under construction. Only 48 schools will be built because six schools (in Anbar, Diyala and Karbala Governorates) encountered problems with land availability and security.

Due to the drastic reduction in the number of schools to be built under the project, the project is being restructured to: (i) update project targets (schools rehabilitated and new school construction); (ii) use the uncommitted amount of US\$8.8 million to finance the construction of additional six-classroom blocks in 20 selected schools in the Baghdad area; (iii) re-allocate funds within disbursement categories to align with actual project costs and to take account of the additional construction activities; and (iv) extend the closing date to June 30, 2012 to allow sufficient time to complete all project activities. The restructuring was discussed and agreed with the MOE/PMT during the June 2010 mission.

Major Implementation Obstacles

Institutional capacity issues have delayed project decision-making and implementation. The incidence of payment delays has been reduced since the opening of the Designated Account and the elimination of the intermediary commercial bank in the payment chain. Finally, the PMT's oversight and internal controls have revealed deficiencies resulting in quality concerns, mistakes and the payment of ineligible expenditures. The MOE needs to continue to take action to remedy these issues.

World Bank Iraq Trust Fund
School Construction Supplement for Marshland Schools (TF057366/P100726)
June 2010

Project Summary Sheet

Title	School Construction Supplement for Marshland Schools				
Implementing Agency	Ministry of Education (MOE)				
Location	Al Basra, Thi Qar, Missan				
Sector code (OECD DAC)	<i>11120</i>	Education facilities and training			
	<i>15150</i>	Strengthening civil society			
Compact Priority	<i>4.4.1.1</i>	Design and carry out specific policy reforms and investments towards achieving the Millennium Development Goals			
	<i>4.4.1.2.1</i>	Undertake specific measures to promote continuous education for competitive skills and equal opportunities in the labor market			
	<i>4.4.1.3.1</i>	Achieve universal access to basic education			
	<i>4.2.1.1</i>	Adopt and carry out policies to stimulate civil society engagement in reforms			
Project Cost	US\$6.0 million				
Duration	32 months				
Approval Date	October 2006	Effective Date	October 2006	Closing Date	June 2009
Project Description	The grant provides additional funding for the Emergency School Construction and Rehabilitation Project to construct approximately 33 new schools in the Marshland areas.				
Beneficiaries	The construction of approximately 33 small schools will benefit 6,000 - 8,000 children and help stabilize the resettlement of about 30 communities in existing villages.				
Near Term Employment Creation	The project will create over 90,000 man-days of construction work.				

Strategic Context and Donor Coordination

The supplemental financing for Marshlands Schools emphasizes local stakeholder involvement, using NGOs to mobilize and train local school/community committees to undertake small site improvement works in each school site. The project is implemented by the three governorates concerned, under the overall guidance of the Project Management Team in Baghdad. The World Bank, the UN, and the US are the main donors supporting education and are coordinating their efforts. The Marshlands areas are particularly deprived in terms of basic educational facilities.

Project Development Objective

- Improve educational environment for improved quality of education
- Increase local stakeholder participation

Outputs, Key Activities and Procurement

Outputs	<ul style="list-style-type: none"> • 33 schools constructed • Stakeholder groups created
Activities	<ul style="list-style-type: none"> • School construction • Capacity building for local stakeholders
Procurement	<p>Civil Works: US\$5.2 million</p> <p>Small Works and Incidental Services: US\$0.2 million</p> <p>Consulting Services: US\$0.5 million</p> <p>Training: US\$0.1 million</p>

Operating Costs:	US\$0.08 million
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Financial Data

Funds Committed	US\$5.2 million	% approved	86
Funds Disbursed	US\$5.2 million	% approved	86
Forecast Closing Date	June 2009	Delay (months)	

Progress against Indicators

Number of new schools constructed	30 out of 33 6-classroom schools were built; 3 schools were cancelled due to lack of funding.	% of planned	90
Local stakeholder participation (number of site improvement committees created)	NGOs played a role in solving the property dispute, and committees have been created.	% of planned	100

Qualitative Assessment of Project Performance

Project implementation was completed on schedule, and 30 schools were built out of the planned 33. Thirty committees were constituted at the local community level, and were involved in site improvement works done by local NGOs. The 30 schools will host about 7,000 primary school students. A beneficiary survey was carried out in December 2009. At the time of the survey, 27 out of 30 schools were in operation. Three remaining schools (two in Basra, and one in Missan) are expected to be in operation this year. About 3,500 students were enrolled of which 1,300 are girls.

Major Implementation Obstacles

The project is completed and closed.

**World Bank Iraq Trust Fund
Health Rehabilitation Project (TF054404/P091305)
June 2010**

Project Summary Sheet

Title	Health Rehabilitation Project				
Implementing Agency	Ministry of Health (MOH)				
Location	Hospital Emergency Units: Baghdad/Risafu, Amara/Maysan, Salaheddin, Karbala, Kirkuk, Baghdad, Erbil, Baghdad/Karkh, Suleimaniyah Drug Warehouse: Baghdad				
Sector code (OECD DAC)	<i>12110</i>	Health policy and administrative management			
	<i>12220</i>	Basic health care			
	<i>12230</i>	Basic health infrastructure			
	<i>12281</i>	Health personnel development			
Compact Priority	<i>4.4.1.1</i>	Design and carry out specific policy reforms and investments towards achieving the Millennium Development Goals			
	<i>4.4.1.4.2</i>	Improve administration and emergency management in the health care system			
Project Cost	US\$25 million				
Duration	62 months				
Approval Date	November 2004	Effective Date	December 2004	Closing Date	February 2010
Project Description	The project aims to improve access to quality emergency services in selected health facilities in order to serve the urgent needs of the Iraqi population.				
Beneficiaries	About 13 million Iraqis live within the areas serviced by the emergency health units to be rehabilitated. From this population, an estimated 100,000 people will use the emergency health services per year.				
Near Term Employment Creation	While creating immediate employment is not a direct project objective, the project will create an estimated 1,000 short-term jobs through civil works undertaken by local construction companies.				

Strategic Context and Donor Coordination

The estimated reconstruction needs of the health sector range from US\$3 to US\$4.6 billion. The US and Japan are the largest donors to the health sector, focusing on major construction and reconstruction of hospitals and health centers. Donor coordination at the policy level is carried out by WHO.

Project Development Objective

- Emergency medical care is available at key health facilities
- Increased capacity to manage and plan health administration at the central and governorate level

Outputs, Key Activities and Procurement

Outputs	<ul style="list-style-type: none"> • 9 emergency units rehabilitated • 3-6 month supply of 37 key emergency drugs • Improved planning and management of health administrations 								
Activities	<ul style="list-style-type: none"> • Construction works • Procurement of drugs • Technical assistance 								
Procurement	<table style="width: 100%; border: none;"> <tr> <td>Civil Works:</td> <td>US\$13.3 million</td> </tr> <tr> <td>Goods:</td> <td>US\$ 8.6 million</td> </tr> <tr> <td>Consulting Services:</td> <td>US\$ 1.8 million</td> </tr> <tr> <td>Training:</td> <td>US\$ 0.9 million</td> </tr> </table>	Civil Works:	US\$13.3 million	Goods:	US\$ 8.6 million	Consulting Services:	US\$ 1.8 million	Training:	US\$ 0.9 million
Civil Works:	US\$13.3 million								
Goods:	US\$ 8.6 million								
Consulting Services:	US\$ 1.8 million								
Training:	US\$ 0.9 million								

Operating Costs:	US\$ 0.4 million
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Financial Data

Funds Committed	US\$23.8 million	% approved	95
Funds Disbursed	US\$23 million	% approved	92
Forecast Closing Date	February 2010	Delay (months)	

Progress against Indicators

9 emergency units rehabilitated and providing quality emergency services	All 9 emergency units have been rehabilitated and are receiving patients. A drug warehouse has been rehabilitated and provides temporary storage for equipment, materials and pharmaceuticals.	% of planned	100
12 hospitals with new emergency equipment in use	All medical equipment has been delivered to the project sites and installed, and staff have been trained. Savings of US\$1 million have been used to procure additional needed medical equipment for 27 hospitals throughout the country.		100
Basic emergency pharmaceutical packages procured and distributed.	All pharmaceutical drugs have been delivered to the 12 emergency units.		100
Staff trained in emergency medical services applying new skills	Training for 48 doctors and 60 nurses on acute trauma care is complete.		100
Training on EMS management and ER planning and management	22 MOH doctors trained in emergency preparedness management.		100

Qualitative Assessment of Project Performance

The project closed on February 28, 2010. Total amount disbursed to date is about US\$23 million. Civil work activities at all nine planned hospital emergency units have been completed and are fully operational. However, there is still a significant balance to be paid to the contractor for work completed before the closing date. The MOH PMT has informed the World Bank that payments against several contractor invoices are in progress. Civil works also included construction of a warehouse in Baghdad to provide temporary storage for equipment, materials and pharmaceuticals. Pharmaceuticals, with a value of US\$1.7 million, have been procured. All equipment and furniture have been delivered to the project sites. Savings realized towards the end of the project are financing additional needed medical equipment to 27 hospitals throughout the country. All training under the project has been completed. Training of emergency medical staff was satisfactorily delivered and most of the trained staff are assigned to the completed facilities. Of the US\$2 million undisbursed funds, US\$1 million will be disbursed against existing contracts, and the remaining \$1.0 million will be cancelled from the project.

Major Implementation Obstacles

The pace of implementation increased prior to the project's closing and there was improved project oversight by the PMT. However, project monitoring and evaluation by the PMT could have been stronger to determine the results of the project in terms of service utilization and quality.

**World Bank Iraq Trust Fund
Disabilities Project (TF054052/P096774)
June 2010**

Project Summary Sheet

Title	Disabilities Project				
Implementing Agency	Ministry of Health (MOH)				
Location	Amara, Basra, Samawa, Karbala, Dewaniyah, Kut				
Sector code (OECD DAC)	<i>12191</i>	Medical services			
	<i>15150</i>	Strengthening civil society			
Compact Priority	<i>4.4.1.1</i>	Design and carry out specific policies including reforms and investments towards achieving the Millennium Development Goals			
	<i>4.2.1.1</i>	Adopt and carry out policies to stimulate civil society engagement in reforms			
Project Cost	US\$16.8 million (reduced from US\$19.5 million)				
Duration	61 months				
Approval Date	November 2005	Effective Date	November 2005	Closing Date	December 2010
Project Description	The project aims to improve access of the disabled population to rehabilitation and prosthetic services, in the targeted areas. Specifically, the project supports: (i) upgrading the infrastructure and equipment of selected rehabilitation and prosthetic centers throughout Iraq; and (ii) specialized training to improve the rehabilitation services.				
Beneficiaries	The project will provide (i) access to 500 disabled clients per month per facility; and (ii) medical aids to 39,500 disabled clients.				
Near Term Employment Creation	Although creating immediate employment is not a project objective, the project will generate short-term jobs through civil works undertaken by local construction companies.				

Strategic Context and Donor Coordination

Iraq has a growing population of disabled people, yet social and rehabilitation services for this group have declined. Given the country's high unemployment rates and poor community services, becoming disabled poses a serious risk of an entire family falling into poverty. Improving services to the disabled is a government priority that requires increased attention of the government and the donor community.

Project Development Objective

Improve access of the disabled population in the targeted areas in Iraq to rehabilitation and prosthetic services

Outputs, Key Activities and Procurement

Outputs	<ul style="list-style-type: none"> Construct and equip 6 new rehabilitation centers (4 rehabilitation centers and 2 rehabilitation plus workshops) Deliver specialized training to increase capacity of MOH and partners to provide services to the disabled
Activities	<ul style="list-style-type: none"> Rehabilitation works to ensure delivery of services to the disabled Supply of prosthetics Training of rehabilitation center managers, physiotherapists, physicians, and prosthesis and orthosis technicians.

Procurement	Civil Works:	US\$ 6.1 million
	Goods:	US\$ 7.9 million
	Consulting Services:	US\$ 0.7 million
	Training:	US\$ 1.8 million
	Operating Costs:	US\$ 0.3 million

Financial Data

Funds Committed	US\$16.1 million	% approved	96
Funds Disbursed	US\$13.5 million	% approved	80
Forecast Closing Date	December 2010	Delay (months)	4

Progress against indicators

Number of disabled who have used the newly constructed and equipped facilities	All 6 project site facilities are now operational. 230 patients a day, on average, are being served by the project facilities.	% of planned	65
Number of disabled who have received medical aids through the project	25,000		74
Number of new basic rehabilitation centers constructed	Civil works completed		100
Number of new prosthetic workshops constructed	Civil works completed		100
Number of staff trained in the area of physical rehabilitation	66 physiotherapists and 16 physicians have been trained		100
Number of staff trained in the area of production and fitting of prostheses and orthoses	35 staff have been trained		100
Number of facility managers trained in the area of facility management	15 facility managers have been trained		100
Number of medical aids (wheelchairs, crutches, walking sticks, walking frames, walking rollators, tripods) procured	38,000 items procured		100
Number of quarterly progress monitoring reports	17 reports completed		95

Qualitative Assessment of Project Performance

The project was restructured and scaled back in March 2009 from 14 sites to six sites for security reasons and changed MOH priorities. Construction is now completed at all six sites, and these sites have now been handed over to the MOH. The medical aids have been delivered to the Directorate level stores; however, distribution of these aids to the disabled is not completed. The contract for the rehabilitation center and

workshop equipment has been signed and the items have been delivered to the project sites. All originally planned training for rehabilitation physicians, physiotherapists and workshop technicians has been completed, and additional training is being carried out under the restructured project.

The project was restructured again in June 2010 to (i) extend the project closing date from June 30, 2010 to December 31, 2010, thus providing the opportunity for the MOH to apply uncommitted funds in the amount of US\$520,000 to procure an additional 138 electric wheelchairs in high demand and urgently needed for individuals with disabilities, as well as to give sufficient time for detailed data collection and analysis of project outputs and outcomes; and (ii) to reallocate funding to adjust the disbursement categories to the actual costs and expected final expenditures.

Major Implementation Obstacles

Overall implementation of the project has been moderately satisfactory since the project was restructured. However, the project could still benefit from increased monitoring and evaluation by the MOH/PMT to effectively track the results of the project. The prosthetic workshops in Kut and Dewaniyah are functioning with limited capacity at present due to a shortage of raw materials for the prostheses. There is a lag in the supply of these materials because the contracts need to go through complex procedures of KIMADIA, the procurement agency of the MOH.

**World Bank Iraq Trust Fund
Regional Emergency Health Response Project (TF092237/P107698)
June 2010**

Project Summary Sheet

Title	Regional Emergency Health Response Project				
Implementing Agency	Ministry of Health of Kurdistan Regional Government of the Republic of Iraq (KRG MOH)				
Location	Erbil, Sulaymaniyah and Dahuk				
Sector code (OECD DAC)	<i>12110</i>	Health policy and administrative management			
	<i>12181</i>	Medical education and training			
	<i>12191</i>	Medical services			
	<i>12220</i>	Basic health care			
	<i>12230</i>	Basic health infrastructure			
	<i>12281</i>	Health personnel development			
Compact Priority	<i>4.4.1.1</i>	Design and carry out specific policy reforms and investments towards achieving the Millennium Development Goals			
	<i>4.4.1.4.2</i>	Improve administration and emergency management in the health care system			
Project Cost	\$13.2 million				
Duration	42 months				
Approval Date	June 2008	Effective Date	July 2008	Closing Date	December 2011
Project Description	The project aims to assist the KRG to establish rapid, coordinated and effective response services to health emergencies. The project will: (i) establish and equip 3 Emergency Coordination Centers; (ii) train approximately 290 medical and paramedical staff in pre-hospital emergency services; and (iii) construct or rehabilitate 3 blood banks.				
Beneficiaries	Population of the three governorates, including internally displaced people totals around 5 million				
Near Term Employment Creation	While generating local employment is not a direct objective of the project, the project will utilize local contractors.				

Strategic Context and Donor Coordination

The World Bank has considerable experience in the health sector in Iraq, with: (i) two ITF-financed projects implemented by the central Ministry of Health in Baghdad; and (ii) two Post-Conflict Fund projects implemented at the sub-national level. This project, with a regional implementation approach, targets interventions in a decentralized context. A number of UN agencies are currently active in the health sector in the Kurdish Region, including UNOPS, UNFPA, WHO, and UNICEF. In addition, the US, Korea and Japan provide bilateral support to the health sector in the form of reconstruction and/or rehabilitation of several hospitals and primary care centers.

Project Development Objective

The project aims to assist the KRG to build its capacity to respond to health emergencies in a rapid, coordinated and effective manner.

Outputs, Key Activities and Procurement

Outputs	<ul style="list-style-type: none"> • Establish 3 Emergency Coordination Centers (ECCs) • Establish an emergency communication system • Provide 12 ambulances • Train of technical staff (emergency physicians, nurses, paramedics, ambulance
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	drivers) <ul style="list-style-type: none"> Construction/rehabilitate of 3 blood banks
Activities	<ul style="list-style-type: none"> Construction, rehabilitation, training of technical staff, procurement of goods and equipment.
Procurement	Civil Works: US\$1.3 million Goods: US\$7.5 million Consulting Services: US\$0.4 million Training: US\$0.7 million Project Management : US\$2.5 million Unallocated: US\$0.8 million

Financial Data

Funds Committed	\$2.6 million	% approved	20
Funds Disbursed	\$2.9 million	% approved	22
Forecast Closing Date	December 2011	Delay (months)	0

Progress against Indicators

Three functional Emergency Coordination Centers	Civil works contracts signed for 3 Emergency Coordination Centers, and work underway in two of them.	% of planned	40
Technical staff trained in pre-hospital emergency services	Initial training plan has been discussed, and training consultant selection is underway		10
Three blood banks constructed or rehabilitated and equipped	Civil works contracts for Blood Banks signed and work already underway in Dohuk and Suleimaniyah.		40

Qualitative Assessment of Project Performance

All contracts for the three Emergency Communications Centers (ECCs) and the three Blood Banks have been signed, and construction is underway in all sites. 12 ambulances have been procured. The consultancy contract to plan and carry out the emergency response training program for medical and paramedical staff is being finalized. The contract for the procurement of consultants to design and implement the emergency telecommunications system has been signed. All bids for the laboratory equipment for the three Blood Banks have been rejected as bid prices were substantially higher than the existing budget. Bidding documents have been revised and bidders/suppliers were invited to rebid. The deadline to submit the bids is July 15, 2010. The request for extension of project closing date from June 30, 2010 to December 31, 2011 and the additional financing of US\$4.5 million has been approved by the World Bank. The additional financing will cover the cost of establishing an up-to-date emergency telecommunications system and expanding the technical training of emergency medical and paramedical staff to maximize efficiency and yield of the emergency medical system.

Major Implementation Obstacles

The main challenges include: (i) improving collaboration between KRG MOH and UNOPS (implementing agency for the KRG MOH) in project oversight and management; (ii) keeping the activities on schedule according to the detailed implementation plan; and (iii) preparing the requisite bidding documents and other procurement documents in a timely fashion and according to the implementation schedule.

World Bank Iraq Trust Fund
Water Supply, Sanitation and Urban Reconstruction Project (TF054455/P087910)
June 2010

Project Summary Sheet

Title	Water Supply, Sanitation and Urban Reconstruction Project				
Implementing Agency	Ministry of Municipalities and Public Works (MMPW)				
Location	<i>Water Supply / Sanitation</i> <ul style="list-style-type: none"> • Arbil, Majar, Kena'an, Beiji Al-Hussainia, Al Muthanna <i>Urban Reconstruction</i> <ul style="list-style-type: none"> • Arbil, Karbala 				
Sector code (OECD DAC)	<i>14020</i> Water supply and sanitation (large systems) <i>43030</i> Urban development and management				
Compact Priority	4.4.1.5.2 Undertake specific measures to ensure universal access to services (water / sanitation)				
Project Cost	US\$110 million				
Duration	84 months				
Approval Date	December 2004	Effective Date	December 2004	Closing Date	December 2011
Project Description	The project aims to upgrade and rehabilitate basic water supply and sanitation services in 7 cities, and conduct urban reconstruction in the poorest areas of 2 cities, choosing subprojects that will have high impact. The project will strengthen Iraq's capacity to manage large-scale reconstruction projects.				
Beneficiaries	The rehabilitation financed under the project will bring significant health and welfare benefits to approximately 1 million people in five municipalities. The resulting improvement in water supply and sanitation services will also help reduce the incidence of waterborne diseases, which are a major contributor to infant and child mortality.				
Near Term Employment Creation	The project will create vitally-needed short-term employment; civil works will be conducted by local firms, creating an estimated 3,000 short-term construction sector jobs.				

Strategic Context and Donor Coordination

The Joint UN-World Bank Needs Assessment estimated total needs for rehabilitation and reconstruction of water supply and sanitation facilities to be about US\$6.8 billion. The World Bank worked closely with the MMPW to identify project components, which were coordinated with the work of the US, DFID (in the south), and UN agencies (in the north). World Bank-administered financing is implemented by the MMPW to help ensure Iraqi ownership and build Iraqi institutional capacity. The World Bank's interventions are carefully designed for sustainability (e.g. new water treatment units are accompanied when necessary by distribution network rehabilitation). The World Bank meets regularly with other major donors, and collaborates closely with the Japan Bank for International Cooperation, including launching joint missions, to identify joint and complementary financing opportunities for future projects.

Project Development Objective

Restore basic water supply, sanitation and urban services for urban areas outside Baghdad through:

- the reconstruction and rehabilitation of existing facilities; and
- support to capacity building through training and technical assistance

Outputs, Key Activities and Procurement

Outputs	<ul style="list-style-type: none"> • Priority water networks and treatment facilities rehabilitated • Urban infrastructure rehabilitated • Increased capacity of MMPW to manage rehabilitation works • 20 million cubic meters (MCM) per year of additional water made available to approximately 1 million people.
Activities	<ul style="list-style-type: none"> • Rehabilitation and upgrade of sewerage systems in Saif Saad area of the City of Karbala • Rehabilitation and upgrade of water supply systems in Majar, Beiji, Kena'an, Al Samawa, Al-Hussainia, and Badawa. • Urban rehabilitation works in Badawa • Capacity building activities
Procurement	<p>Civil Works: US\$ 97.1 million</p> <p>Goods: US\$ 0.2 million</p> <p>Consulting Services: US\$ 8.7 million</p> <p>Operating Costs: US\$ 1.5 million</p> <p>Unallocated: US\$ 2.5 million</p>

Financial Data

Funds Committed	US\$94.8 million	% approved	86
Funds Disbursed	US\$65.8 million	% approved	60
Forecast Closing Date	December 2011	Delay (months)	0

Progress against Indicators

Increase in the quantity of water produced in the project cities (million cubic meter of treated water per day)	Component under implementation (ex-post assessment)	% of planned	N/A
Improvement in the % of water samples meeting the WHO biological and chemical standards in the areas affected by the project	Component under implementation (ex-post assessment)		N/A
Rehabilitation and upgrade of sewerage systems in Saif Saad area of the City of Karbala	In progress, most of the sewers pipes laid, pumps are expected to be delivered to the site by July 2010		65
Rehabilitation and upgrade of water supply systems in Majar	Completed and providing 25,000 people with clean water		100
Rehabilitation and upgrade of water supply systems in Beiji	Bidding process		10
Rehabilitation and upgrade of water supply systems in Kena'an	Bidding process		10
Rehabilitation and upgrade of water supply systems in Al Samawa	Completed and providing more than 250,000 people with clean water		100
Rehabilitation and upgrade of water supply systems in Al-Hussainia	Package I stands at 10%, and Package III completed		35

Rehabilitation and upgrade of water supply systems and Urban rehabilitation works in Badawa	90% of the concrete and asphalt roads are nearly completed. Water supply systems completed. The ground and elevated reservoirs are near completion. The water supply system is currently supplied from groundwater wells in the area.		80
Time for procurement of works and services reduced	Training for more than 70 MMPW staff on procurement, financial management, environmental and safeguard in addition to training on Administration and Contract management is complete.		70

Qualitative Assessment of Project Performance

Two components are completed and operational. However progress on other components is slow and continues to experience delays in implementation for different reasons, e.g., the March 7 parliamentary elections, religious holidays, security issues, weather, etc.

The rehabilitation and upgrading of Karbala Water Supply and Sewerage System is about 60% complete (Component 1). The tender documents for the rehabilitation and upgrading of the Beiji and Kena'an Water Supply Systems are being completed by the PMT (Components 3 and 4). Construction of the upgrading of the Al Hussainia Water Supply System, Package 1 is in progress, and Package III is completed. Package II is being implemented using GOI funds (Component 5). The progress to date of the remaining works of the urban rehabilitation and upgrading of the Badawa Water Supply System is about 70%.

A technical tour to Spain was conducted from May 1-10, 2010, attended by five staff from the MMPW. The primary objective of the study tour was to provide key Iraqi sector experts and officials international experience in water management, private sector participation, investment planning, operation and maintenance practices and general sector best management practices. The training is part of a broader capacity building program for the Iraqi team in parallel with the implementation of the ongoing ITF and IDA projects, and also to better prepare the clients for the preparation of new IBRD projects by exposure to water sector issues in other countries.

Major Implementation Obstacles

While security remains an issue, the lack of institutional capacity has had a greater impact on project implementation and progress. The pace of implementation has improved as many of the long-standing obstacles have been resolved. Progress was less than planned due to elections and religious holidays.

The World Bank team continues to provide all support possible; the team conducts frequent audio conferences with the PMT in addition to quarterly supervision missions, training workshops. In order to build technical and managerial capacity of the PMT and Ministry staff, each supervision mission includes targeted training workshops in order to enhance PMT capacity. The World Bank team will continue to provide the required training as part of upcoming missions.

**World Bank Iraq Trust Fund
Baghdad Water Supply and Sanitation Project (TF054435/P087912)
March 2010**

Project Summary Sheet

Title	Baghdad Water Supply and Sanitation Project				
Implementing Agency	Mayorality of Baghdad (MOB)				
Location	Baghdad				
Sector code (OECD DAC)	14020 Water supply and sanitation (large systems)				
Compact Priority	4.4.1.5.2 Undertake specific measures to ensure universal access to services (water / sanitation, housing)				
Project Cost	US\$65 million				
Duration	84 months				
Approval Date	December 2004	Effective Date	December 2004	Closing Date	December 2011
Project Description	The project aims to help restore basic water supply and sanitation services for Baghdad through the reconstruction and rehabilitation of existing water supply and sewerage collection facilities. The project will rehabilitate water pumping stations and water treatment plants, and replace the water supply network in Za'afarana district and the sewer system in Sadr City. The project includes the preparation of Phase I for a Comprehensive City Development Plan. The project will help build Iraq's capacity to manage large-scale reconstruction programs.				
Beneficiaries	The project is expected to improve the quality of life of about one million residents of Baghdad by improving the supply of potable water, eliminating sewerage backup in streets and homes, and contribute to reduction of the incidence of waterborne diseases.				
Near Term Employment Creation	The project will also create vitally-needed short-term employment; civil works will be conducted by local firms creating an estimated 2,000 short-term construction sector jobs.				

Strategic Context and Donor Coordination

The project was designed to complement US-funded water supply and sanitation rehabilitation. The project supports network rehabilitation linked to the US-financed rehabilitation of the Baghdad sewerage treatment plant. The World Bank meets regularly with major donors and collaborates closely with the Japan Bank for International Cooperation, including holding joint missions.

Project Development Objective

Assist MOB to restore basic water supply and sanitation services to the capital city of Baghdad

Outputs, Key Activities and Procurement

Outputs	<ul style="list-style-type: none"> • Priority networks and treatment facilities restored • Increased local capacity to manage rehabilitation of sector
Activities	<ul style="list-style-type: none"> • Rehabilitation of raw and clean water pumping stations and chlorine/chemical units • Replacement of sewer pipes in Sadr City • Rehabilitation of drinking water pipes in Zafaraniyeh • Capacity building activities including system design, conducting feasibility studies, and audits • Development of a Comprehensive City Development Plan for Baghdad Phase I

Procurement	Civil Works:	US\$42.85 million
	Goods:	US\$12.85 million
	Consulting Services:	US\$ 4.0 million
	Operating Costs:	US\$ 0.85 million
	Unallocated:	US\$ 4.45 million

Financial Data

Funds Committed	US\$62.1 million	% approved	95
Funds Disbursed	US\$43.8 million	% approved	67
Forecast Closing Date	December 2011	Delay (months)	2

Progress against Indicators

Increase in the quantity of water produced under the project (500,000 cubic meter of treated water per day).	Component under implementation (ex-post assessment)		
Improvement in the % of water samples meeting the WHO biological and chemical standards in the areas affected by the project	Component under implementation (ex-post assessment)		
Quantity of sewage collected and transported to treatment plant (m3/day).	Component under implementation (ex-post assessment)		
Chlorine and chemical process units at Al-Karkh WTP rehabilitated	Rebidding		
2B Pumping station rehabilitated	Completed and operational		100
Abu Nuwas raw water pumping station rehabilitated	Completed and operational		100
45 km of old water network renewed and expanded in Zafaraania district	All works for 45 km of water pipes in completed and the water system is operational		75
100 km of sewers laid and 8,000 new house connections rehabilitated in 6 identified sectors in Sadr City	Replacement of 85 km of sewer and about 9,000 house connections are complete and connected to the main system in five sectors.		90
Time for procurement of works and services reduced	Training for more than 60 MOB staff on procurement, financial management, environmental and safeguard in addition to training on Administration and Contract management is complete.		80

Qualitative Assessment of Project Performance

Overall, the project is progressing well with physical implementation at about 85%, while disbursement figures show only 68%. All works contracts in Al Zafaraniyeh Water Supply and Sadr City sewer systems are completed except for one contract in Sector 48-Sadr City which is expected to be completed in August 2010.

The World Bank approved the restructuring of the project in April 2010 which included the cancellation of the Al-Rasheed water treatment plant that is being implemented using GOI funds. It also includes the

cancellation of Phases II, III, and IV of the Comprehensive City Development Plan (CCDP) which will be financed by the MOB. The revised Phase I report will be forwarded to the World Bank by the MOB once completed. The project closing date was extended to December 31, 2011 to allow for the remaining goods contract of about US\$7 million to be completed.

A technical tour to Spain was conducted from May 1-10 attended by five staff from the MMPW. The primary objective of the study tour was to provide key Iraqi sector experts and officials international experiences in water management, private sector participation, investment planning, operation and maintenance practices and general sector best management practices. The training is part of a broader capacity building program for the Iraqi team in parallel with the implementation of the ongoing ITF and IDA projects and also to better prepare the clients for the preparation of new IBRD projects by exposure to water sector issues in other countries.

Major Implementation Obstacles

Project implementation is affected by the ongoing security situation, however, the weak institutional capacity, and lagging performance of the consultants and contractors had also very negative impact on contract completion in a timely manner. The World Bank team continues to provide all support possible; the team conducts frequent audio conferences with the PMT in addition to quarterly supervision missions, training workshops. In order to build technical and managerial capacity of the PMT and MOB staff, each supervision mission includes targeted training workshops in order to enhance PMT capacity. The World Bank team will continue to provide the required training as part of upcoming missions.

**World Bank Iraq Trust Fund
Social Protection Project (TF056808/P099295)
March 2010**

Project Summary Sheet

Title	Social Protection Project				
Implementing Agency	Ministry of Labor and Social Affairs (MOLSA) Ministry of Finance (MOF)				
Location	N/A – Institutional Support				
Sector code (OECD DAC)	<i>16010</i> Social / Welfare Services				
Compact Priority	<i>4.4.2.1</i> Undertake specific measures to strengthen the targeted safety net <i>4.4.2.2</i> Design and implement a reform strategy for the pension system				
Project Cost	US\$8 million				
Duration	57 months				
Approval Date	June 2006	Effective Date	June 2006	Closing Date	February 2011
Project Description	The project aims to strengthen the policy, management, and administrative capacity in MOLSA and MOF to develop, manage, and monitor pension and social safety net reforms. This project will: (i) establish a basic information system within MOLSA to record and process information on safety nets, to provide a foundation for policy design; (ii) consolidate and expand the information base for the social safety net (SSN) program to develop effective targeting strategies; (iii) design and implement monitoring and evaluation systems for the expanded social safety net program; (iv) develop an updated digitized database on beneficiaries, contributors and employers in the pension system; (v) build technical capacity within MOLSA and MOF for policy analysis and design in the area of safety net and pensions; and (vi) develop a draft pension reform strategy.				
Beneficiaries	The beneficiary agencies are MOLSA, MOF, and the State Pension System (SPS). Ultimate beneficiaries include needy households (those receiving services through MOLSA, either as cash transfer or other social services), as well as state employees and pensioners. MOLSA currently provides benefits to over 1 million households.				
Near Term Employment Creation	While creating local employment is not a project objective, the project will indirectly support services to the unemployed, through training and job placement, at the level of MOLSA's social welfare offices.				

Strategic Context and Donor Coordination

The MOLSA requested World Bank support in social safety net and pension reform to help Iraq provide vulnerable populations with the support they need to sustain themselves. The project complements the Household Survey and Policies for Poverty Reduction Project. The main donor partner, USAID, has provided policy advice on pensions and safety net systems, and supported the design of the revised Social Safety Net Program. While USAID supports MOLSA in developing a pilot Social Safety Net Information System and its national roll-out, the ITF Social Protection Project finances the infrastructure required for the pilot and for scaling up the information system nationwide. USAID/BearingPoint participated in the World Bank's appraisal mission, project launch workshop, and subsequent supervision missions. USAID/Bearing Point stopped their support to Social Safety Net and Pensions in May 2009. However, USAID continues to be involved through its financing of the Tawteer program, which provides capacity building to Iraqi institutions and complements the training program that can be financed from the ITF Social Protection Project. Tawteer representatives participate in project supervision missions to ensure continued collaboration and complementarity.

Project Development Objective

- Improve the targeting and effectiveness of social safety
- Improve the management of the pensions system

Outputs, Key Activities and Procurement

Outputs	<ul style="list-style-type: none"> • Management Information System • Targeting strategies and monitoring and evaluation systems • Pensions database and reform strategy
Activities	<ul style="list-style-type: none"> • Develop and establish a management information system for Social Safety Nets • Design safety net targeting and monitoring procedures • Create a pensions database • Provide capacity building activities
Procurement	<p>Goods: US\$5.7 million</p> <p>Consultant's Services: US\$1.0 million</p> <p>Training: US\$0.45 million</p> <p>Operating Costs: US\$0.85 million</p>

Financial Data

Funds Committed	US\$5 million	% approved	63
Funds Disbursed	US\$4.5 million	% approved	56
Forecast Closing Date	February 2011	Delay (months)	0

Progress against Indicators

MIS in place, operational and providing useful data for MOLSA. Policy-makers in the areas of Baghdad, Erbil, Basra and Najaf use newly generate system reports	<ul style="list-style-type: none"> • SSN system under development with the MIS funded by USAID. • Pilot (phase I) conducted in Baghdad; National roll-out (phase II) under preparation. • IT training provided to 21 staff at MOLSA. • Workshops for senior staff held in Amman and Istanbul. 	% of planned	80
Targeting strategies introduced by MOLSA	<ul style="list-style-type: none"> • Categorical targeting undertaken by MOLSA reaching 1.25 million households, disbursing close to IQD1.6 trillion. • Discussion underway for improved targeting (proxy-means testing) with additional TA planned as part of future World Bank support to GOI. 		100
Effective M&E system operational	<ul style="list-style-type: none"> • Survey instrument finalized, baseline survey completed, and data entry and tabulation is underway. Preparation for process study is underway. 		70
Pension's database completed. Policy-makers use newly generated system reports	<ul style="list-style-type: none"> • Contract awarded, and inception report received by GOI. Survey instrument completed, and survey work is underway 		80

Pensions related activities funded by project completed with evaluations where appropriate	<ul style="list-style-type: none"> • Training provided to 21 State Pension Fund staff (MOF). • Equipment contracted and supplied. • Workshops on pension reform implementation held in August 2006 and January 2008. 		85
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Qualitative Assessment of Project Performance

While good progress has also been made in procuring equipment for the SSN sites, there continues to be a delay in having these sites ready. The National SSN Information System was formally launched in May 2009, and the Beneficiary Assessment baseline survey has been completed. Progress has also been made in the implementation of the Pension Survey. The Pension Reform Implementation Support Technical Assistance (PRISTA) was approved by the World Bank in December 2009 and became effective in January 2010, and implementation is well underway.

The Project Management Office (PMO) will need to dedicate sufficient human resources to complete project implementation and meet the development objectives in the remaining time period. The PMO, working closely with the SSN Department, finalized the *SSN Site Readiness Implementation Plan*, and the World Bank team will closely monitor implementation of the plan. The deployment of the SSN information system financed by USAID will start in August 2010, and the national roll-out will continue through October 2010 and will be implemented by the project.

Major Implementation Obstacles

With the ending of USAID’s Economic Governance II program, MOLSA will need to assume responsibility for managing the SSN Information System development. MOLSA will need to contract a Support and Services Contract with a firm capable that can provide support as well as system development and improvement.

Given the uncertainties facing the future of the project because of the new law (Law 18) for the Disengagement of Social Affairs Directorates from MOLSA, all procurement activities were put on hold in February 2010. Law 18 would have a significant impact on project implementation as MOLSA is the recipient of the Grant. If Law 18 was implemented, the Ministry would become the Ministry of Labor. The impact of the Law would be twofold: (i) the direct impact on the project as it relates to the change in the recipient of the Grant as indicated in the Grant Agreement; and (ii) the impact on policies being supported by the project, mainly the national poverty targeting process as well as the information system to support it. However, Law 18 was suspended in June 2010 by the Federal Supreme Court, and therefore all pending procurement activities can be resumed. Since these activities had been put on hold for six months, an extension of the Grant closing date beyond February 28, 2011 may be required.

World Bank Iraq Trust Fund
Household Survey and Policies for Poverty Reduction Project
(TF056441/P098979 and TF056442/P099084)
June 2010

Project Summary Sheet

Title	Household Survey and Policies for Poverty Reduction Project				
Implementing Agency	Ministry of Planning and Development Co-operation (MOPDC) World Bank				
Location	Nationwide (all 18 Governorates)				
Sector code (OECD DAC)	<i>13010</i> Population policy and administrative management <i>16062</i> Statistical capacity building				
Compact Priority	<i>4.4.1.1</i> Design and carry out specific policies including reforms and investments toward achieving the Millennium Development Goals <i>4.4.2.1</i> Undertake specific measures to strengthen the targeted safety net				
Project Cost	US\$12.1 million: US\$7.0 million MOPDC-implemented grant US\$5.1 million Bank-executed technical assistance				
Duration	74 months				
Approval Date	July 2006	Effective Date	July 2006	Closing Date	September 2012
Project Description	The project financed (i) the first nation-wide expenditure survey since 1988; (ii) the development of an official poverty line and analysis of the causes and consequences of poverty; and (iii) the development of an official Poverty Reduction Strategy. During the coming period, the project will finance (i) capacity building and technical assistance for implementation of the Poverty Reduction Strategy; (ii) capacity building and technical assistance for monitoring progress of the Poverty Reduction Strategy; and (iii) financial, capacity building and technical assistance for poverty measurement (including a second round of the survey).				
Beneficiaries	The project supports the improvement of government services and programs aimed at reducing poverty, increasing employment and improving safety nets. The intended beneficiaries therefore are the poor, vulnerable and unemployed Iraqis.				
Near Term Employment Creation	To supplement the existing MOPDC staff, 324 Iraqi consultants were engaged to conduct the survey and analyze data. A similar number will be engaged in the second round of the survey.				

Strategic Context and Donor Coordination

The project directly supports helping Iraq build efficient, inclusive, transparent, and accountable institutions. The project is closely coordinated with other donors working in similar areas including USAID, DfID, UNDP, WFP and UNICEF.

Project Development Objective

Strengthen the ability of the GOI to:

- Collect and analyze data on poverty and unemployment
- Develop information-based strategies to reduce poverty, generate employment, and to improve the functioning of social safety nets
- Assess the effect of economic policy options on both poverty and employment, including the impact of sequencing reforms and policies
- Implement and monitor the Poverty Reduction Strategy

Outputs, Key Activities and Procurement

Outputs	<ul style="list-style-type: none"> Established accurate poverty line Comprehensive Household Survey Improved capacity in central ministries for policy making Improved capacity in central ministries and governorates for implementing poverty reducing policies and programs.
Activities	<ul style="list-style-type: none"> Household Survey and data analysis Poverty and Social Impact Assessment Relevant Technical Assistance
Procurement	<p>Goods: US\$1.2 million</p> <p>Consulting Services: US\$3.6 million</p> <p>Operating Costs: US\$2.1 million</p> <p>Technical Assistance: US\$5.1 million</p> <p>Unallocated: US\$0.1 million</p>

Financial Data

Funds Committed	US\$8.9 million	% approved	74
Funds Disbursed	US\$8.9 million	% approved	74
Forecast Closing Date	September 2012	Delay (months)	0

Progress against Indicators

Collect and analyze high quality data on household income, expenditure and living standards for all governorates.	Data collected for 12 months in all governorates. Remarkably few areas (parts of governorates) are inaccessible due to the security situation. Quality of fieldwork and data found to be good.	% of planned	100
Data sets and tabulation reports.	The Tabulation Report was released in Baghdad on January 12, 2009.		100
Analysis of the Iraq Household Socio-Economic Survey (IHSES) appears in government reports and impacts budget decisions	On November 24, 2009, the GOI formally adopted the Poverty Reduction Strategy. The 2010 budget has taken on several of the recommendations of the draft Poverty Reduction Strategy (PRS), including increasing allocations for basic education and health. The new National Development Plan similarly incorporates the priorities of the PRS.		100
Strengthen capacity of Iraqi Government agencies (1,000 person days of training planned)	About 4,300 person days of training.		400

Qualitative Assessment of Project Performance

On November 24, 2009, the Council of Ministers formally adopted a Poverty Reduction Strategy (PRS) based on the analysis of the Iraq Household Socio-Economic Survey (IHSES) data. The Poverty Assessment report is being finalized. The PRS was publically launched on January 14, 2010 and was presented to the Council of Representatives on January 19, 2010. Many of the recommendations and priorities of the PRS have been incorporated into the 2010 budget and the draft Five Year National Development Plan.

The project has provided 2,464 person days of training on design and implementation of survey, 992 person days of training on poverty analysis and 828 person days of training on strategy development.

In order to build on the success of the project, US\$3 million in additional financing was agreed on June 30, 2010 and the closing date extended to September 2012. The additional financing will allow the project to provide: (i) capacity building and technical assistance for implementation of the Poverty Reduction Strategy; (ii) capacity building and technical assistance for monitoring progress of the Poverty Reduction Strategy; and (iii) financial, capacity building and technical assistance for poverty measurement (including a second round of the survey).

Major Implementation Obstacles

Currently, the project is not facing any major implementation obstacles.

**World Bank Iraq Trust Fund
Private Sector Development Project (TF054462/P091344/P112064)
June 2010**

Project Summary Sheet

Title	Private Sector Development Project					
Implementing Agencies	Ministry of Planning and Development Cooperation (MOPDC) Iraqi Telecommunications and Post Company (ITPC)					
Location	Private Sector Development:	Erbil			Telecommunications:	Nationwide
Sector code (OECD DAC)	25010 Business support services and institutions					
Compact Priority	4.3.2.1 Undertake specific measures to design and implement private sector development policies					
Project Cost	US\$65 million					
Duration	88 months					
Approval Date	November 2004	Effective Date	December 2004	Closing Date	March 2012	
Project Description	The project aims to help Iraq strengthen its institutional capacity and build essential communications infrastructure to help foster the development of the private and financial sectors, and increase investment and economic growth. Communications infrastructure will be improved through the installation of a national high capacity telecommunications network and a communications platform to link the Central Bank of Iraq (CBI) to commercial banks in the country.					
Beneficiaries	The project has national coverage, benefiting every Iraqi and business by financing Iraq's national communications backbone, and by building institutional capacity of key private sector institutions.					
Near Term Employment Creation	Installation of telecommunications infrastructure will create at least 1,000 short-term jobs. More importantly, the national communications backbone will create thousands of jobs through downstream communications companies, and will help enable private sector development. There will also be medium term employment generation following the development of industrial estates supported under the project as well as increased business activity through institutional strengthening.					

Strategic Context and Donor Coordination

The telecommunication components of the project were designed to complement assistance provided by Japan and the US on the payment system. The private sector components were conceived in consultation with the Iraqi private sector and the main donor agencies. The private sector agenda continues to be coordinated with USAID, DFID, the EC, and UNIDO.

Project Development Objective

- Lay the foundation by addressing certain key priorities in institutional capacity building and essential communications infrastructure to help foster the development of the private and financial sectors
- Generate job creation through the development of the private sector

Outputs, Key Activities and Procurement

Outputs	<ul style="list-style-type: none"> • Telecommunications network constructed • Payment system developed • Industrial estates master plan created • Capacity for private sector development (Exports/Investment Promotion)
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	developed
Activities	<ul style="list-style-type: none"> • Construction of telecommunications network • Development of payment network • Preparation of industrial estates master plan • Private Sector Capacity Building activities
Procurement	Goods and Civil Works: US\$46.08 million Consulting Services: US\$17.87 million Operating Costs: US\$ 1.05 million

Financial Data

Funds Committed	US\$58.5 million	% approved	90
Funds Disbursed	US\$54.2 million	% approved	83
Forecast Closing Date	March 2012	Delay (months)	

Progress against Indicators

Export Promotion Agency, Economic Development Fund capacity strengthened.	Capacity-building with the Economic Development Fund (EDF) strengthened EDF to enable it to resume lending to SMEs. Capacity building with the Export Promotion Agency has been limited by the unavailability of some Ministry of Trade staff.	% of planned	80
100 private enterprises develop export plans and/or feasibility studies for new funding from financial institutions	77 feasibility studies and 51 export plans have been completed, exceeding the 75 feasibility studies and 50 export plans agreed during contract modification.		100
Central Bank of Iraq (CBI) connected with Government-owned banks and the headquarters of private banks with high capacity and reliable communications infrastructure	The inter-banking network has been installed and commissioned at 35 sites. The network has been tested and applications for payment, real-time gross settlement, and check-enabled systems are being launched.		100
Rehabilitation and upgrading of 56 national background microwave routes.	The microwave network has been installed and commissioned at 56 sites in the northern, southern and western regions, and 11 towers in the three regions have been set-up. All three routes have been tested.		100

Qualitative Assessment of Project Performance

The feasibility studies and development plans for Basra and Erbil Industrial Zones contracts have been extended at no cost for three months to allow for the completion of all activities.

Both Iraqi Inter-Banking Network (IIBN) and Microwave Network have been installed and are operational. On June 13, 2010, an attack on CBI damaged the IIBN site at CBI. IIBN consists of 35 sites altogether of which CBI site is one of the two core sites. IIBN is currently still operational. A plan to rehabilitate the CBI site is being prepared in consultation with the PMT.

Major Implementation Obstacles

The PSD component was affected by the lack of participation of the Export Promotion Fund, which delayed completion of this contract by three months, to end-June 2009. The recent attack on CBI, and the resultant significant damage to equipment and destruction of records, will set back implementation of the banking-related component of the project.

**World Bank Iraq Trust Fund
Environment Management Project (TF057359/P099809)
June 2010**

Project Summary Sheet

Title	Environment Management Project				
Implementing Agency	Ministry of Environment (MOEn)				
Location	Baghdad, Basra, Ninawa				
Sector code (OECD DAC)	41010 Environmental policy and administrative management				
Compact Priority	4.4.1.5.1 Improve institutional capacity to administer environment and natural resources conservation programs				
Project Cost	US\$5 million				
Duration	68 months				
Approval Date	November 2006	Effective Date	December 2006	Closing Date	June 2012
Project Description	The objective of the project is to strengthen key institutional and regulatory functions of MOEn to enable it to undertake environmental policy analysis and coordination, formulate laws and regulations, monitor environmental quality, promote environmental awareness, and conduct technical studies.				
Beneficiaries	Over time, Iraqi citizens will benefit from the public health and environmental improvements that result from improved air and water quality, as the government is better able to manage environmental risks, target pollution control investments, and address municipal and healthcare waste management issues.				
Near Term Employment Creation	N/A				

Strategic Context and Donor Coordination

The project supports Iraq's efforts to improve management of its natural resources and the environment, and is the first environmental operation in Iraq.

Project Development Objective

Increase the ability of the MOEn to monitor and manage environmental quality

Outputs, Key Activities and Procurement

Outputs	<ul style="list-style-type: none"> • Rapid Environmental Action Plan to systematically analyze environmental issues and propose priorities for intervention in the next 3-5 years • Revised environmental guidelines and increased capacity for Environmental Impact Assessment • Solid waste management in Baghdad and health care waste management master plans
Activities	<ul style="list-style-type: none"> • Develop Rapid Environmental Action Plan • Revise Environmental Guidelines • Install air quality monitoring stations • Prepare solid waste & health care waste management master plans • Capacity building
Procurement	Goods: US\$2.64 million

Consulting Services:	US\$2.14 million
Operating Costs:	US\$0.22 million

Financial Data

Funds Committed	US\$3.3 million	% approved	66
Funds Disbursed	US\$2.3 million	% approved	46
Forecast Closing Date	June 2012	Delay (months)	11

Progress against Indicators

MOEn to undertake policy analysis, revise its environmental law and regulations, acquire capacity to monitor air quality in 3 cities, and successfully launch awareness campaigns in selected schools	<ul style="list-style-type: none"> Draft report on the Environment Assessment Regulations has been prepared but cost of environmental degradation needs to be completed to set priorities. Delivery of the majority of air quality equipment was completed and shipping of the remaining equipment is underway but not installed yet. Environmental awareness materials have been distributed to 8 schools covering approximately 4,000 children.. 	% of planned	50
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Qualitative Assessment of Project Performance

Disbursement is currently at 46% of project fund. During the last mission, the World Bank and the MOEn reviewed the progress of the remedial plan to address and overcome key project bottlenecks, and found that the PMT had carried out most of these remedial actions. The World Bank approved the reallocation of funds and the extension of project closing date from August 31, 2010 to June 30, 2012 to allow for the complete achievement of the project development objectives.

Major Implementation Obstacles

The difficulties in opening the letter of credit for the supply of the air quality monitoring stations, which accounts for 56% of the value of the grant, delayed project implementation significantly. The pace of implementation has improved now that the contracts have been awarded and signed.

**World Bank Iraq Trust Fund
Electricity Reconstruction Project (TF057818/P087734)
June 2010**

Project Summary Sheet

Title	Electricity Reconstruction Project				
Implementing Agency	Ministry of Electricity (MOEI)				
Location	Al Basrah				
Sector code (OECD DAC)	23010 Energy Policy and administrative management				
Compact Priority	4.2.3.1 Adopt and implement policies, legislation, regulations, procedures and build institutions of public service management				
Project Cost	US\$6 million				
Duration	42 months				
Approval Date	April 2007	Effective Date	April 2007	Closing Date	September 2010
Project Description	The project aims to help Iraq restore and improve electricity supply. The project includes an IDA Credit (US\$124 million) that finances the rehabilitation of the Hartha power plant, and a companion Iraq Trust Fund (ITF) grant (US\$6 million) that finances the technical assistance components of the project. The objectives of the project are to: (i) alleviate the power supply shortfall by restoring the base load generation capacity of the Hartha Power Station Units 2 and 3 to 400 MW; and (ii) strengthen in-house capacity for improved power sector development in Iraq. The ITF-grant finances consultant support and training of Iraqi MOEI officials in the preparation of least cost reconstruction and expansion plans, feasibility studies and advisory services for future projects.				
Beneficiaries	The project aims to provide electricity to approximately 1 million households and grid-connected industrial consumers for a period of 20 years. The direct beneficiaries of the ITF grant are MOEI staff, whose skills will be upgraded in technical areas of operations, maintenance and planning, environment and general project management, as well as in financial, legal and general management aspects of power utilities. Indirectly, all power consumers will benefit from improved efficiency and more stable power supply.				
Near Term Employment Creation	N/A				

Strategic Context and Donor Coordination

The 2003 Joint Needs Assessment estimated Iraq's electricity reconstruction needs at US\$35.8 billion. The US, Japan, UK, and UNDP have pledged substantial contributions. The electricity sector is a priority sector of Iraq's National Development Strategy and the International Compact with Iraq, which includes elements of MOEI's Master Plan for 2006-2015. Donor coordination among UNDP, CIDA, DFID, Japan, US, UK and other development partners, and the World Bank takes place on an informal basis as required.

Project Development Objective

Provide technical assistance to MOEI staff to facilitate project implementation and build capacity for energy sector rehabilitation planning

Outputs, Key Activities and Procurement

Outputs	<ul style="list-style-type: none"> • Successful project implementation • Increase capacity for sector planning 								
Activities	<ul style="list-style-type: none"> • Institutional Support and Technical Assistance 								
Procurement	<table> <tr> <td>Goods:</td> <td>US\$0.5 million</td> </tr> <tr> <td>Consulting Services:</td> <td>US\$3.5 million</td> </tr> <tr> <td>Operating Costs:</td> <td>US\$1.0 million</td> </tr> <tr> <td>Contingencies:</td> <td>US\$1.0 million</td> </tr> </table>	Goods:	US\$0.5 million	Consulting Services:	US\$3.5 million	Operating Costs:	US\$1.0 million	Contingencies:	US\$1.0 million
Goods:	US\$0.5 million								
Consulting Services:	US\$3.5 million								
Operating Costs:	US\$1.0 million								
Contingencies:	US\$1.0 million								

Financial Data

Funds Committed	US\$3.2 million	% approved	54
Funds Disbursed	US\$0.5 million	% approved	8
Forecast Closing Date	September 2010	Delay (months)	0

Progress against Indicators

Capacity building	<ul style="list-style-type: none"> • Assistance with the development of bid documentation, and ESIA has been provided. • MOEI and the World Bank have agreed Terms of Reference for support for power generation expansion. • MOEI has short-listed Consultants to assist with capacity development for power generation expansion, and with the assistance of the World Bank has finalized a Request for Proposals that it will shortly issue to short-listed Consultants 	% of planned	40
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Qualitative Assessment of Project Performance

About US\$3 million has been committed for services related to the Hartha plant rehabilitation. After a number of years of procrastination, the MOEI requested that remaining funds be used for technical assistance to support the development of power generation and is close to finalizing procurement of consultants for this work.

Major Implementation Obstacles

The major implementation impediments have been security issues and price increases, which delayed the signing of the rehabilitation contract (financed by IDA) and, therefore, the associated technical assistance (financed by the ITF).

**World Bank Iraq Trust Fund
Community Infrastructure Rehabilitation Project (TF053546/P087881)
June 2010**

Project Summary Sheet

Title	Community Infrastructure Rehabilitation Project				
Implementing Agency	Ministry of Water Resources (MOWR)				
Location	Erbil, Baghdad, Dahuk, Dhi Qar, Diyala, Karbala, Al-Muthanna, An Najaf, Al Qadisiyah, Salah Ad Din, As Sulaymaniyah, Wasit, Babylon, Ninawa				
Sector code (OECD DAC)	14030 Basic drinking water supply and basic sanitation 31140 Agricultural water resources				
Compact Priority	4.6.5 Carry out investment plans (Agriculture & Water Management) 4.4.1.5.2 Undertake specific measures to ensure universal access to services				
Project Cost	US\$20 million				
Duration	48 months				
Approval Date	December 2004	Effective Date	December 2004	Closing Date	December 2008
Project Description	The project aimed to address urgent rural water needs through a flexible program of labor-intensive civil works to improve rural water supply and sanitation, and irrigation and drainage; generate near-term local employment; and strengthen the institutional capacity of MOWR and its regional directorates.				
Beneficiaries	The project intended to benefit around 153,500 rural inhabitants by improving irrigation, drainage, and water supply, and targeting improvement to about 89,000 hectares of irrigated areas.				
Near Term Employment Creation	Job creation is a specific project objective. The project aimed to create more than 20,000 job opportunities (about 181,000 work days in total).				

Strategic Context and Donor Coordination

The project employed a flexible programmatic approach that allows interventions to adapt to the changing realities on the ground and to the interventions of other donors. While the project focuses on job creation and local impact, it aims to help lay the groundwork for larger-scale irrigation and drainage sector rehabilitation and reform.

Project Development Objective

- Improve rural water supply
- Improve irrigation and drainage
- Generate rural employment opportunities
- Increase capacity at Ministry of Water Resources

Planned Outputs, Key Activities and Procurement

Outputs	<ul style="list-style-type: none"> • Water supply and sanitation infrastructure constructed • Irrigation and drainage canals constructed • 20,400 jobs created • Improved capacity to manage rural water at MOWR
Activities	<ul style="list-style-type: none"> • 22 subprojects (in 14 governorates) addressing rural water needs • Capacity building
Procurement	Civil works: US\$16.2 million Goods: US\$ 2.2 million

Consulting Services & Institutional Strengthening: US\$ 0.6 million**Financial Data**

Funds Committed	US\$19.0 million	% approved	95
Funds Disbursed	US\$19.0 million	% approved	95
Closing Date	December 2008	Delay (months)	0

Progress against Indicators

Employment creation	172,000 man days of employment created	% of planned	100
Beneficiaries of rural water projects	146,000 beneficiaries		103
Improved irrigated areas	88,000 hectares		101

Qualitative Assessment of Project Performance

Twenty-two subprojects in 14 governorates have been completed.

The project created an estimated 172,000 man-days of local employment, improved approximately 89,000 hectares of irrigated areas, and benefited about 150,000 end beneficiaries. In addition, an average of 6-7 bidders per contract indicates that the project benefited from a competitive procurement environment.

To expand the scope and impact of this successful project, an additional grant of US\$26 million was approved in June 2008 and is currently under implementation.

Major Implementation Obstacles

The project is completed and closed.

**World Bank Iraq Trust Fund
Community Infrastructure Rehabilitation Supplement (TF091663/P109296)
June 2010**

Project Summary Sheet

Title	Community Infrastructure Rehabilitation – Supplement				
Implementing Agency	Ministry of Water Resources (MOWR)				
Location	Erbil, Baghdad, Dahuk, Dhi Qar, Karbala, Al-Muthanna, An Najaf, Salah Ad Din, As Sulaymaniyah, Babylon, Ninuya				
Sector code (OECD DAC)	<i>14030</i> Basic drinking water supply and basic sanitation <i>31140</i> Agricultural water resources				
Compact Priority	<i>4.6.5</i> Carry out investment plans (Agriculture & Water Management) <i>4.4.1.5.2</i> Undertake specific measures to ensure universal access to services				
Project Cost	US\$25.5 million				
Duration	44 months				
Approval Date	April 2008	Effective Date	April 2008	Closing Date	December 2011
Project Description	<p>The project aims to address urgent rural water needs through a flexible program of labor-intensive civil works to improve rural water supply and sanitation, and irrigation and drainage; generate near-term local employment; and strengthen the institutional capacity of MOWR and its regional directorates.</p> <p>The Community Infrastructure Rehabilitation Supplemental Grant finances additional labor-intensive civil works to improve rural water supply and sanitation, and irrigation and drainage in order to expand the impact of the original project. The grant finances the rehabilitation of rural-water infrastructure, creates additional local employment, and introduces changes to improve project implementation by: (i) further decentralizing bid evaluation; (ii) enhancing community participation by engaging the end-beneficiaries in project preparation; and (iii) building the capacity of MOWR and its regional directorates.</p>				
Beneficiaries	The project will benefit more than 32,080 rural inhabitants by improving irrigation, drainage, and water supply, targeting improvements to about 23,277 hectares of irrigated areas.				
Near Term Employment Creation	Job creation is a specific project objective — the project will create about 14,000 job opportunities (about 107,700 work days in total).				

Strategic Context and Donor Coordination

The project employs a flexible and programmatic approach that allows interventions to adapt to the changing realities on the ground and to the interventions of other donors. While the project focuses on job creation and local impact, it aims to help lay the groundwork for larger-scale irrigation and drainage sector rehabilitation and reform.

Project Development Objective

- Improve rural water supply
- Improve irrigation and drainage
- Generate rural employment opportunities
- Increase capacity at Ministry of Water Resources

Outputs, Key Activities and Procurement

Outputs	<ul style="list-style-type: none"> • Water supply and sanitation infrastructure constructed • Irrigation and drainage canals constructed • 10,000 jobs created • Improved capacity to manage rural water at MOWR
Activities	<ul style="list-style-type: none"> • 13 to 15 subprojects (in 11 governorates) addressing rural water needs • Capacity building
Procurement	Civil works and Goods: US\$24.1 million Operational Costs: US\$ 0.7 million Unallocated: US\$ 0.7 million

Financial Data

Funds Committed	US\$19.3 million	% approved	75
Funds Disbursed	US\$13.8 million	% approved	54
Forecast Closing Date	December 2011	Delay (months)	0

Progress against Indicators

<ul style="list-style-type: none"> • Employment created (man-days) 	105,025 man-days created or around 7,000 new job opportunities	% of planned	100
<ul style="list-style-type: none"> • Number of water-user end-beneficiaries. 	Currently, 25,980 beneficiaries		81

Qualitative Assessment of Project Performance

Overall, the project is on track. Out of 17 civil works contracts, 12 are completed, and one is ongoing with progress rate of about 93% and is expected to be completed well before July 31, 2010. The remaining four contracts are currently being prepared. Equipment procured through one of the two major equipment contracts has been delivered to Iraq.

All the goods required under the project have now been procured. The internal training component is on track. It began in April 2009 and so far nine training courses have been conducted (six technical and three financial/economical). 180 trainees have so far benefited. Proposals for additional training have been submitted to and accepted by the World Bank. Implementation of the external training component (three courses targeting 30 trainees in all over a two-month period) began in June 2010 in Amman. Courses will be on Integrated Water Resources Management; Dam Safety; and Participatory Irrigation Management.

Major Implementation Obstacles

The project benefits from being located in rural areas, which are less affected by security “hot spots”. While the PMT is experienced, committed, and stable, it has recently become quite overloaded with work, which could potentially result in a deterioration of procurement management. Support from MOWR’s high level management has been sought to further strengthen the PMT.

**World Bank Iraq Trust Fund
Banking Sector Reform Project (TF094193/P113337)
June 2010**

Project Summary Sheet

Title	Banking Sector Reform Project				
Implementing Agency	Central Bank of Iraq (CBI)				
Location	N/A – Institutional Support/Nationwide				
Sector code (OECD DAC)	24010	Financial Policy and Administrative Management			
	24020	Monetary Institutions			
Compact Priority	4.3.3.1	Undertake specific measures to restructuring State-Owned Banks			
	4.3.3.2	Undertake specific measures to promote private banking			
Project Cost	US\$10 million				
Duration	50 months				
Approval Date	April 2009	Effective Date	April 2009	Closing Date	June 30, 2013
Project Description	The project aims to support the Iraqi authorities in the implementation of Phase I of the “Iraq Banking Reform Strategy” (2008-2012) and its Action Plan, focusing on four main components: (i) institutional and operational restructuring of the two state-owned commercial banks; (ii) financial restructuring of the two state-owned commercial banks; (iii) strengthening the regulatory and supervisory functions of the Central Bank of Iraq; and (iv) project management, monitoring and evaluation.				
Beneficiaries	The project supports the Iraqi government to build a sound banking system, able to provide efficient financial services competitively. The immediate direct beneficiaries would be the two largest state-owned commercial banks—Rafidain Bank and Rasheed Bank—which account for more than 70 percent of the banking system. Ultimately, all Iraqi businesses and citizens will benefit from an improved banking system that can provide the resources needed for Iraq’s growth and offer good deposit and payment systems for businesses and households.				
Near Term Employment Creation	N/A				

Strategic Context and Donor Coordination

The donor community has been active in helping Iraq in restructuring the banking sector. The World Bank has been coordinating with all development partners involved in the banking reform, including the IMF, EU, US Treasury, and Financial Services Volunteer Corps (FSVC). The IMF has taken the lead in monetary activities and rebuilding the capacity of CBI. The US has focused mainly on the restructuring and financial audits of the state-owned banks, and helping Iraq draft an operational restructuring plan. FSVC provides technical assistance to CBI to strengthen its internal operations. The World Bank chairs an “Iraq Banking Reform Donors Group”, to coordinate efforts, promote complementarity, and avoid overlap.

Project Development Objective

- Support Iraq’s implementation of Phase I of the Iraq Banking Sector Reform Strategy
- Strengthen the supervisory framework for financial intermediation

Outputs, Key Activities and Procurement

Outputs	<ul style="list-style-type: none"> • New organizational structures for the two state-owned banks are adopted • Number of staff trained in each bank would reach at least 100 staff members • Compliance supervisory and regulatory framework (Basle Code Principles)
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Activities	<ul style="list-style-type: none"> Plans for development of new organizational structures are completed, approved and adopted Training in bank operations provided 	
Procurement	Goods: US\$0.35 million Consultants' Services and Training: US\$8.40million Incremental Operating Expenses: US\$0.75 million Unallocated: US\$0.50 million	

Financial Data

Funds Committed	US\$0.4 million	% approved	4
Funds Disbursed	US\$0.2 million	% approved	2
Forecast Closing Date	June 2013	Delay (months)	0

Progress against Indicators

Improvement in functioning of the two state-owned commercial banks, evident in the increase in loan-to-GDP ratios from 4% in June 2006 to 6% in October 2010.	Loan-to-GDP ratios increased to reach 5% in 2009	% of planned	
Build-up in provision levels at the two state-owned commercial banks for new loans, reflected in the reserves-to-NPLs ratios, rising from 10% in June 2006 to 20% in October 2010.	The reserves-to-NPL ratios raised from 10% in June 2006 to reach 15% in 2009		
Capital adequacy ratio in line with prudential regulations, reaching up to 4% by October 2010.	Capital adequacy ratio reached 4% in 2009		
Number of staff trained to do bank operation	Number of staff trained to do bank operations reached 4 in 2009		

Qualitative Assessment of Project Performance

Considerable progress has been made over the past months in the implementation of the banking sector reform program. The World Bank has been providing technical support and advisory services to the Iraqi authorities. This has led to the development of a comprehensive, action-specific Banking Reform Strategy-Action plan (2008–2012), which was done in consultations with CBI, BSA, and the senior management of the two state-owned banks, which was led by the World Bank in November 2008. As a result, consensus was reached among all counterparts on a unified strategy, which became the binding document for banking reform in Iraq, and has allowed Iraqi authorities to meet the benchmark set forth by the IMF stand-by Agreement (SBA).

Good progress has been made to date towards the objectives laid out by the GOI in its comprehensive five-year Banking Reform Strategy. Despite delays in the speed of implementation and slower than anticipated disbursement due to the complex situation on the ground, the PMU has made progress in the implementation of the four components of the project. Some achievements have been made in the organizational structure and the IT infrastructure of the two state-owned banks. On financial restructuring, the Ministry of Finance, in coordination with CBI has been working on addressing the problem of non-performing loans (NPLs), which have dropped by 20 percent as of June 2007. CBI is currently working on its regulatory and supervisory authority.

The project is in the midst of procuring training for branch managers of the two targeted state-owned banks (estimated cost US\$630,000); training services for Human Resources; training services for the development of computer skills for staff of the two state-owned banks (estimated cost US\$1.0 million); and training for risk management and internal and audit compliance (estimated cost US\$1.6 million). Recently, no-objection was provided for the contract signing of the advisory and training services to the supervision department of the CBI (cost US\$685,000) and hiring of an external auditor. It is expected that disbursement will increase significantly in the coming months.

The World Bank approved the extension of project closing date to June 30, 2013 in response to a request from the CBI to allow the completion of remaining activities in order to achieve the project development objectives.

Major Implementation Obstacles

Although significant progress has been made to date by the PMU in the implementation of the four components of the project, the unsettled political environment in Iraq has contributed to delays in the speed of project implementation. Disbursement has been very slow due to implementation capacity bottlenecks in Iraq, which impose long procedures in preparing and analyzing contracts, the assignment of needed consultants and training institutes, negotiation periods, and receipt of approvals from the stakeholders.

Furthermore, capacity-building activities such as technical training are behind schedule and the lack of interest by international consulting firms and individuals to work in Iraq remains a challenge. However, we are anticipating the signing of a number of contracts during the coming period but most of these contracts have six month duration which will not be fulfilled by the original closing date of October 31, 2010. Hence, the World Bank cannot provide its no objection to these contracts as they go beyond the closing date. Moreover, the unstable security conditions have also impacted the project, including the attacks on the CBI on June 13, 2010 which led to damage of the PMU office (furniture, documents and equipments), hence the need for a project extension to June 30, 2013 to ensure full implementation of the project's key components.

World Bank Iraq Trust Fund
Public Finance Management (TF094552/TF094654 – P110862)
June 2010

Project Summary Sheet

Title	Public Finance Management Project				
Implementing Agency	Ministry of Finance (MOF) World Bank				
Location	N/A – Institutional Support/Nationwide				
Sector code (OECD DAC)	15120 Public Sector Financial Management				
Compact Priority	<p>4.1.2.B1 Develop and implement legislation and build institutions to improve Public Financial Management</p> <p>4.1.2.B2 Achieve an integrated and comprehensive budget and increase strategic content</p> <p>4.1.2.B3 Establish and implement procedures and regulations to improve budget reliability and accountability</p> <p>4.1.2.C1 Pass and implement legislation and regulations, build and operationalize institutions for public procurement</p>				
Project Cost	US\$18 million: US\$16 million MOF-implemented grant US\$2 million World Bank-executed technical assistance				
Duration	47 months				
Approval Date	June 2009	Effective Date	July 2009	Closing Date	June 2013
Project Description	The project supports the ongoing public financial management (PFM) reform process, including strengthening budget management, improving public financial reporting and control, strengthening public procurement, and establishing the tools, systems and institutions required for effective PFM capacity development.				
Beneficiaries	The main direct beneficiaries are the Ministries of Finance, and Oil, as well as some of the spending units which are involved in piloting new processes. By improving the performance of public finances, the project has the potential of broad national benefit.				
Near Term Employment Creation	N/A				

Strategic Context and Donor Coordination

The project is closely coordinated with other donors in the country who are active in the area of PFM, particularly the IMF, DfID and the US Department of the Treasury. As part of project implementation, the MOF will convene regular donor coordination meetings to track progress toward the implementation of the PFM Action Plan, and solicit inputs from other donors.

Project Development Objective

- Support the Government of Iraq's efforts to develop a more effective, accountable and transparent public financial management

Outputs, Key Activities and Procurement

Outputs	<ul style="list-style-type: none"> • Detailed sector strategies • Investment preparation procedure • Budget call circular design • Budget preparation manual and procedures
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	<ul style="list-style-type: none"> • Sector specific standard bidding documents • Procurement information monitoring system • Cash release system design • Commitment control system design • Financial reporting procedures improvements • Internal MOF Network • Training curricula
Activities	<ul style="list-style-type: none"> • Technical assistance and on-the-job capacity building to the staffs of the budget, accounting and economic directorates of MOF, the procurement department of the MOPDC, and the finance and investment departments of the spending units involved • Workshops, seminars, training courses and conferences
Procurement	Goods: US\$ 0.1 million Consultants' Services and Training: US\$14.0million Incremental Operating Expenses: US\$ 0.3 million Technical Assistance: US\$ 2.0 million Unallocated: US\$ 1.6 million

Financial Data

Funds Committed	US\$0.1 million	% approved	1
Funds Disbursed	US\$0.1 million	% approved	1
Forecast Closing Date	June 2013	Delay (months)	0

Progress against Indicators – to be rated after the next supervision mission, where applicable

Capital budget execution up by 10%		% of planned	
Outstanding cash balances at spending units as share of budget down by 30% <ul style="list-style-type: none"> • Cash release system design • Commitment control system design • Financial reporting procedures improvements • Internal MOF Network (IT) 			
50% of contracts above threshold awarded competitively <ul style="list-style-type: none"> • Sector specific standard bidding documents • Procurement information monitoring system 			
MO F training institute operational <ul style="list-style-type: none"> • Training curricula developed 			

Qualitative Assessment of Project Performance

Since the first formal Supervision mission in February 2010, the project performance has accelerated. EOIs for the four major consultant contracts have been received. For the major consultancy on procurement reform support, RFPs have been received, and evaluations are in process; the contract is expected to be signed by end-September 2010. Shortlists for the remaining three contracts are expected to be finalized by end-July 2010, followed by requests for proposals from shortlisted firms; contracting expected by end-2010.

The project continues to provide the platform for sustained engagement with the GOI on PFM reform, as evidenced by the recent (May 2010) consultative workshops in Istanbul, which resulted in Draft Budget Strategy for 2011, as well as a draft of a new Accounting Manual. Project implementation arrangements are acceptable at present.

Major Implementation Obstacles

The only implementation obstacle at present is a relative lack of capacity in the PMT procurement function, but this will be strengthened shortly through VC-based training for PMT staff – conducted by the project’s fiduciary experts – to ensure that the next steps on the major contracts are carried out as efficiently as possible.

World Bank Iraq Trust Fund
Integrated National Energy Strategy Technical Assistance (INESTA) (TF095802 – P111074)
June 2010

Project Summary Sheet

Title	Integrated National Energy Strategy Technical Assistance (INESTA)				
Implementing Agency	Prime Minister's Advisory Commission (PMAC)				
Location	N/A				
Sector code (OECD DAC)	23010 Energy Policy and administrative management				
Compact Priority	4.5 Energy (Oil, Gas and Electricity)				
Project Cost	US\$5 million				
Duration	29 months				
Approval Date	December 2009	Effective Date	January 2010	Closing Date	June 2012
Project Description	<p>The INESTA project, and resulting Integrated National Energy Strategy (INES), is a response to requests from the GOI, through the Prime Minister's Advisory Commission (PMAC), a part of the Prime Minister's Office (PMO).</p> <p>Development of coordinated policy and strategy in the energy sector is a key part of the country's recovery strategy. The World Bank will provide the funding and independent quality control needed by the GOI to procure the high quality consultants needed to formulate an INES. Use of highly qualified international consultants to develop the INES is necessary to reinforce inadequate capacity in the country, to address the importance and magnitude of the Iraqi energy sector, and to provide the necessary independent and global perspective.</p>				
Beneficiaries	The beneficiaries are the GOI (funding), and the Iraqi population in terms of the broader project outcomes and an improved energy sector.				
Near Term Employment Creation	N/A				

Strategic Context and Donor Coordination

The international dimensions of Iraq's energy sector policies are particularly important. Iraq is one of the world's largest holders of low cost oil and gas resources, and it interacts closely with global energy markets, and the world economy.

Project Development Objective

To improve the ability of the GOI to develop an energy strategy that is designed to increase the contribution of the sector to sustainable development

Outputs, Key Activities and Procurement

Outputs	<ul style="list-style-type: none"> The production and dissemination of an Integrated National Energy Strategy (INES) incorporating the analysis of the energy sector, assessment of strategic options, and recommendations for key policies and actions to review and implement the proposed strategy. The GOI's adoption and execution of the Implementation Plan produced within the INES.
Activities	<ul style="list-style-type: none"> Funding of technical assistance for the development of an integrated energy

	<p>strategy for Iraq's oil, gas and power sectors (the INES)</p> <ul style="list-style-type: none"> Support the PMT in project management, monitoring and evaluation through training, consultant services, including project audit and financing of operating costs
Procurement	<p>Consultants' Services and Training: US\$ 4.50 million</p> <p>Incremental Operating Expenses: US\$ 0.25 million</p> <p>Unallocated: US\$ 0.25 million</p>

Financial Data

Funds Committed	US\$0 million	% approved	0
Funds Disbursed	US\$0 million	% approved	0
Forecast Closing Date	June 2012	Delay (months)	0

Progress against Indicators

Development of INES	The PMT has now finalized procurement of a strategy/energy consultant to assist with the development of the INES. The consultant is now mobilizing.	% of planned	5%
Consultation with energy sector stakeholders	Will commence after completion of the INES.		

Qualitative Assessment of Project Performance

The World Bank approved INESTA on December 30, 2009 and it became effective on January 11, 2010. The PMT has moved quickly with procurement of a consultant and has now negotiated a contract with the highest ranked bidder. However, the costs of the consultant that are emerging are substantially higher than the project grant (US\$5 million), with the project cost now at US\$8 million. The Government Steering Committee has agreed to co-finance US\$1.5 million of the required additional funding, with ITF providing an additional US\$1.9 million. The World Bank is now working on approval of additional financing.

Major Implementation Obstacles

Formation of a new Iraqi government could affect implementation progress, particularly due to the need for Government of Iraq co-finance, and strong Government engagement in the project.

**World Bank Iraq Trust Fund
Pension Reform Implementation Support Technical Assistance (PRISTA) (TF095639 –
P114647)
June 2010**

Project Summary Sheet

Title	Pension Reform Implementation Support Technical Assistance (PRISTA)				
Implementing Agency	World Bank				
Location	N/A				
Sector code (OECD DAC)	<i>16010</i> Social / Welfare Services				
Compact Priority	<i>4.4.2.3</i> Undertake specific measures to strengthen the targeted safety net Design and implement a reform strategy for the pension system				
Project Cost	US\$5.8 million				
Duration	40 months				
Approval Date	December 2009	Effective Date	January 2010	Closing Date	June 2013
Project Description	PRISTA responds to the GOI's request for assistance so support implementation of the new Pension Law. While the Pension Law presents a significant improvement, there remain substantial challenges in terms of GOI's capacity to implement the law, thereby ensuring a sustainable old-age income protection mechanism for Iraq.				
Beneficiaries	Government employees, contributors to the private pensions scheme, as well as existing retirees.				
Near Term Employment Creation	N/A				

Strategic Context and Donor Coordination

Efforts to reform Iraq's pension system started soon after April 2003. This culminated in the passing of Law 27/2006 in January 2006. Implementation of Law 27/2006 was suspended as it was widely deemed to be unsustainable and did not benefit from significant international experience. Subsequently, GOI amended the law in December 2007 (referred to as the Unified Pension Law in the text of the Law), with support from the World Bank, the IMF, and USAID, to improve financial sustainability and alter the design of public sector pensions in line with good international practices. The amendments to Law 27/2006 also mandated the unification of the currently public and private sector pension schemes.

Project Development Objective

- In the short-term, to support the GOI in implementing the provisions of the new Pension Law
- In the medium-term, to support the unification of the public and private pension schemes; and
- In the long-term, to support the development of long-term old-age income strategy for Iraq

Outputs, Key Activities and Procurement

Outputs	<ul style="list-style-type: none"> • The National Board of Pension (NBP) will have built up its capacity to implement the provisions of the new Pension Law • The NBP will have the capacity to undertake actuarial analysis of the pension scheme, and to conduct periodic actuarial analysis as required by the new Pension Law • The NBP, and related offices, will be housed in quality physical infrastructure, facilitating the delivery of services to the beneficiaries in a safe and accessible environment
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	<ul style="list-style-type: none"> The Social Security System is merged with the State Pension Fund (SPF), in terms of policies and benefits, and is administered by the NBP Strategy developed detailing a plan to increase coverage beyond the existing 25 percent of population
Activities	<ul style="list-style-type: none"> Develop capacity to implement the new Pension Law Support the development of actuarial and pension policy analysis capacity for the SPF Contribute to the improvement of the physical infrastructure of the NBP Support the unification of the mandatory pension provisions in Iraq Facilitate the development of long-term national old-age income protection strategy for Iraq
Procurement	Consultants' Services and Training: US\$5.8 million

Financial Data

Funds Committed	US\$0.1 million	% approved	1
Funds Disbursed	US\$0.3 million	% approved	4
Forecast Closing Date	June 2013	Delay (months)	0

Progress against Indicators: Not measurable yet. The project recently became effective.

		% of planned	

Qualitative Assessment of Project Performance

The World Bank approved PRISTA on December 18, 2009 and it became effective on January 7, 2010. The project was formally launched through a workshop from February 15-20, 2010 to discuss each component of the project. A total of 20 government officials from the National Board of Pensions (NBP), the MOF, the Pension Reform Management Office, the State Pensions Fund (SPF), and the Pensions and Social Security Department (PSSD) participated in the workshop. The workshop served as a platform for knowledge sharing and capacity building organized around the five main components with a focus on the short- and medium-term objectives, recognizing that priorities should be given to the most urgent activities which will be implemented in the first twelve months of implementation. The World Bank team and Iraqi counterparts worked as partners reflecting on the current status of the implementation of the Unified Pension Law, and identified potential challenges of pension reform, and developed operational plans for implementing project activities.

Following the launch in February 2010, a number of workshops/implementation support events were held with the Iraqi counterparts from the MOF, NBP, SPF, the PSSD, and the CBI to kick-off implementation of the different components of PRISTA. Significant progress has been particularly made in Component 1 of PRISTA, which focuses on the short-term objective of supporting pension administration and the implementation of the new Pension Law. This progress includes producing a policy note capturing an agreed upon business model, organizational structure and governance system for the State Pension Fund (SPF), which is expected to be endorsed from the Government in the near future. The next implementation support for Component 1 is envisaged in August 2010 to continue designing the Contribution Management System (CMS) for the SPF.

In addition, progress was also made in Components 2 and 4. With regards to the Actuarial Policy and Analysis (Component 2), the basic Pension Reform Options Simulation Toolkit (PROST) training was delivered to a core team from the NBP/SPF and PSSD, and data collection for the analysis to begin is underway. As for Component 4, the initial policy discussions/dialogue on the merger of the public and private pension schemes in Iraq has taken place in July and a policy note was produced outlining the main policy issues, international best practices/experiences and customized options for GOI to consider. The third Component of PRISTA which supports the physical infrastructure improvement of the NBP and its offices will be also kicked off in a workshop in August 2010.

Major Implementation Obstacles

None identified currently.

**World Bank Iraq Trust Fund
Institutional Strengthening and Capacity Building for the Education Sector Technical
Assistance (TF095659 – P114523)
June 2010**

Project Summary Sheet

Title	Institutional Strengthening and Capacity Building for the Education Sector				
Implementing Agency	World Bank				
Location	N/A				
Sector code (OECD DAC)	11110 Education Policy and Administrative Management				
Compact Priority	<p>4.4.1.1 Design and carry out specific policy reforms and investments towards achieving the Millennium Development Goals</p> <p>4.4.1.2.1 Undertake specific measures to promote continuous education for competitive skills and equal opportunities in the labor market</p> <p>4.4.1.3.1 Achieve universal access to basic education</p> <p>4.4.1.3.2 Carry out specific activities to promote adult literacy and skills training, early childhood development and life skills training</p>				
Project Cost	US\$2.7 million				
Duration	20 months				
Approval Date	December 2009	Effective Date	January 2010	Closing Date	September 2011
Project Description	Education reform efforts in Iraq are hampered by the lack of a sectoral strategy and the weak institutional capacity. The GOI currently lacks one comprehensive National Education Strategy that would constitute the framework for system reform and guide resource allocation and international assistance to the sector. There is also recognition of the need to develop the human and institutional resources in order to allow line ministries to plan strategically, and to design and implement system reforms. Almost all sector assessments underlined the need to build internal capacity within the education and higher education sectors to support the transition. <i>The TA consists of two main pillars:</i> (i) Support to the National Education Strategy for Iraq (NESI); and (ii) Capacity building in strategic planning and policy design.				
Beneficiaries	The Technical Assistance will benefit the GOI including but not limited to: (i) GOI officials from 4 ministries in both Baghdad and KRG (Ministry of Education-Baghdad and KRG; and Ministry of Higher Education and Scientific Research-Baghdad and KRG); (ii) high-level officials from the Prime Minister Office, key related ministries and members of Parliament; (iii) selected officials from the Directorates of Education; and (iv) selected officials from universities/academia across all 18 governorates.				
Near Term Employment Creation	N/A				

Strategic Context and Donor Coordination

The Technical Assistance is a response, for the education sector, to the GOI's request for international support for 'institutional strengthening and capacity building', and part of the Bank's assistance strategy under the third ISN (FY09-FY11). The GOI has engaged in the preparation of a National Education Strategy for Iraq (NESI), and requested support from the World Bank, UNICEF and UNESCO. At the request of the GOI, the TA is executed by the World Bank, and is implemented in collaboration with UNESCO and UNICEF.

Project Development Objective

The main objective of the TA is to support the GOI's effort to develop a sector strategy for education and higher education in Iraq. This will be achieved through: (i) specific support to the work of the High Committee, the education strategy coordinator, the group of experts and the ministerial technical committees in charge of the preparation of a strategy document; and (ii) strengthening the capacity of the line ministries and other stakeholders in order to ensure an active and effective contribution to the preparation of subsectoral and sectoral strategies.

Outputs, Key Activities and Procurement

Outputs	<ul style="list-style-type: none"> • Subsector strategy and policy framework reports consolidated and endorsed by the High Committee • Regional and National consultations on the education sector strategy organized • 45 GOI officials will be trained in tools for institutional development and analysis of reforms in general and vocational education, and be able to discuss strategic choices for Iraq's education reform and formulate recommendations for input into Iraq's National Education Strategy. • A report reflecting a common understanding of the main challenges and opportunities for preparing Iraq's education sector for a knowledge-based economy is produced and a dissemination/restitution workshop for sharing the findings with a larger audience of Iraqi stakeholders is organized • Strategic plans for Iraqi universities drafted • Strategic planning units established in participating institutions • 2-3 professionals from each line ministry will receive specialized and certified training in educational planning and management from an internationally recognized institution
Activities	<p>I. Pillar I: Support to the National Education Strategy for Iraq (NESI)</p> <p>A. A series of training workshops for the technical committees to assist with the preparation of a draft strategy document</p> <p>B. Technical training to assist in the development of a simulation model for the country</p> <p>C. Distance technical backstopping to local teams</p> <p>D. Support to consultation workshops with stakeholders</p> <p>II. Pillar II: Capacity Building in Strategic Planning and Policy Design</p> <p>A. Training course on Strategic Choices for Educational Reform</p> <p>B. Study tour(s) and seminar(s) on Education Reform for the Knowledge Economy</p> <p>C. Training on strategic planning in higher education at the institutional level</p> <p>D. Fellowships for executive programs in educational policy analysis and planning</p>
Procurement	<p>Consultants' Services and Training: US\$ 2.55 million</p> <p>Unallocated: US\$ 0.15 million</p>

Financial Data

Funds Committed	US\$0.1 million	% approved	5
Funds Disbursed	US\$0.03 million	% approved	1
Forecast Closing Date	September 2011	Delay (months)	0

Progress against Indicators: Not measurable yet. The project recently became effective.

		% of planned	

Qualitative Assessment of Project Performance

The World Bank approved the project on December 18, 2009 and it became effective on January 18, 2010. It was formally launched through a workshop from February 11-12, 2010 to discuss the terms of reference for the capacity building activities and to reach agreement on the next steps and arrangements for the preparation of the Iraq education strategy. A total of 13 high-level representatives from the Government of Iraq (GOI) participated in the workshop, as well representatives from the international partners, UNESCO and UNICEF and the International Institute for Educational Planning (IIEP). Following the TA launch workshop, the WB team contributed to the workshop on the preparation of the NESI, which brought together 40 Iraqi officials, and was organized by UNICEF and facilitated by IIEP. During both these workshops, the status of the NESI formulation was assessed and coordination arrangements were discussed with the partners UNICEF and UNESCO.

A supervision mission took place from June 12-13, 2010 to provide feedback on the draft of the Situation Analysis under Pillar I of the TA and to discuss the details of the capacity building activities under Pillar II. The Iraqi delegation presented three chapters of the Situation Analysis and agreed to send a complete report to the World Bank, UNICEF and UNESCO by July 22, 2010. The next workshop for the NESI is planned for October 2010. Under Pillar II of the TA: (i) the training course on Strategic Choices for Educational Reform (SCER), to be delivered by the World Bank Institute (WBI) is planned to take place in Beirut, December 6-17, 2010; (ii) the Study tour and seminar on Education Reform for the Knowledge Economy is planned for November 2010 if the Iraqi government sends the approved participant list by August, otherwise it will take place in February 2010 in Malaysia and South Korea; (iii) the fellowships for executive programs in educational policy analysis and planning were suggested to be a tailored 4-6 week course held in 2011; and (iv) preparation for the training course on strategic planning in higher education will begin once the SCER course is completed. The Iraqi delegation also selected two focal points for Pillar II activities of the TA to ensure a timely and effective implementation.

Major Implementation Obstacles

N/A