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TATWEER PROJECT

DEVELOPING NATIONAL CAPACITY IN PUBLIC MANAGEMENT

QUARTERLY PROGRESS REPORT – 10
OCTOBER – DECEMBER 2008

31 January 2009

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*a subsidiary of Coffey International, Ltd.

Management Systems International

Corporate Offices
600 Water Street, SW
Washington, DC 20024



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CONTENTS

Acronyms	ii
Project Overview	1
I. Summary Highlights	2
II. Program Highlights	8
A. Strengthening Key Ministries	8
B. Strengthening Executive Offices	35
C. Cross-Cutting Technical Assistance	44
D. Professional Development.....	47
Training Update.....	50
III. Project Management	51
A. Personnel.....	51
B. INTERNAL Project Management and Procurement systems	52
C. Facilities, Systems, and Equipment	53
D. Security and Transportation.....	53
Annex I: USAID/Tatweer Performance Indicators at a Glance	54
Output Indicators:	54
Project Result 1: Strengthened Core Public Administration Skills	59
Project Result 2: Ministries Establish More Effective Administrative Systems.....	60
Project Result 3: Public Administration Training Capacity Expanded.....	61

ACRONYMS

AAA	Association of Auditors and Accountants	GDP	General Director Plan
AC	Anti-Corruption	GIS	Geographic Information Systems
ADU	Administrative Development Unit	GoI	Government of Iraq
API	American Petroleum Institute	GPS	Global Positional System
CBO	Capacity Building Office	HQ	Headquarters
CCNA	Cisco Certified Network Associate	HR	Human Resource
CD	Capacity Development	HRIS	Human Resource Information System
CDP	Capacity Development Plan	HRMS	Human Resource Management System
CDU	Capacity Development Unit	HRS	Human Resource System
CFG	Corporate Finance Group	HRTDC	Human Resources and Training Development Center
CM	Change Management	IASIA	International Association of Schools and Institutes of Administration
CMCS	Collaboration, Management and Control Solutions	ICD	International Cooperation Directorate
COMFAR	Computer Model for Feasibility Analysis and Reporting	ICDL	International Computer Driving License
CMMS	Computerized Maintenance Management System	ICT	Information and Communication Technology
COMSEC	Council of Ministers' Secretariat	IDP	Internally Displaced People
COS	Chief of Staff	IG	Inspector General
COSIT	Central Organization for Statistics and Information Technology	IMS	Inventory / Information Management Systems
COSQC	Central Organization for Standardization and Quality Control	IOC	International Oil Company
CSC	Civil Service Commission	IPP	Independent Power Producer
CTO	Cognizant Technical Officer (USAID)	IRFFI	International Reconstruction Fund Facility for Iraq
CTT	Certified Technical Trainer	IRM	Information Resources Management
DAD	Development Assistance Database	ISCM	Integrated Supply Chain Management
DCOP	Deputy Chief of Party	ISO	International Standards Organization
DG	Director General	ISRB	Iraqi Strategic Review Board
DM	Deputy Minister	ISS	Inventory Software System
DOH	Department of Health	IT	Information Technology
DPM	Deputy Prime Minister	IUAA	Iraqi Union of Accountants and Auditors
DPMO- EA	Deputy Prime Minister's Office- Economic Affairs	IZ	International Zone
DPMO- S	Deputy Prime Minister's Office- Services	IZFN	International Zone Fiber Optic Network
EPA	Employment Professional Appraisal	JA	Job Analysis
ERP	Enterprise Resource Planning	KIMS	Kimadia Inventory Management System
ESCWA	Economic Social Commission for Western Asia	KPI	Key Performance Indicator
FCSC	Federal Civil Service Commission	KRG	Kurdistan Regional Government
FMWG	Fiscal Management Working Group	KWG	Kimadia Working Group
GD	General Directorate	LC	Letter of Credit

LGP	Latitudinal Gradient Project	PMU	Project Management Unit
LOA	Letter of Agreement	PO	President Office
MCP	Microsoft Certified Professional	POC	Point Of Contact
ME	Ministry of Electricity	PRT	Provincial Reconstruction Team
MoA	Ministry of Agriculture	PSD	Personnel Security Detail
MoDM	Ministry of Displacement and Migration	RFI	Request for Information
MoE	Ministry of Environment	RFP	Request For Proposals
MoH	Ministry of Health	RFQ	Request for Quantities
MoHR	Ministry of Human Rights	RNIS	Romanian National Institute of Statistics
Mol	Ministry of Industry	RTI	Research Triangle International
MoJ	Ministry of Justice	SCOP	State Company for Oil Projects
MoMPW	Ministry of Municipalities and Public Works	SGS	Sallyport Global Services
MoO	Ministry of Oil	SOC	South Oil Company
MoP	Ministry of Planning	SP	Strategic Planning
MoPDC	Ministry of Planning and Development Cooperation	SPSS	Statistical Package for the Social Sciences
MOU	Memorandum of Understanding	SRP	South Rashidiya Project
MoWR	Ministry of Water Resources	TE	USAID/Tatweer Energy
MRC	Middle Refining Company	TECC	Technical Expert Conference Committee
MSI	Management Systems International	TEG	USAID/Tatweer Energy Group
MWD	Measurement While Drilling	TNA	Training Needs Assessments
NCCMD	National Center for Consultancy and Management Development	TOT	Training of Trainers
NCD	National Capacity Development Program	U.A.E	United Arab Emirates
NGC	North Gas Company	UNAMI	United Nations Assistance Mission for Iraq
NGOs	Non-governmental organizations	UNDP	United Nations Development Programme
NOC	North Oil Company	UNIDO	United Nation Industrial Development Organization
OGPCP	Office of Government Public Contract Policy	U.S.	United States
OJT	On-Job- Training	USAID	United States Agency for International Development
OSTP	Organizational Self Assessment and Transportation Program	USG	United States Government
PAF	Procurement Application Form	VP-E	Vice President for Economic Affairs
PARC	Pan Arab Research Center	VP-S	Vice President for Service
PIP	Performance Improvement Plan	VPO	Vice President Office
PLA	Participatory Learning and Action	VSAT	Very Small Aperture Terminal
PM	Project Management	VTC	Video Tele-Conferencing
PMC	Public Administration Cycle	WTO	World Trade Organization
PMO	Prime Minister's Office	WUA	Water Users Association
LGP	Latitudinal Gradient Project		

PROJECT OVERVIEW

The USAID-funded *Tatweer* project is an integral part of the U.S. Government's National Capacity Development (NCD) Program with the overall goal to "build the capacity of key Iraqi ministries to deliver core services." USAID/*Tatweer* resources are focused on "developing national capacity in public management," with the conviction that improving ministries' performance in core administrative functions such as fiscal planning, personnel management, project management, leadership and communication, and utilization of information technology contributes significantly to the ultimate goal of improving public service delivery for the benefit of Iraqi citizens.

Engagement with Key Ministries and Executive Offices: USAID/*Tatweer* works directly with ten national ministries plus key executive offices of the President and two Vice Presidents, the Prime Minister, the two Deputy Prime Ministers and the Council of Ministers Secretariat. USAID/*Tatweer* ministry engagement teams provide assistance for improving management systems, coordinate and follow up with USAID/*Tatweer* training to maximize its impact on administrative skills, and build the ministries' capacity to assess their own systems and identify practical improvements in the delivery of services to their "customers" among the Iraqi population.

Training: USAID/*Tatweer* provides an ambitious training program to raise the skill levels of a critical mass of civil servants in a public administration training courses. All training is competency-based, practical skill-oriented, adult learner-centric and in Arabic. Our emphasis has shifted heavily towards instruction provided by USAID/*Tatweer*-trained Iraqis (TOT), with a result that over half of all new trainees are taught by Iraqis.

Scholarship Program: USAID/*Tatweer* has sent a total of 104 Iraqis on international post-graduate scholarships in programs related to public administration. Another 11 are scheduled for matriculation in early 2009.

USAID/*Tatweer* Energy (TE): TE is a special team of international energy experts delivering comprehensive and coordinated assistance in the critical areas of project management, technology, and procurement for the Iraqi electricity, petroleum, and gas industries. These experts assist their Iraqi counterparts to develop the skill sets and tools needed to rebuild the Iraqi energy sector, from best practices in tendering for plants and services to the project management skills required to build multi-billion dollar energy infrastructure, such as refineries and power plants.

Rapid Response to Urgent Performance Issues: USAID/*Tatweer* responds to urgent performance requirements, especially budget execution (including procurement), and provides rapid surges of staffing and activity in support of USG policy priorities. In response to a USAID request, USAID/*Tatweer* rapidly staffed and is managing the USAID/*Tatweer* Energy team, a unit focused on budget execution and operational efficiencies in the key Oil and Electricity ministries. USAID/*Tatweer* is also reaching out to provide training and technical assistance to the provincial arms of the national ministries in cooperation with other USAID projects and agencies and offices of the U.S. Embassy team in Iraq.

Expanding Government's Training Capacity: USAID/*Tatweer* coordinates with NCCMD, the Al Quds School for Computers, and ministerial training centers in Iraq to sustain a vibrant training network in all regions of the country.

I. SUMMARY HIGHLIGHTS

This document reports on the progress of the *Tatweer* Project, Developing National Capacity in Public Management (USAID Contract No. DFD-I-00-05-00221-01) during the program’s Quarter 10 (October to December 2008). It contains project accomplishments based on the revised work plan for calendar year 2008.

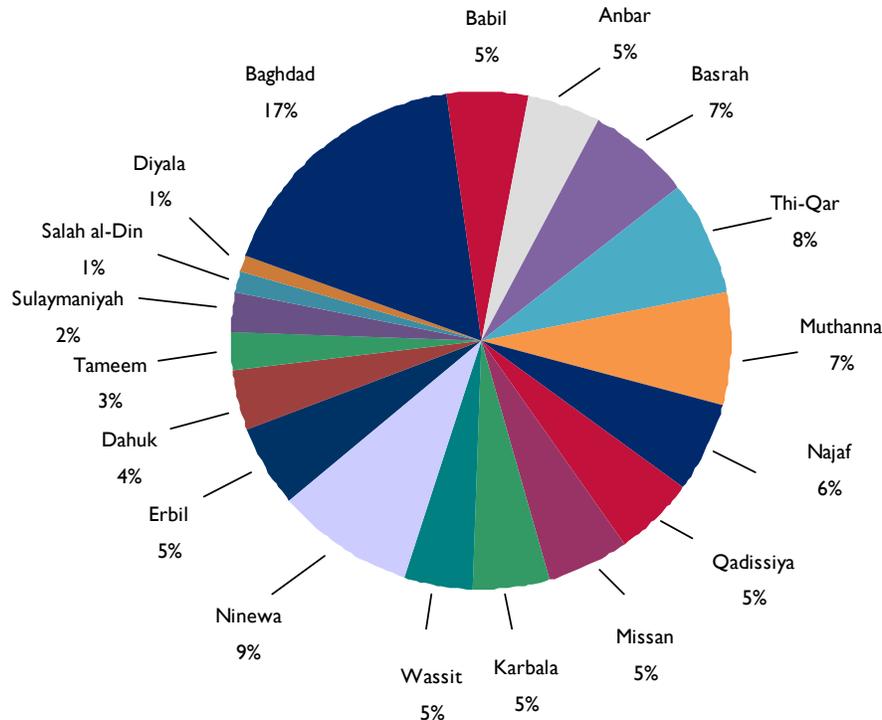
This quarterly report highlights the project’s sustained activities towards improvements within *Tatweer*-assisted Government of Iraq (GoI) institutions. Improvements are based on a consolidation of training, coaching, and mentoring strategies to strengthen ministries and executive offices’ key administrative systems. Results from this quarter illustrate the steady expansion of USAID/*Tatweer* activities within ministries. USAID/*Tatweer* has systematically consolidated foundational planning and implementation, to increase and sustain improvements within ministries, executive offices, and professional development throughout the GoI.

PROGRAM HIGHLIGHTS

Training: Between October and December 2008, 13,363 civil servants enrolled in and received USAID/*Tatweer* training programs in public administration. This represents a 35% increase over the previous quarter. USAID/*Tatweer* has exceeded the project’s ambitious target to train a critical mass of over 30,000¹ civil servants from the key ministries’ management cadre by training a total of 33,458 participants (42,404 class enrollees) by the end of 2008.

Geographic Outreach: USAID/*Tatweer* continues to deliver training in all eighteen Iraqi provinces. Eighty-three (83%) percent of this quarter's trainees work in ministry directorate offices outside of Baghdad (Figure 1).

Figure 1: Geographic Outreach of Training Courses



¹ The 2008 revised PMP target for the original LOP of July 31, 2009.

- Ministry Training by TOTs:** USAID/*Tatweer*-trained trainers from most ministries are now conducting training with ministry staff. The numbers of courses conducted by TOTs continue to increase as the project grows. The MoH has the largest number of courses conducted by their trained trainers this quarter. Figures 2 to 4 below show the increases in the number of courses taught and the corresponding number of participants in these courses.

Figure 2: Ministry Training by TOTs

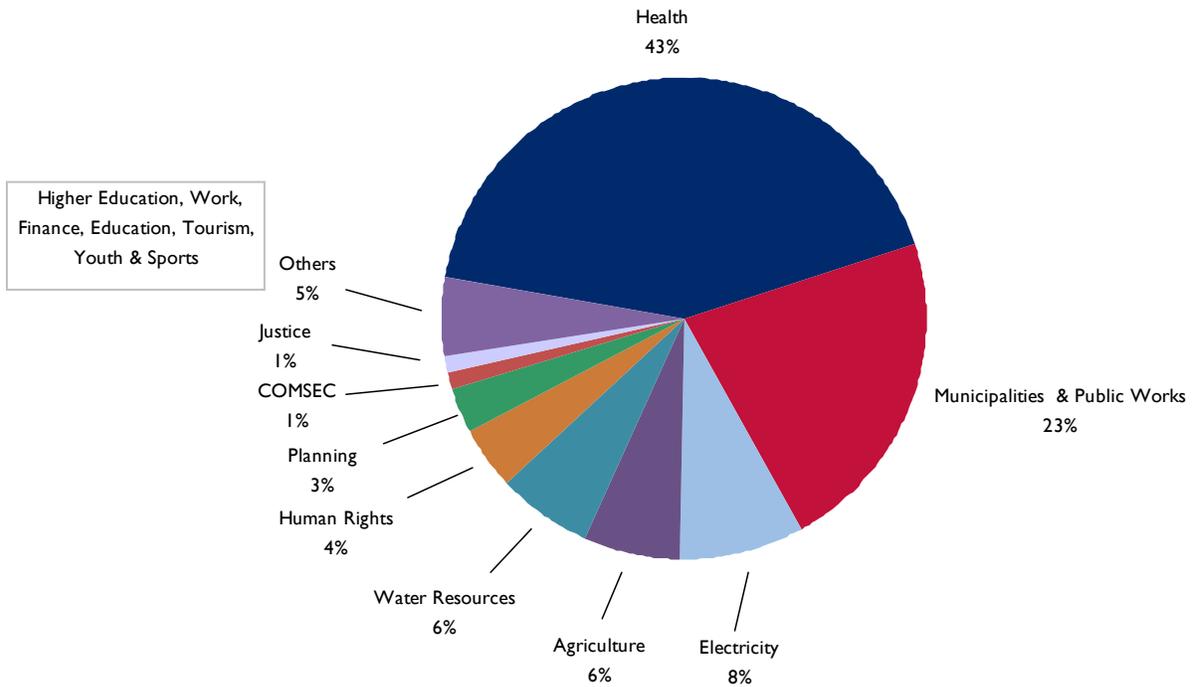


Figure 3: Number of Courses by Type through 2008

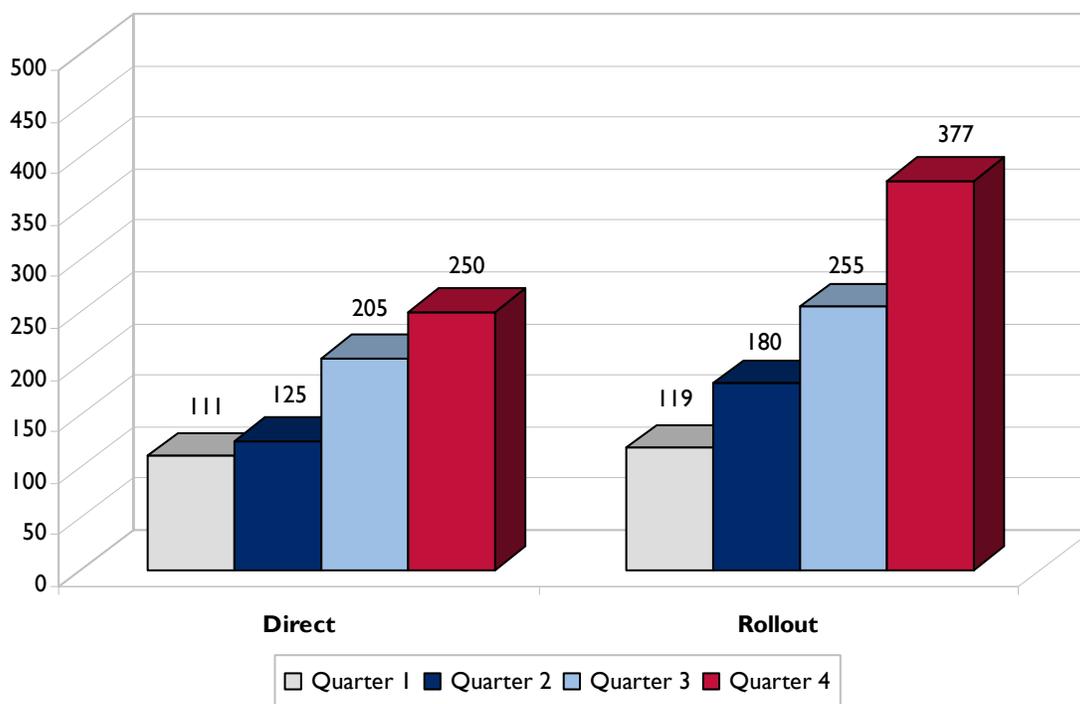
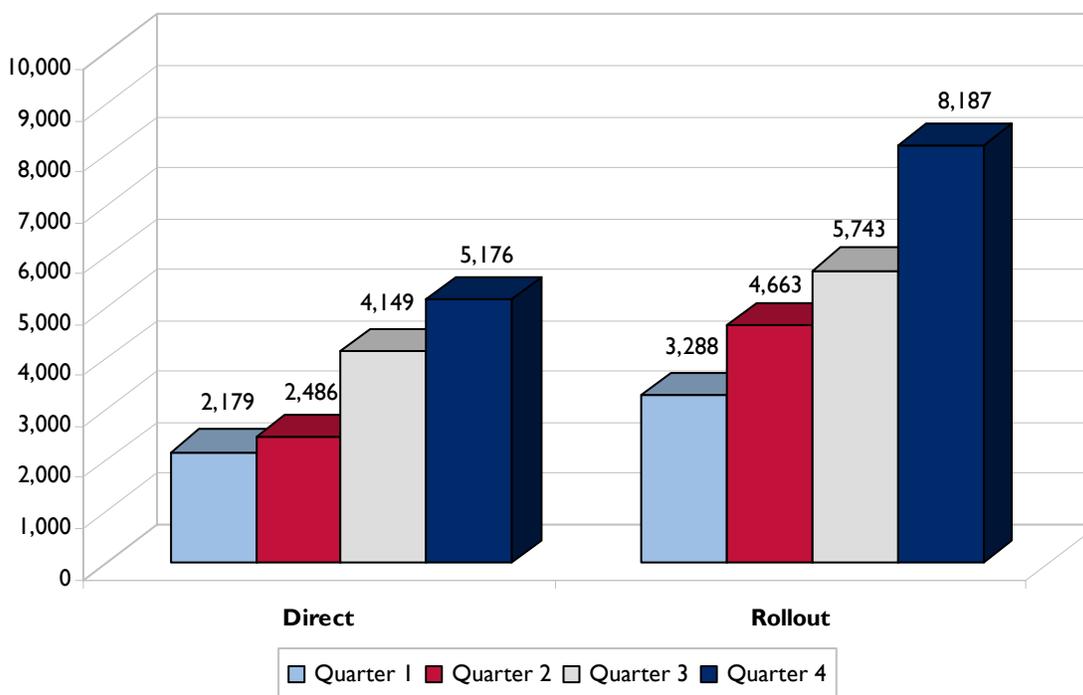


Figure 4: Number of Participants by Type of Courses through 2008

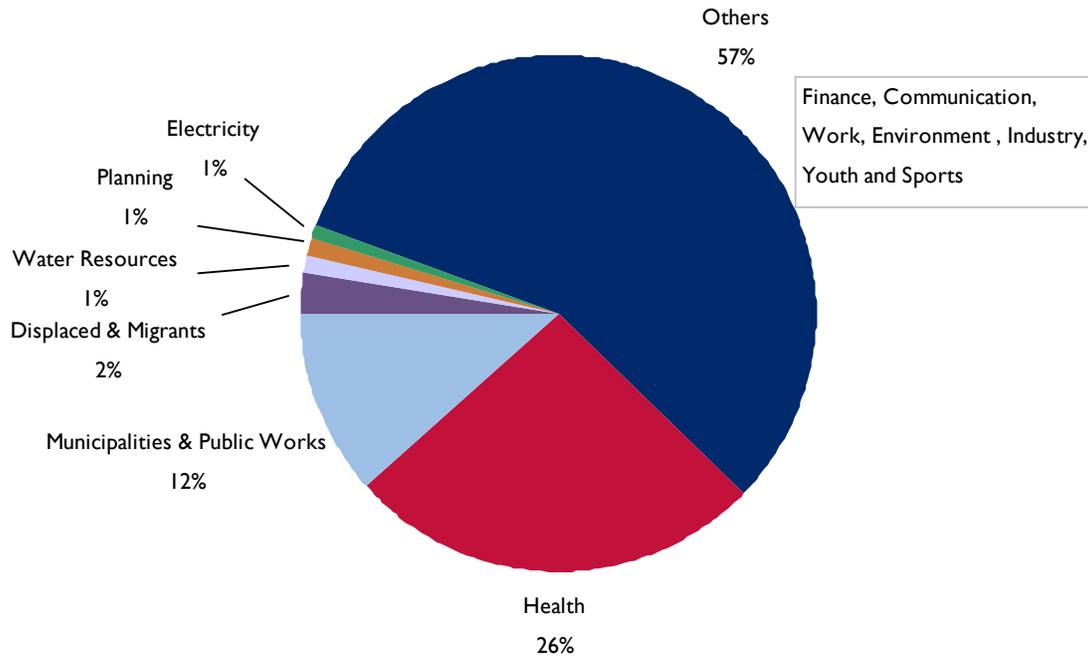


As indicated in Figures 3 and 4 above, between direct courses (conducted by USAID/*Tatweer* trainers), and rollout courses (conducted by USAID/*Tatweer*-trained ministry staff), there are significant increases in the numbers of

courses conducted, with a corresponding increase in the number of civil servants trained. However, the increases at the roll out level, conducted by TOTs, are sharper than at the direct training level.

Anti-Corruption Program: USAID/*Tatweer* continues its outreach to Inspector-General (IG) offices in all ministries in Iraq. This quarter, 221 IG staff members were trained on the roles and responsibilities of the IG office. A breakdown of this number is contained in Annex I, while Figure 5 below shows the breakdown by ministry IG.

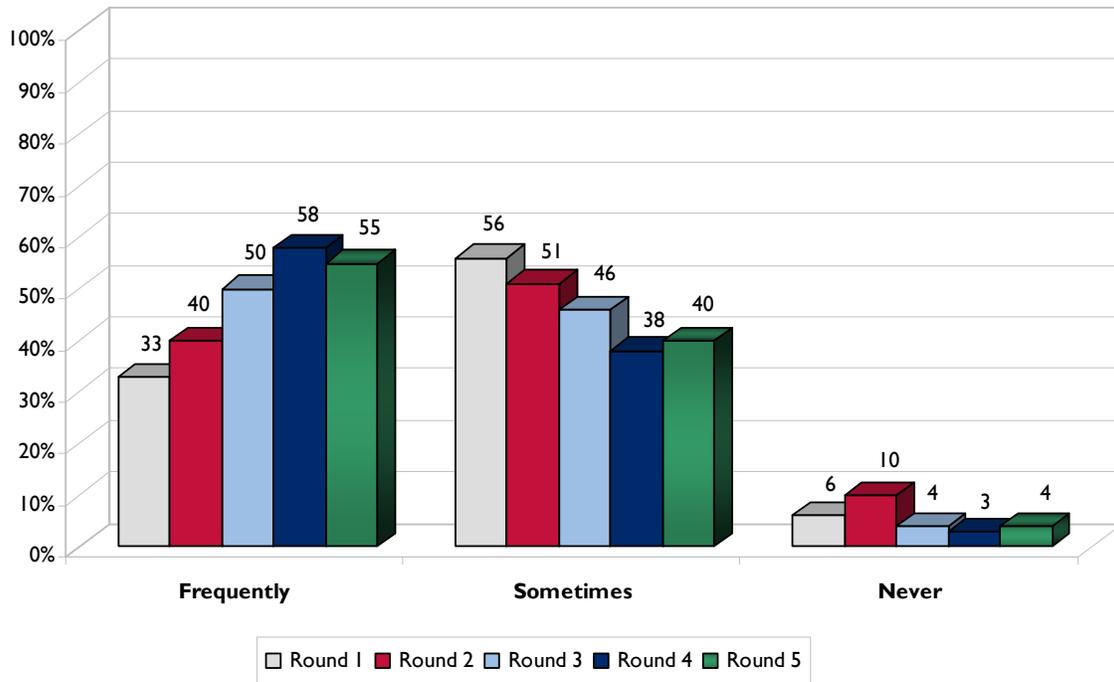
Figure 5: Number of Anti-Corruption Courses by Ministry



Post-Training Surveys (PTS): The post-training surveys, conducted utilizing questionnaires administered to a national sample of graduates randomly selected for each three-month period, provide systematic information by graduates of changes in their personal work performance and the overall operation of their workplace as a result of training provided by *USAID/Tatweer* courses. A fifth round of surveys was conducted this quarter and included training graduates who received training between July–September 2008. In PTS 5, 778 respondents completed questionnaires, covering 11% of the total enrollees in core courses during this period. The survey achieved a response rate of approximately 83%. PTS 5 included interviews conducted in all provinces of Iraq with the exception of Anbar, which was excluded due to logistical and safety considerations.

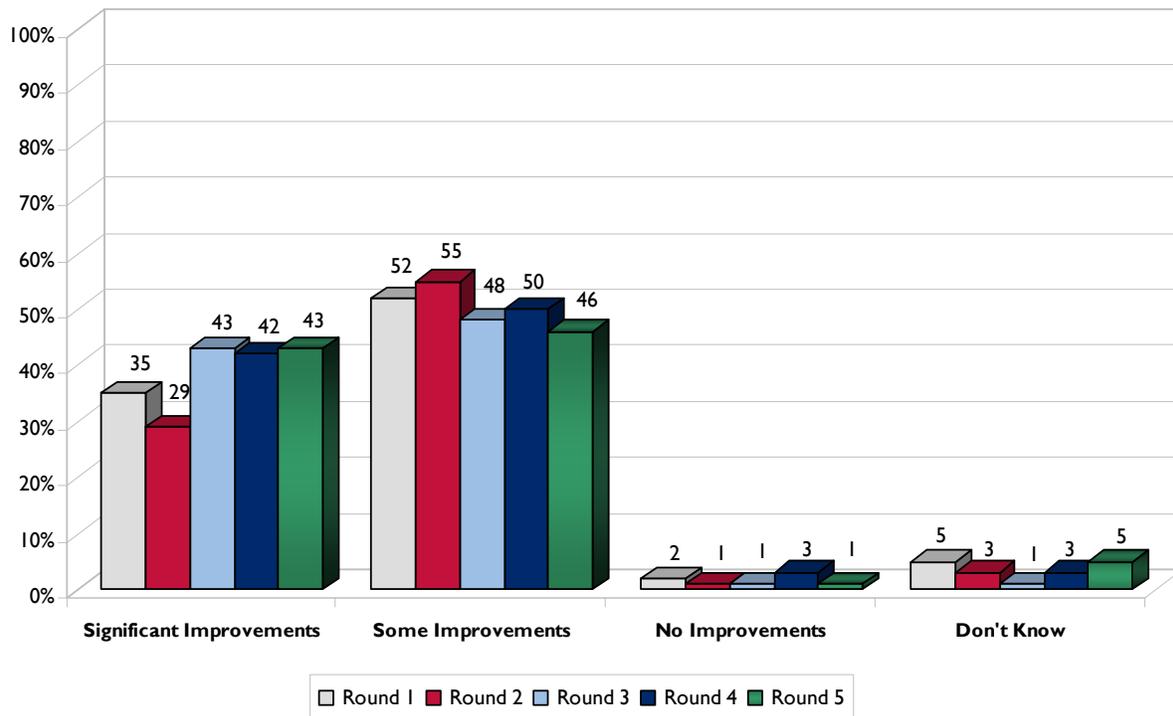
Figures 6, 7, and 8 provide ‘at a glance’ findings from five rounds of the surveys.

Figure 6: Level of Utilization of Acquired Skills by Respondents (%)



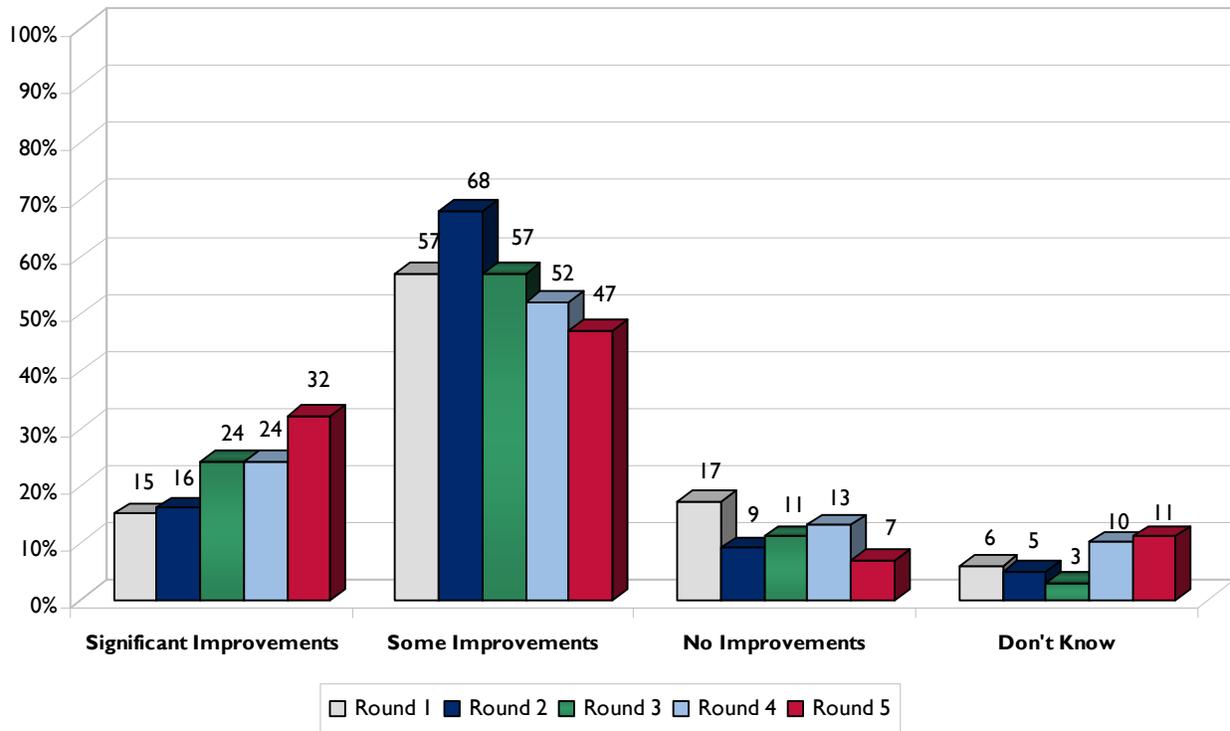
PTS 5 displays a slight decrease in the percentage reporting that they ‘frequently’ use the skills and knowledge provided by the training from the previous survey. One contributing factor for this decrease is a change in wording on the questionnaire from ‘often’ to ‘frequently.’ Overall, 95% of respondents claim to use skills and knowledge acquired by training either ‘frequently’ or ‘sometimes.’ This is nearly identical to the results of the previous PTS survey, and a 67% increase over the first round of questionnaires.

Figure 7: Level of Improvement based on Acquired Skills/Knowledge by Respondents (%)



In total, 89% of respondents claim there is ‘some’ or ‘significant’ improvement in their own work as a result of the training. This percentage approximates results observed for the previous PTS survey (92%). Nearly the same percentage (43%) claims that these improvements are ‘significant.’

Figure 8: Evidence of Administrative Improvements in Respondent’s Department (%)



At the same time, PTS 5 provides a small but significant increase in the percentage observing ‘significant’ improvement in the administrative work of their department or unit, 32% versus 24% reported in PTS 4.

II. PROGRAM HIGHLIGHTS

A. STRENGTHENING KEY MINISTRIES

MINISTRY OF AGRICULTURE (MOA)

HIGHLIGHTS

This quarter, over 750 MoA staff were enrolled in and completed various training and workshop activities in all core areas of public management. The MoA also launched the last phase (Transformation) of the Organizational Self-Assessment and Transformation Program (OSTP) this quarter. During this phase, the ministry will begin to utilize findings from the self-assessments and recommendations made to effect changes in their organizational systems. The MoA also began to automate processes with the purchase of two essential software packages—Correspondence and Archiving. The selection process was facilitated by USAID/*Tatweer's* fiscal consultant to the MoA and purchased from a local database developer at the Ministry of Industry.

With USAID/*Tatweer* guidance, the MoA approved establishment of five development centers, including one for Strategic Planning and four training centers. The MoA approved and allocated \$5.866 million from the “Prime Minister’s Agricultural Initiative” to establish the Strategic Planning center. The MoA also allocated \$15 million in construction funding and \$9 million for annual budgets for four capacity development and training centers in Baghdad, Babil, Mosul, and Basrah. These centers are expected to be functional in within two to three years.

The South Rashidiya Pilot Project has been successfully executed. To date, a field agricultural survey has been done, data entry into GIS software has been completed, and a technical report specifying the cost to rehabilitate the irrigation canal system has been completed and submitted to the Minister of Water Resources. In the immediate term, the Ministry of Water Resources has agreed to cover the cost of connecting the pump station to the national electrical grid.

A new water inventory project in Taji—Taji Canal 42—was initiated this quarter as a result of the success of the South Rashidiya Pilot Project. The fertile agricultural land in the project area needs rehabilitation as a result of water distribution problems. The MoA, the Ministry of Water Resources (MoWR), USAID/*Tatweer*, the USAID *Inma* project, and PRT5 are collaborating on the project and have begun preparation for training and other activities.

Table I: MoA Reporting Matrix

Performance Indicators	Activities	December 2008 Expected Results	December 2008 Actual Results
Sub-IR 10.1.2 - Project Result 2: Ministries Establish More Effective Administrative Systems			
Sub-IR 10.1.2 Indicators:			
Proportion of priority systems improvements in human resource management implemented by ministries	Acquire and implement interim employee timesheet system (will be rolled into HRIS in 2009)	Implemented System and documentation	In Progress: MoA team continues to map HR business process. HRIS will be identified in 2009
	Identify HR Information System (HRIS) platform requirements and potential vendors	Technology Summary Report	In Progress: MoA is testing locally developed HRMIS
	Enroll employees in competency and advanced level HR training courses and IT courses applicable to HR database use and maintenance	25 staff enrolled	Achieved: 75 staff trained in HR at competency level

Performance Indicators	Activities	December 2008 Expected Results	December 2008 Actual Results
Proportion of priority systems improvements in fiscal management implemented by Ministries	Coach and provide logistical support to the Central Procurement Committee executing the 2008 capital investment budget	6 work sessions	Achieved: 8 working sessions conducted with procurement department
	Enroll procurement employees in training courses, especially procurement and project management, strengthening skills related to capital investment budget execution	66 staff enrolled	Achieved: 86 trained in procurement, 1 trained in budget 4 ToTs in procurement
	Pilot inventory ISS	ISS functioning	In Progress: MoA is exploring use of locally developed inventory software system
	Enroll fiscal management employees in L/C and strategic planning training courses	50 staff trained in L/C 13 staff trained in SP	Achieved: 48 L/C competency 62 L/C advanced 12 L/C TOT graduated 2 ISO trained No SP training conducted
Proportion of priority systems improvements in information technology management implemented by Ministries	GIS GPS training presented	Train 20 on GIS, GPS	Achieved: 35 trained in GIS 75 trained in IT competency
Proportion of priority systems improvement in project management implemented by Ministries	Coach project managers (PMs) on capital investment budget procedures, forms and feasibility studies	30 project managers coached	Achieved: 39 International Cooperation project managers coached 11 trained in Primavera
	Southern Rashidiya Project (SRP)	Data entry of field survey data. Preliminary results presented to the MoA leadership	Achieved: Data entry accomplished, feasibility study report presented to MoWR Minister
Number of ministries and executive offices with institutionalized self-assessment process	Finalize self-assessment/action plan and Implement OSTP transformation action plan	Continue implementation of transformation action plan	In Progress as planned: Transformation action plan ongoing

Sub-IR 10.1.3 - Project Result 3: Public Administration Training Capacity Expanded

Sub-IR 10.1.3 Indicators:

Ministerial Training Centers Strengthened

Number of ministries that have established a public administration training program	Conduct training center needs assessment	Needs assessment conducted and recommendations proffered	Achieved: Needs assessment report with recommendations submitted to USAID/Tatweer management
	Create plan for establishing the training center and advocate for approval	Training center plan approved	Achieved: 4 CD/training centers approved to be established in Baghdad, Babil, Mosul and Basra. Funds allocated

Operational Effectiveness Indicators			
	Conduct assessment of management decentralization options and issues	Issues, options, recommendations presented to MoA	In Progress: Report in drafting stage
	Provide technical assistance to Ministry to draft management decentralization plan	Proposal and plan approved for implementation	Not Achieved: However, the plan will now be modified to fit provincial rollout. Report will be submitted in 1 st quarter 2009
	Coordinate with MoA a transition plan on USAID/ <i>Tatweer</i> activities	Implement transition plan	Not achieved: implementation expected in 2 nd half of 2009

CONTEXT AND OBSTACLES ENCOUNTERED

The end of this quarter marks 20 months of fruitful cooperation between USAID/*Tatweer* and the MoA. MoA leadership has made it clear that they value USAID/*Tatweer* assistance and welcome every effort the project makes in developing MoA's public management capacity. The MoA is now working fully in harmony with the USAID/*Tatweer* team to effect the transformation and institutional development following a very successful period of professional development in all areas of public administration.

MINISTRY OF HEALTH (MOH)

HIGHLIGHTS

USAID/*Tatweer* conducted a strategic planning (SP) workshop for MoH top leadership that resulted in the generation of a new strategic framework. The project then facilitated a series of SP workshops for recently-formed MoH SP teams from the governorates to disseminate the new strategic framework and thought process to regional MoH units. In addition, USAID/*Tatweer* organized and facilitated a workshop to review national SP goals and to coordinate SPs drafted by governorate planning teams. After the MoH SP teams returned to their areas, governorate-specific workshops of 3-5 days' duration were conducted, each with all area stakeholders in attendance. The purpose of the workshops was to complete strategic implementation plans for 2009. As a follow-up, a series of workshops were conducted for each directorate to discuss their SP design and implementation schedule. The national Health Strategic Plan 2009-2013 was consolidated and 2009 and 2010 budgets were prepared. MoH and USAID/*Tatweer* will conduct a conference to unveil the final Strategic Plan, which will be used as a basis for future decision-making regarding all aspects affecting improvement in health service delivery to citizens of Iraq.

Improving Budget Performance in the MoH: USAID/*Tatweer* is providing assistance and mentoring to the MoH to improve efficiency in both Capital Investment Budget and Operational Budget performance. This process hinges on internal MoH system reform as well as those reforms recommended to the Ministry of Finance and the Ministry of Planning and Development Coordination (MoPDC). USAID/*Tatweer* advisors responded to a ministerial request to assist in preparation of the 2009 budget. The project conducted a workshop to emphasize a scientific approach and methodology to prepare annual budgets within a strategic framework translated into multiple 5-year plans. In addition, the project is working with MoH's Planning, Finance, and Engineering departments to provide training in fiscal management and to affect system reform within working units.

Effective Working Groups: USAID/*Tatweer* Health Team and MoH formed several working groups in public management areas—Fiscal Management, Kimadia and IT, Human Resources, Strategic Planning, Steering Committee, and others. These working groups include high profile senior Ministry personnel who meet regularly to discuss Capacity Development Plan (CDP) implementation and MoH needs in each area, and have led to system reform in administration and management. Strategic Planning Units within the Planning Directorates at the MoH and governorates have been created to develop and update strategic plans, and have been trained by USAID/*Tatweer* on strategic planning methodology and analysis. Although these units are new, and the MoH has requested further support and development by USAID/*Tatweer*, parallel structures have already been developed for better performance monitoring and evaluation.

The USAID/*Tatweer* Health Team is assisting MoH staff in creating core teams of TOTs in the five public management core areas and in implementing a rollout training program to include all Departments of Health in all governorates. With a vision of further increasing the capacity of MoH's Human Resources and Training Development Center (HRTDC), the project is conducting a series of workshops to help HRTDC staff to build their training management system capabilities, develop their training database and monitoring and evaluation unit, and gain from USAID/*Tatweer's* experience in curricula development and training system management.

Table 2: MoH Reporting Matrix

Performance Indicators	Activities	December 2008 Expected Results	December 2008 Actual Results
Sub-IR 10.1.2 - Project Result 2: Ministries Establish More Effective Administrative Systems			
Sub-IR 10.1.2 Indicators:			
Proportion of priority systems improvements in human resource management implemented by ministries	Create, present and approve reorganizational structure and action plan to MoH	Reorganization implementation plan created, presented and approved	Not Achieved: Work on this task just started and will continue in 2009
	Develop HR Information Management System to implement reorganization	HR information system to implement reorganization completed	Not Achieved: Work on this task just started and will continue in 2009
Proportion of priority systems improvements in fiscal management implemented by Ministries	Improve system performance in budget preparation and execution	Testing and applying budget automation	In Progress: FMWG and USAID/ <i>Tatweer</i> are working together to identify gaps in the current system and study the needs to improve the system.
	Procure developer system, modify to an IMS with specifications, and pilot IMS	Hardware and software installed, system tested and IMS Pilot	Achieved: Developer system procured. IMS system developed by the Ministry. However, the Ministry decided to work with another USG project in this area.
	Train and coach Procurement and IT Directorate employees in IMS maintenance and use	IMS staff trained	Achieved: USAID/ <i>Tatweer</i> supported the MoH at Kimadia and IT Department to develop the IMS and trained them on how to install and use this system.
	Enroll employees in budget, procurement and auditing training courses	Course in auditing	Not Achieved: Postponed till next year to identify a trainer in this area.
Proportion of priority systems improvements in information technology management implemented by Ministries	Enroll employees in IT training courses, SPSS, EpiInfo and Statistics	Course in SPSS	In Progress: 29 staff trained in SPSS
Proportion of priority systems improvement in project management implemented by Ministries	Train staff in project management, feasibility study and Health Planning	Course in feasibility studies	Achieved: Two participants from MoH were enrolled in the COMFAR III training in Amman and will train 20 participants from all the provinces each, from the central and provincial levels at all DOHs Engineering Departments

Performance Indicators	Activities	December 2008 Expected Results	December 2008 Actual Results
Proportion of priority systems improvement in leadership and communication implemented by Ministries	Facilitate senior-level leadership and communication workshop	Workshop for senior-level leadership conducted	Not Achieved: The special workshop for the senior-level leadership was not conducted
Sub-IR 10.1.3 - Project Result 3: Public Administration Training Capacity Expanded			
Sub-IR 10.1.3 Indicators:			
Ministerial Training Centers Strengthened			
Number of ministries that have established a public administration training program	Enroll employees in core area training courses	120 Participants enrolled	Achieved: 100 courses, 3000 employees trained from headquarters and provinces
	MoH TOTs deliver training courses	5 courses; 1 in each core area	Achieved: 5 TOT courses delivered
Operational Effectiveness Indicators			
	Conduct Strategic Planning Conference	Conference conducted	Not Achieved: Strategic plan was updated and consolidated to be submitted to MoPDC. The conference will be conducted in January 2009.
	Implement action plan	Implementation of action plan	Not Achieved: Implementation of action plan will start with 2009.

CONTEXT AND OBSTACLES ENCOUNTERED

The MoH CDP emphasized the importance of looking at the future of the health sector through a strategic planning framework, which addresses the evolving needs of the Iraqi people. This emphasis was repeated at the First National Health Conference, held in June 2008. As described in the Highlights section, USAID/*Tatweer* conducted a series of Strategic Planning Workshops with the ultimate result of a fully-fleshed national Health Strategic Plan 2009-2013, and a corresponding Health Budget for 2009 and 2010. Concurrent with this process, USAID/*Tatweer* implemented workshops to assist MoH with improving its budget performance, including budget execution efficiency and verifying project completion. Generating a meaningful strategic planning model, emphasizing budgeting within a strategic framework, and restructuring to take advantage of meaningful system reforms will position the Ministry to translate national strategies into policy-driven programs.

MINISTRY OF HUMAN RIGHTS (MOHR)

HIGHLIGHTS

This quarter, USAID/*Tatweer* coordinated with the MoHR and the Human Rights Institute to have the Institute become a training provider to MoHR. The project also worked with the MoHR to train seven of its staff as TOTs—2 in budgeting, 4 in human resources, and 1 in procurement. These lead trainers are taking the initiative to provide further training and capability building to MoHR staff. Training in budget and human resources has been extended to cover MoHR in the provinces, and a database was developed to track information and statistics about MoHR trainees and trainer activities. The Ministry's in-house Multi-Purpose room, including a translation room, was completed and is being used for training, workshops, meetings, and lectures on human rights. Also, USAID/*Tatweer* has provided mentoring and assistance to MoHR as they incorporate systemic human resources reforms including:

- Approval of an Organization Chart of the IT section;
- Implementation of the Human Resources Management System (HRMS) currently in use in the Ministry of Municipalities and Public Works (MoMPW); and
- Completion and approval of job descriptions for a majority of positions within the MoHR.

Table 3: MoHR Reporting Matrix

Performance Indicators	Activities	December 2008 Expected Results	December 2008 Actual Results
Sub-IR 10.1.2 - Project Result 2: Ministries Establish More Effective Administrative Systems			
Sub-IR 10.1.2 Indicators:			
Proportion of priority systems improvements in human resource management implemented by ministries	Revision of organization plans	Reorganization plan revised	Achieved: reorganization plan revised
	Approval of reorganization plan	Reorganization plan approved	Achieved: reorganization plans approved
	Recommendation for transition underway	Implementation continued	Not Achieved: Implementation of recommendations in CDP not begun yet
	Training in basic HR functions,	10 staff trained	Achieved: 19 staff trained, 15 competency, 4 TOT,
	Job Descriptions prepared with Ministry staff	Job descriptions finalized	Achieved: 152 Job descriptions completed for 8 directorates
Proportion of priority systems improvements in fiscal management implemented by Ministries	Selected employees identified for training	10 staff trained	Achieved: 11 staff trained, 4 procurement competency, 6 budget competency, 1 TOT

CONTEXT AND OBSTACLES ENCOUNTERED

With the departure of the former USAID/*Tatweer* MoHR team leader, the team was reduced to only one person, making the accomplishment of work plan-based results more challenging to achieve. The new team leader is working on building a new MoHR team.

USAID/*Tatweer* recently appointed a new team leader to continue accomplishments with MoHR. The new team leader is conducting meetings and planning the next phase of USAID/*Tatweer* support to MoHR.

MINISTRY OF DISPLACED AND MIGRANTS (MODM)

HIGHLIGHTS

MoDM recognized USAID/*Tatweer* as the main source of capacity development for its staff. To date, almost 200 MoDM staffers—from all levels and a variety of functional areas—have attended USAID/*Tatweer* training courses in the five core areas.

USAID/*Tatweer's* contractor, supervised by the project's IT team, completed the upgrade of MoDM's IT infrastructure. The upgrade included installation of both hardware and software purchased by MoDM to increase the security, reliability, and expandability of the MoDM network and provide the capability to implement future enhancements and facilitate linkages to provincial offices. On-the-job training was provided to MoDM staff to ensure their capability to effectively operate and maintain the system.

A USAID/*Tatweer* advisor facilitated an agreement with MoDM Finance, Administration, and Information directorates to use a new HR system developed by MoMPW for their HR and Payroll functions. Full implementation of the HR system will begin in 2009 and will include training on Oracle, the software packaged used to develop the new system

Table 4: MoDM Reporting Matrix

Performance Indicators	Activities	December 2008 Expected Results	December 2008 Actual Results
Sub-IR 10.1.2 - Project Result 2: Ministries Establish More Effective Administrative Systems			
Sub-IR 10.1.2 Indicators:			
Proportion of priority systems improvements in human resource management implemented by ministries	Participants lists / Schedules / Training in all core functions	Training continue	Achieved: 219 staff trained in the 5 core areas
	Review current HRMS / recommend updates	Review Document and approve recommendations	Achieved: Current system reviewed, new system recommended and approved.
	Identify HR training needs	HR training program developed	Achieved: Training program developed and agreed
	Conduct HR trainings	HR training completed	In Progress: 39 staff trained
Proportion of priority systems improvements in fiscal management implemented by Ministries	Assessment of existing Financial Systems	Recommendation for changes	Not Achieved: Assessment started and still in progress
	Training on Fiscal/Budget Systems	Training completed for staff	In Progress: 18 staff trained completed
	Assessment of Inventory System for relief supplies	Recommendation for new/updated System	Not Achieved: Postponed to 2009
	Training on procurement /Inventory management	Training completed for staff	Not Achieved: 21 trained in procurement, inventory training postponed to 2009
Proportion of priority systems improvements in information technology management implemented by Ministries	Asses Internally Displaced People (IDP) System upgrade requirement	Implement recommendations	Achieved: Assessment completed and recommendations were implemented to upgrade IT infrastructure
	Special IT training needs assessment	Implement recommendations and conduct training	Not Achieved: Postponed to 2009
Proportion of priority systems improvement in leadership and communication implemented by Ministries	Enroll middle management staff in Leadership and Communication classes competency and advanced	Staff trained	In Progress: 68 staff trained
Number of ministries and executive offices with institutionalized self-assessment process	Conduct needs assessment for senior management training	Senior management trainings identified and planned	Not Achieved: Postponed to 2009
Sub-IR 10.1.3 - Project Result 3: Public Administration Training Capacity Expanded			
Sub-IR 10.1.3 Indicators:			
Ministerial Training Centers Strengthened			
Number of ministries that have established a public administration training program	Training Center upgrade	Installation of IT equipment and Software	Not Achieved: Postponed to 2009
	Training Center staff development	Staff trained	Not Achieved: Postponed to 2009

CONTEXT AND OBSTACLES ENCOUNTERED

The Minister of Displacement and Migration has requested that only a small number of participants attend any one training course in order to avoid interrupting workflow at the ministry. As a result, the 3-6 MoDM staff attendees are slotted into training services that are arranged by or for other Ministries. This arrangement works well most of the time, but cancellations and changes of venue have created some problems. The MoDM advisor has worked with the other ministerial teams to improve coordination and minimize the impact of these issues.

MINISTRY OF MUNICIPALITIES AND PUBLIC WORKS (MOMPW)

HIGHLIGHTS

USAID/*Tatweer's* HR advisor has provided training and mentoring to MoMPW HR staff as they have worked through and completed a job analysis of 1,500 positions in 9 different MoMPW Directorates. The analysis resulted in development of approximately 800 job descriptions that are currently in a semi-final stage. A 13-member MoMPW Human Resources Committee was formed in October, has participated in various USAID/*Tatweer* HR workshops, and will review and finalize the job descriptions. An Employee Performance Appraisal Workshop to study the principles and methods of employee performance was conducted for thirteen HR employees from different MoMPW Directorates.

The USAID/*Tatweer* Procurement advisor initiated a Procurement Assessment in MoMPW's Water and Wastewater Directorates and conducted two 5-day Procurement workshops in October for MoMPW Contract and Bids staff from different Directorates. The workshops covered procurement principles, cycle management, planning, methods, prequalification, bid documents, bid evaluation, and contract management.

USAID/*Tatweer* presented to MoMPW DGs the advantages of international procurement standards and the importance of using Primavera for the Ministry. MoMPW Training Centers in Basrah, Missan, Muthanna, and Thi-Qar were used to start training in Primavera awareness for participants from MoMPW and MoWR. In addition, the MoMPW HR Director prepared staff training and development centers in two additional MoMPW Provincial Offices in Kirkuk and Salah al Din.

The MoMPW's GIS Director participated in a GIS Conference at the Al-Rashid Hotel. The MoMPW GIS Unit has been supported in the past by UNICEF and USAID, and the Director has requested additional support and cooperation from USAID/*Tatweer* and RTI. Seventeen MoMPW employees from Diyala have been trained in GIS methods in Baghdad.

At USAID/*Tatweer's* invitation, 21 representatives of seven GoI Ministries (MoMPW, MoWR, ME, MoO, MoDM, MoH, and MoHR), COMSEC, NCCMD, and Al-Quds School participated in an inter-ministry meeting to affirm their commitment to support the use of an integrated automated HR/Payroll System for standardization at the national level.

USAID/*Tatweer* presented an update of activities and accomplishments along with its MoMPW 2009 Work Plan to USAID. The update included the plan to develop a Strategic Planning Unit in the MoMPW for enhanced project implementation. As a result of the presentation, USAID suggested that the concept of a provincial driven Strategic Planning Unit be presented to other advisors for consideration and use. The MoMPW has accepted USAID/*Tatweer's* 2009 MoMPW work plan and will support the Provincial Rollout offices to be located in Baghdad, Anbar, Babil, Najaf, and Basrah. MoMPW is the first Ministry to approve the project's Provincial Rollout effort.

In preparation for Provincial Rollout, the MoMPW team gathered background information materials affecting the structure and legal framework of GoI Ministries and their respective provincial offices. This assembly and review of data included copies of the National Development Strategy for 2007-2010, the Capital Budget Request Instructions for 2008, and the Guidelines for Technical and Economic Feasibility Studies – 2008. Communication linkages were initiated for liaison with Mr. Chris Barrett of USAID-Iraq, Major Anthony Barbina of the U.S. Army, and Mr. Gerald Becker of LGP-Iraq, regarding the start-up/roll-out of the first USAID/*Tatweer* Regional Provincial Rollout Office for the Baghdad Province, located at USAID/*Tatweer's* Mansour compound.

Other Notable Accomplishments:

MoMPW's HR Director, Yilmaz Shahbaz Abba, shared that an Employee Performance Appraisal that was conducted nine months ago in the MoMPW Karbala provincial offices used ten employees and took two months to complete. Director Abba expects that the upcoming performance appraisal cycle to be conducted in Babil will take two employees and be completed in much less time as a result of USAID/Tatweer Employee Performance Appraisal training provided to MoMPW staff.

Table 5: MoMPW Reporting Matrix

Performance Indicators	Activities	December 2008 Expected Results	December 2008 Actual Results
Sub-IR 10.1.2 - Project Result 2: Ministries Establish More Effective Administrative Systems			
Sub-IR 10.1.2 Indicators:			
Proportion of priority systems improvements in human resource management implemented by ministries	Design HRIS and create implementation map for upgrade or replacement	Work plans and scope documents completed	Achieved: Work Plan and scope report submitted - MoMPW decided to upgrade current HRIS
	Map HR workflows, information sharing and reporting requirements	HR mapping workshops conducted	Achieved: 2 workshops conducted and work flow mapping conducted
	Enroll employees in competency and advanced level HR training courses	150 staff trained	Achieved: 400 staff trained
	Enroll provincial-level employees in core curriculum training courses	1500 staff trained	Not Achieved: 880 staff trained because MoMPW provincial offices shifted emphasis to other systems improvements.
Proportion of priority systems improvements in fiscal management implemented by Ministries	Revise workflows, policies and procedures in budgeting process	Process changes implemented	Not Achieved: Minister still reviewing recommended policies and procedures
	Enroll employees who focus in capital budget execution in change management training courses	30 staff trained	Achieved: 800 staff trained
Proportion of priority systems improvements in information technology management implemented by Ministries	Reorganize information management unit and conduct IT training	20 IT staff trained	Not Achieved: 1 staff trained, ministry priorities changed
	Enroll employees in IT training courses	75 staff trained	Achieved: 350 staff trained. Ministry approved more ToTs
Proportion of priority systems improvement in project management implemented by Ministries	Enroll TOTs in Primavera software training	100 staff trained	Achieved: 130 staff trained
	Enroll employees in project management training courses	75 staff trained	Achieved: 550 staff trained. Ministry approved more ToTs
Proportion of priority systems improvement in leadership and communication implemented by Ministries	Enroll employees in L/C training course	200 staff trained	Achieved: 500 staff trained
Number of ministries and executive offices with institutionalized self-assessment process	Conduct self-Assessment workshops	50 staff trained	Not Achieved: 21 staff trained. Ministry priorities changed.

CONTEXT AND OBSTACLES ENCOUNTERED

USAID/*Tatweer* has stopped training programs in Anbar and Missan because the MoMPW representative is not active and attendance is often less than ten participants. Training will resume when the Ministry commits to training in these provinces.

Observance of the Eid holiday reduced the number of days available for work for Project Staff as well as possible training workshop participants. USAID/*Tatweer* shifted project focus and staff resources to the Provincial Rollout effort.

MINISTRY OF PLANNING AND DEVELOPMENT COORDINATION (MOPDC)

HIGHLIGHTS

During this quarter, the Minister of Planning and Development Coordination approved USAID/*Tatweer*'s plan to embed 10 senior advisors inside 10 MoPDC provincial planning units to start building systems and procedures for the units as part of the project's Provincial Rollout. The project's MoPDC team completed a Rapid Assessment for MoPDC Provincial Offices in 15 provinces. Results were analyzed and will be incorporated into the 2009 work plan.

The USAID/*Tatweer* team and MoPDC have made progress in reforming the MoPDC capital investment program and expediting budget execution. As a result of the success of the pilot project implementing single copies of COMFAR III software at seven ministries, 200 additional copies were ordered for distribution. The MoWR started using the software and reported that they had rejected two feasibility studies prepared by an outside consultant after they compared the consultant reports with the COMFAR analysis.

USAID/*Tatweer* and MoPDC have finalized debugging and testing of the Contractors Classification Program which includes both registered and black-listed contractors. USAID/*Tatweer* trained MoPDC staff to use the program, which will be an important anti-corruption tool as well as a major performance improvement. The program is designed to register contractors and give them the facility to submit applications online while allowing ministries to verify authenticity of contractor certificates online. The program is expected to have a positive effect on budget execution by reducing the length of time needed for contractor verification.

This quarter, COSIT implemented use of the www.cosit.gov.iq domain name and migrated all 400 email accounts from yahoo and hotmail to name@cosit.gov.iq. This success was the result of a joint 6-month effort between MoPDC and USAID/*Tatweer* and coincided with the finalization of the first draft of the Master Statistical Plan for COSIT. The Plan was publically debated in a one-day workshop conducted in October for 125 participants from the GoI. USAID/*Tatweer* and COSIT incorporated feedback from the workshop and produced the final Master Statistical Plan 2010–2014. USAID/*Tatweer* also finalized a plan to bring an international expert to work with COSIT on national accounts, GDP, and consumer price index calculations.

USAID/*Tatweer* developed a capacity development plan for the MoPDC's Coordination and Follow-up Office and worked with MoA staff to produce the first draft of the International Cooperation Strategy. The project also developed an outline for a New Employee Training course for the MoPDC International Cooperation and Coordination and Follow-up Departments. USAID/*Tatweer* completed installation of IT equipment for new local area networks at MoPDC and COSIT and installation and testing of a new VTC system was finalized. Minister Baban has requested that USAID/*Tatweer* schedule a grand opening ceremony to launch the e-government initiative at MoPDC. This ceremony has will be held next quarter.

USAID/*Tatweer* advisors worked with COSQC to develop a strategic plan for compliance with WTO requirements and produced a report detailing a plan of action for the next three years. The project will follow up with COSQC to provide mentoring and detail any necessary activities to be undertaken. USAID/*Tatweer* was also instrumental in the creation of a new unit at COSQC which will follow up with and help to expedite capital investment project. The project is intensifying its efforts to help COSQC spend the \$10 million capital investment allocation for expansion of laboratory capacity and the opening of new provincial offices.

USAID/*Tatweer* made significant strides toward providing training at the MoPDC training hall inside the ministry in Karada using TOTs from the Ministry instead of direct training by project trainers. A computerized training monitoring system is under development, and two courses in Leadership and Communication have been conducted

using MoPDC trainers. MoPDC project management TOTs have attended a refresher course and will begin training inside the MoPDC training hall next month.

USAID/*Tatweer* provided mentoring and two International Cooperation training courses for participants from MoA, MoHR, MoDM, MoH, MoWR, and MoMPW. Participants developed the framework for an International Cooperation Strategy for their Ministries and provided comments on the Paris Declaration to the MoPDC.

Table 6: MoPDC Reporting Matrix

Performance Indicators	Activities	December 2008 Expected Results	December 2008 Actual Results
Sub-IR 10.1.2 - Project Result 2: Ministries Establish More Effective Administrative Systems			
Sub-IR 10.1.2 Indicators:			
Proportion of priority systems improvements in human resource management implemented by ministries	Business Process Reengineering for Administrative Procedures (International Cooperation)	Process Development	Achieved: Project selection procedures were finalized
	Establishing an administrative tribunal procedures (OGPCP)	Court fully functional	Achieved: The court house is established and 16 cases have been delivered to the court. Five have been judged to date.
	Support the implementation of COMFAR at MoPDC and different line ministries (Government Investment)	Training on the use is completed	Achieved: Training is concluded and 200 more copies of the original software were ordered.
	Design a new organizations structure, job description and new scope of work for the directorate	Process Mapping, analysis and improvement	Achieved: New organization structure and job descriptions developed for MoPDC.
	Human Resource Development (International Cooperation)	Staff implements lessons learned from International Cooperation Course	Achieved: All staff are trained on the donors system and have improved screening, monitoring, and evaluation of donor projects.
	Personnel Records Management	25 staff trained	Not Achieved: Removed from plan because USAID/ <i>Tatweer</i> decided to apply HRMS system developed by MoMPW
	Automated Personnel Records	25 staff trained	Not Achieved: Removed from plan because USAID/ <i>Tatweer</i> decided to apply HRMS system developed by MoMPW
	Automated Payroll Administration	25 staff trained	Not Achieved: Removed from plan because USAID/ <i>Tatweer</i> decided to apply HRMS system developed by MoMPW
	Pension and Benefits Administration	25 staff trained	Not Achieved: Removed from plan because USAID/ <i>Tatweer</i> decided to apply HRMS system developed by MoMPW
Proportion of priority systems improvements in fiscal management implemented by	Carry out Capital Budget Projects Conference	Prepare follow up actions	Achieved: Conference was conducted, follow up actions documented

Performance Indicators	Activities	December 2008 Expected Results	December 2008 Actual Results
Ministries	Increase the capacity of MoPDC and other ministries in using the World Bank procedures	Lessons learnt from the training implemented	Not Achieved: Removed from plan. Based on an Agreement with USAID, this issue was given to Grant Thornton
	Train 120 new staff hired by MoPDC for the Planning Units on Capital Budget Projects Preparations and Monitoring	30 staff trained	Achieved: 30 staff trained
Proportion of priority systems improvements in information technology management implemented by Ministries	Establishing, staffing and training a new ICT unit inside MoPDC (Legal Department)	ICT unit providing full services to MoPDC	Achieved: The unit is established and fully staffed
	Data base training (for application software)	25 staff trained	Achieved: 25 staff trained
	IT training (depended about the IT plan)	25 staff trained	Achieved: 65 staff are trained on basic and advance IT skills
	Provide and install ICT equipment and software for 15 offices	Installation and Training	Achieved: 2 computers, 1 laptop, 1 printer and a white board were provided for each of the 15 Provincial Planning Units
	Establish a new computerized classification system for registering and licensing individuals and institution contractors (OGPCP)	Classification System functional	Achieved: The system was designed and tested and is fully functional
Proportion of priority systems improvement in project management implemented by Ministries	Providing and installing new training management system at MoPDC	Testing and commissioning	Not Achieved: Design and development for a comprehensive training management system are finalized and automation for system will be done next quarter
	Developing and installing a new statistical application for Crops Harvesting	Testing and commissioning	Achieved: The application was designed and reports were generated using the new system
	Developing and installing a new statistical application for Car Accidents	Testing and commissioning	Achieved: The application was designed and reports were generated using the new system
	Developing and installing a new statistical application for Parallel Education	Testing and commissioning	Achieved: The application was designed and reports were generated using the new system
	Developing and installing a new statistical application for Employees Data Bank	Testing and commissioning	Achieved: The application was designed and reports were generated using the new system
	Design and Development of National Standards Tracking System	Testing and commissioning	Not achieved: Shifted to the next year plan, ministry lacks database developers

Performance Indicators	Activities	December 2008 Expected Results	December 2008 Actual Results
	Design and Development of Intellectual Property Right Certificates Tracking System	Testing and commissioning	Not Achieved: Shifted to the next year plan, ministry lacks database developers
	120 government employees on the preparation and development of proper feasibility (Government Investment)	Train 40 employees	Achieved: Over 100 individuals were trained.
	Modify the feasibility studies instructions for the year 1984	Publish the modifications	Achieved: Instructions were finalized and published
	Provide Coaching and on-the-job technical assistance in capital investment projects implementation	Provide assistance	Achieved: Provided extensive support to generate the period reports about the capital investment projects
	Management of Statistical Operations	25 staff trained	Achieved: 25 staff trained
Proportion of priority systems improvement in leadership and communication implemented by Ministries	Developing Relationships (International Cooperation)	OECD Paris Declaration Mission has taken place. Paris Declaration signed by Minister of MoPDC. Task Force Established.	Achieved. USAID/Tatweer participated in Task Force and developed materials for Paris Declaration Meeting in Accra.
	Promotional Materials/Reports (International Cooperation)	Promotional materials developed	Achieved: Helped MoPDC to produce a quarterly magazine
	Support the development of information one stop shop	Provide necessary training	Not achieved: Pending the hire of a communication consultant.
	Train MoPDC staff on media and public relations	Follow up on training	Not Achieved: Pending the hire of a communication consultant
	Business English - Correspondence Writing	25 staff trained	Not Achieved: Removed from the plan, trainer not available
	Business English - Report Writing	25 staff trained	Not Achieved: Removed from the plan, trainer not available
Number of ministries and executive offices with institutionalized self-assessment process	Carry out Self Assessment and Transformation Program (OSTP)	Carry out the assessment	Achieved: Self assessment team was established and trained

Table 7: MoPDC / COSIT Reporting Matrix

Performance Indicators	Activities	December 2008 Expected Results	December 2008 Actual Results
Sub-IR 10.1.2 - Project Result 2: Ministries Establish More Effective Administrative Systems			
Sub-IR 10.1.2 Indicators:			
Proportion of priority systems improvements in human resource management implemented by ministries	HR assessment	HR assessment results implemented	Not Achieved: Removed from the plan. Ministry will implement HRMIS
	Improving the capacity of COSQC in metrology mechanisms	Metrology Improvement Plan	Achieved: Designed a comprehensive plan to upgrade their skills

Performance Indicators	Activities	December 2008 Expected Results	December 2008 Actual Results
	Improving the capacity of COSQC in conformity assessment mechanisms	Metrology Improvement Plan	Achieved: Design a comprehensive plan to upgrade their skills
	Improving the capacity of COSQC in standards preparations and approval mechanisms	Metrology Improvement Plan	Achieved: Design a comprehensive plan to upgrade their skills
Proportion of priority systems improvements in information technology management implemented by Ministries	Providing and installing new ICT Equipment and Software	Testing and Commissioning	Not Achieved: RFP not released yet
	Establishing, staffing and training a new ICT unit inside MoPDC -COSQC	ICT unit providing full services to MoPDC	Achieved: Unit is established and staff trained
	Providing and installing new software and databases	Databases functional	Not Achieved: Ministry lacks database developers
	Providing and installing new training management system at COSQC	Testing and Commissioning	Not Achieved: Ministry lacks database developers
	A new website developed	Website Operational	In Progress: A new website is designed
Proportion of priority systems improvement in project management implemented by Ministries	Developing a Strategic Plan for COSQC to be in compliance with the WTO requirements	Translate the report into Arabic	In Progress: The Strategic Plan was developed for COSQC
	Design and Development of Intellectual Property Right Certificates Tracking System	Testing and commissioning	Not Achieved: Shifted to the next year plan, ministry lacks database developers

Table 8: MoPDC / COSQC Reporting Matrix

Performance Indicators	Activities	December 2008 Expected Results	December 2008 Actual Results
Sub-IR 10.1.2 - Project Result 2: Ministries Establish More Effective Administrative Systems			
Sub-IR 10.1.2 Indicators:			
Proportion of priority systems improvements in human resource management implemented by ministries	Business Process Reengineering for Administrative Procedures	Process Development	Achieved: Process development for the Employees Data Bank was concluded
	Carry out HR assessment and recommendation about a staffing plan for COSIT	HR assessment results implemented	Not Achieved: removed from plan
Proportion of priority systems improvements in information technology management implemented by Ministries	Providing and installing new ICT Equipment and Software	Testing and Commissioning	Achieved: All ICT equipment are installed
	Providing and installing new software and databases (Oracle and SPSS)	Databases functional	Achieved: All software are installed
	Transferring 18 applications from FoxPro into Oracle	5 Applications	Achieved: 6 applications were developed under Oracle

Performance Indicators	Activities	December 2008 Expected Results	December 2008 Actual Results
Proportion of priority systems improvement in project management implemented by Ministries	Master Statistical Plan	international dissemination of the strategy	Achieved: Master Statistical Plan was concluded
Proportion of priority systems improvement in leadership and communication implemented by Ministries	Carry out a study tour to Romania to observe rated statistical agency	Study tour lessons learnt implemented	Not Achieved: Study Tour completed
	International Conference in Labor Statistics is hold in Baghdad in November 2008	Report about the conference	Not achieved: The conference is cancelled at the ministry's decision

CONTEXT AND OBSTACLES ENCOUNTERED

During this period, there were no major obstacles except the permanent problem of accessing COSIT premises. The quest for a specialized consultant for COSQC is ongoing, and the work to help MoPDC finalize the plan for 2009 Capital Investment Projects faced challenges after the reduction in budget from \$19 billion to \$12.2 billion after the fall in oil prices.

MINISTRY OF WATER RESOURCES (MOWR)

HIGHLIGHTS

At the request of USAID/CBO Director and Deputy Director, USAID/*Tatweer* developed and submitted a comprehensive report on formulation, institutionalization, and legislation of Water Users Associations (WUA). This report forms the basis of and will be used as a guide for developing future intervention strategies by the MoWR and USAID.

The MoWR GIS Center has completed a map showing the irrigation network in the South Rashidiya Pilot Project area which will be used as a basis for developing initial cost estimates for rehabilitation. All GIS data related to land use gathered during the pilot project has been transferred to *Inma* to facilitate development of multi-year crop projections. The parties involved in the South Rashidiya project have reached an agreement to replicate the project in the South Al-Saboor (Taji West Canal No 42) area. In addition, an understanding has been reached between USAID/*Tatweer* and e-PRT 5 to actively engage in identifying multi-ministerial opportunities in the provincial areas under their jurisdiction.

USAID/*Tatweer* reviewed and indentified GIS capability within the MoA for the purpose of coordinating with MoWR for future field inventory and assessment activities related to agricultural land, irrigation infrastructure, and water resource utilization planning. The project successfully coordinated AutoCAD training for the members of the team who were selected by e-PRT 5 for their mapping project with MoWR.

USAID/*Tatweer* has completed, at MoWR request, training course material for "Use of Logical Framework Analysis for Development of Capital Projects" in English, Arabic, and Power Point. The project also conducted ISO 9001:2000 training courses for the second and third groups of trainees from the MoWR and other Ministries. There are currently 58 ISO Certified Lead Auditors available in various Ministries to develop procedures and process flow charts per ISO standards. The MoWR has issued an order to the ISO Quality Management Unit to allocate one day per week to prepare a Quality Management Manual in accordance with ISO standards in various directorates.

USAID/*Tatweer* has reviewed and incorporated suggestions for modifications of the draft MOU with MoWR and submitted the MOU to USAID for final approval. The project has also completed its 2009 work plan, and successfully completed evaluation and recognition of MoWR trainers by NCCMD.

Three one-day workshops were conducted in Erbil at the invitation of the KRG Minister of Water Resources for decision makers including Ministers, Deputy Ministers, consultants, university professors, DGs, Directors and other top ranking officials. Participants focused on the proposed, preliminary, and target MoWR organization chart;

governance for integrated water resources management aimed at sustainable development; and the organization chart of a regional Water Policy Center and water data bank for shared water resources.

USAID/*Tatweer*, in association with the Director of the Training Center, has developed strategic interventions required by the Ministry for its Training Center. The interventions, including a proposal for the expenditure of \$12.5 million, are under consideration by the MoWR

Other notable accomplishments for the quarter include:

- Completed data collection for Strategic Plan development for the Directorates of Engineering Designs and Topographic Surveys;
- Completed a review of job descriptions;
- Completed a needs assessment survey in four provinces and established a summary of needs; and
- Distributed and collected OSTP Questionnaires in the Directorate of Engineering Designs.

Table 9: MoWR Reporting Matrix

Performance Indicators	Activities	December 2008 Expected Results	December 2008 Actual Results
Sub-IR 10.1.2 - Project Result 2: Ministries Establish More Effective Administrative Systems			
Sub-IR 10.1.2 Indicators:			
Proportion of priority systems improvements in human resource management implemented by ministries	Prepare training plan based on the needs assessment	Commence course	Not Achieved: The 2 courses "Use of Logical Frame Work Analysis", and "Contract Neogitations" will be delivered in 1 st quarter 2009
	Train MoWR staff in ISO 9001:2000 processes and procedures awareness	Training	Achieved: 60 participants trained in ISO awareness
	Conduct training programs in core areas	Ongoing	In Progress: Training over 800 persons in competency and advanced courses.
	Award scholarship and send students to the universities	Candidates deputation	In Progress: 3 out of 4 candidates selected have taken up higher studies. Awaiting clarifications from Home Office for the fourth candidate
	Organization structure for ministry	Finalization	Not Achieved: Parliament has only approved some of the recommendations
	Identify information management and reporting requirements	Information sharing through ISO	Achieved: ISO Committee constituted and started operations in two Directorates
	Facilitate CDU review of MoWR and identify areas of responsibility, critical decision making, and functions.	Conduct OSTP review in one directorate	Achieved: OSTP team formed trained and they conducted two surveys through CDU
	Facilitate CDU performing HR requirements analysis both present and future	Develop Job Descriptions	Job Descriptions revised, updated and modified where necessary

Performance Indicators	Activities	December 2008 Expected Results	December 2008 Actual Results
	Define the roles and responsibilities of all Departments, Directorates, Divisions, Branches, Sections, and Units of the Ministry	Develop roles and responsibilities	Not Achieved: Roles and responsibilities are yet to be defined to specific job descriptions
	Define structure for directorate offices	Develop organization chart	Not Achieved with reference to developing specific organization chart
	Identify information management and reporting requirements	Develop performance appraisal systems	Not Achieved: Not started due to delay in finalization of job descriptions
Proportion of priority systems improvements in fiscal management implemented by Ministries	Conduct training program emphasizing fiscal management standards, processes, systems	Ongoing	Achieved: 1300 persons trained in contract management, budget execution, procurement management courses
	A full assessment of current procurement practices	Review and Implement agreed procedures	Not Achieved: Review underway but procedures not agreed and implemented yet
	Improve procurement process	Provide Assistance	Not achieved: Not started
Proportion of priority systems improvements in information technology management implemented by Ministries	IT Procurements	Procurement Underway	In Progress: RFP currently being advertised
Proportion of priority systems improvement in project management implemented by Ministries	Develop a framework for Asset Management	Operationalize the framework and test the results in particular area	Achieved: Framework for asset management being implemented in South Rashidiya Pilot Project
	Train select MoWR staff in documentation of processes and procedures ISO 9001:2000. and conduct internal certification audit in at least two directorate	Commence Internal Audit in two directorates	Achieved: ISO Team started work in two Directorates
	Provide suitable training courses to enhance MOWR staff capacity for accelerating projects	Conduct training courses	Achieved: 1300 persons trained in various courses, Project Management Competancy, Advanced courses, Feasibility Studies and COMFARIII and ToT courses
	Standardize PIP development and utilization	Develop PIP for one pilot project.	Not Achieved: PIP to develop a sustainable program to inventory and assess all GoI Irrigation infrastructure in progress.
	Assessment of capital investment policies and procedures.	Facilitate implementation plans and also identify new project areas for collaboration	In Progress: Working on development of Technoeconomic feasibility for South Rashidiya Project

Performance Indicators	Activities	December 2008 Expected Results	December 2008 Actual Results
	Develop criteria and analytical skills critical to project prioritization for rehabilitation and maintenance	Develop project report and also identify new pilot areas to work	Achieved: Identified Al-Garaf Project and Ishaqi Project for working. Teams established
Number of priority systems improvement in Leadership and Communications implemented by Ministries	Conduct training	Ongoing	Achieved: 1200 persons trained in various courses of Leadership and Communication Skills and Strategic Planning
	Strategic Planning Workshops	Ongoing	In Progress: Conducted focus group sessions with Directorate of Engineering Designs and Capacity Building Units for Developing Strategic plans
Number of ministries and executive offices with institutionalized self-assessment process	Establish and initiate a self-assessment function within the CDU	Develop action for CDU	Achieved: CDU develops monthly review reports
Sub-IR 10.1.3 - Project Result 3: Public Administration Training Capacity Expanded			
Sub-IR 10.1.3 Indicators:			
Ministerial Training Centers Strengthened			
Number of ministries that have established a public administration training program	Modernization of the training center	Approval of strategic plan	Not Achieved: Ministry approval not obtained yet

CONTEXT AND OBSTACLES ENCOUNTERED

There have been two primary obstacles to further accomplishment in this reporting period. MoWR's response to cost-sharing is limited and getting buy-in is difficult and time-consuming. In addition, procurement delays for items promised but not yet delivered has resulted in uncomfortable situations with MoWR counterparts.

USAID/TATWEER ENERGY

MINISTRY OF ELECTRICITY (ME)

Highlights

A two-week cycle of training on Safety in the Power Sector was completed. Sixteen ME staff from across Iraq attended the USAID/*Tatweer* Energy (TE) organized program delivered in Arabic by the Iraqi Society for Occupational Health and Safety. The program consisted of both classroom exercises and courses in Karada and visits to power plants and safety-related organizations in and around Baghdad.

The ME nominated 26 people to participate in the two Public Manager Cycle programs (13 for each cycle). Eleven people from Cycle 1 and ten from Cycle 2 attended the first course of the program. The ME approved TE's post-training evaluation questionnaire and the recommendation to create a group within the training directorate who will be responsible for assessing the impact of training courses. In addition, TE advisors assisted the ME Capacity Building Administration Work Group in collection and analysis of the job data. 338 questionnaires were collected, analyzed, and used to prepare 168 draft job descriptions.

TE reviewed a draft tender prepared by the North Gas Company (NGC) for the selection of an independent engineering firm to assess the condition of NGC plant controls and prepare detailed technical specifications for procurement and installation of equipment in the plant. USAID/*Tatweer* advisors traveled to Kirkuk to present their

comments to NGC, conduct a walk-through observation of the gas processing plant, and assist NGC with finalization of the tender documents. NGC has begun the process of issuing the tender.

TE presented the first comprehensive report to the Minister of Electricity to identify the progress of joint TE/ME Working Groups formed under the MOU that committed both parties to joint coordination of activities. The MOU sealed USAID/*Tatweer's* commitment to continue providing assistance to the ME as it focuses on improving its ability to manage projects, administrative systems, and training. Specifically the Minister praised the work of USAID/*Tatweer's* Public Management Cycle (PMC) program, regulatory training, and Project Management workshops, and specifically requested a ME model for Integrated Supply Chain Management (ISCM) based on the course TE is giving to the MoO employees. Both ministries operating on the same ISCM standard would encourage the seeds for greater planning and integration.

TE provided the ME Economic Department with a two-week On-Job-Training (OJT) program that gave hands-on practical solutions for existing accounting problems. The OJT was conducted at ME headquarters and managed by the trainer of the governmental accounting course. The program focused on practical training on how to classify accounting data, proper bookkeeping, carryover to the general ledger, preparation and balancing of the bank statement, preparation of monthly trial balances, preparation of the closing accounts and reports of the ME in compliance with requirements of the Ministry of Finance, and practical solution of issues related to capital investment accounts between the ME HQ and its affiliated General Directorates.

TE has revised the work plans for ME/TE Workgroups based on a new request by the ME to have USAID/*Tatweer* support in Budgeting, Financial Training, Tariffs, and Regulation.

The Minister of Electricity requested TE to provide major support to Project Management, developing an Independent Power Producers (IPP) roadmap, Strategic Planning, and the development of a Computerized Maintenance Management System (CMMS). To support these efforts, TE is revising its supporting work functions and is recommending revised Work Groups for 2009 for the Minister approval.

The results from the MOU Workgroup on Operations and Maintenance, together with reports from other workgroups, were presented to the Minister of Electricity and a group of DGs from ME. In his comments, the Minister said that CMMS was the MOU project with highest priority he saw for 2009.

TE was requested by the DM to Mentor in core competencies for ongoing and new generation projects.

Table 10: ME Reporting Matrix

Performance Indicators	Activities	December 2008 Expected Results	December 2008 Actual Results
Sub-IR 10.1.2 - Project Result 2: Ministries Establish More Effective Administrative Systems			
Sub-IR 10.1.2 Indicators:			
Proportion of priority systems improvements in human resource management implemented by ministries	Prepare and equip training facility	Installed equipment	Achieved: One VTC installed and operated at the GD Training Directorate
	Publish gap analysis and recommended training	Deliver document outlining gaps and path for filling gaps	Not Achieved
	Provide contract and procurement support for obtaining e-learning course catalog content and delivery.	60 staff trained	Not Achieved: Providing English Language e-learning in process

Performance Indicators	Activities	December 2008 Expected Results	December 2008 Actual Results
	Assistance in creation of Job Descriptions based upon interviews with key leadership in ME focusing on roles and responsibilities and separation of duties, rather than the appearance of the organization chart.	Complete job description cards for two functional GD	Achieved: Job description cards are developed for three functional GDs
	Assistance in creation of procedures for hiring, promoting, and training consistent with power industry practices.	Procedure manual second draft published	Not Achieved
	Establish Technical Roundtable with a focus on problem areas based upon needs of the ministry from TEG team members in industry specific terms.	Publish minutes from first formal Roundtable session	Not Achieved
	Publish findings	Publish document	
	With assistance of Ministry, prepare system requirements, including process flow diagrams, and establish basic system design and configuration requirements.	RFI document	Not Achieved
	Prepare HR process improvement and system design and implementation plans	Work plans and scope document	Not Achieved
	Initiate Request For Information (RFI) from identified HR software vendors	RFI document	Not Achieved
	Enroll 100 in human resources course	25 staff trained	Achieved: 21 staff trained in HR competency course
Proportion of priority systems improvements in fiscal management implemented by Ministries	Assuming ME confirms interest in enhancing its dealings with foreign donors, banks & IPP's for sector recovery: analyze recent relevant activity by ME, hold workshop to identify options and priorities, and prepare a report with recommendations	Obtain data from ME, Hold workshop and prepare report	Not Achieved
	Technical assistance in establishing transfer pricing for bulk power initiated	Publish white paper for transfer pricing initiative	Not Achieved
	Identify opportunities for prevention of pilferage.	Outline options and opportunities to prevent theft	Not Achieved
	Establish output reporting system for CFG effort	Deliver report	Not Achieved
	Assist in preparing job descriptions for CFG	Job Descriptions published	Not Achieved

Performance Indicators	Activities	December 2008 Expected Results	December 2008 Actual Results
	Enroll 35 in competency and advanced procurement courses	15 staff from ME trained	Achieved: 19 staff trained on procurement course
	Conduct at least two meetings during calendar year	Meeting Minutes	Not Achieved
	Mentor ME procurement personnel on procurement audit process	Workshop conducted	Not Achieved
	Investment Contracts Workgroup formed	Publish Findings as per proposed MOU	Not Achieved
	Conduct review meetings for ongoing development and handover	Produce minutes of meetings	Not Achieved
Proportion of priority systems improvements in information technology management implemented by Ministries	ME confirms plan to initiate analysis of processes for CM and performs periodic monitoring of progress	Report of progress to ME senior management	Not Achieved
	Candidate processes selected, teams formed & activities implemented	DG's Workshop on Safety Policy issues	Not Achieved
	Candidate processes selected, teams formed & activities implemented	CMMS Training of ME staff	Not Achieved
	Candidate processes selected, teams formed & activities implemented	Workshops (2) on issues, priorities, and development of strategic work plan	Not Achieved
	Candidate processes selected, teams formed & activities implemented	Workshop on issues, priorities, and development of strategic work plan	Not Achieved
	Analysis of CM survey forms & report on results completed	CM report	Not Achieved
	Enroll 150 in competency and advanced IT courses	50 staff trained	In Progress: 31 staff trained on IT courses
Proportion of priority systems improvement in project management implemented by Ministries	Enroll 75 personnel in capital budgeting skills development course	25 staff trained	Achieved: 26 staff trained on budget and Governmental Accounting courses
	Initiate process improvement activities and system modifications	Publish action plan to address audit findings	Not Achieved
	Verify Implementation	1 Project verified	Not Achieved
	Cost Estimating Training	10 staff trained	Not Achieved
	Professional Development Mechanism	3 Meetings initiated	Not Achieved
	Enroll 100 personnel in contract management workshops	25 staff trained	Not Achieved
	In joint discussions with Ministry officials determine practical steps to close gaps in LC processing	Publish suggested gap resolution document	Not Achieved

Performance Indicators	Activities	December 2008 Expected Results	December 2008 Actual Results
Proportion of priority systems improvement in leadership and communication implemented by Ministries	Enroll 50 in Leadership Communications courses	25 staff trained	Not Achieved
	ME confirms plan to initiate analysis of processes for CM and performs periodic monitoring of progress	Report of progress to ME senior management	Not Achieved
	Candidate processes selected, teams formed & activities implemented	DG's Workshop on Safety Policy issues	Not Achieved
	Candidate processes selected, teams formed & activities implemented	CMMS Training of ME staff	Not Achieved
	Candidate processes selected, teams formed & activities implemented	Workshops (2) on issues, priorities, and development of strategic work plan	Not Achieved
	Candidate processes selected, teams formed & activities implemented	Workshop on issues, priorities, and development of strategic work plan	Not Achieved
	Analysis of CM survey forms & report on results completed	CM report	Not Achieved
	Enroll 200 in competency and advanced communications & leadership courses	75 staff trained	Not Achieved
Operational Effectiveness Indicators			
	Identify candidates for regulatory training	Candidate List	Not Achieved
	Conduct regulatory training	10 ME staff trained	Not Achieved
	Enroll 60 strategic planning course	25 staff trained	Not Achieved: 9 staff trained on strategic planning course
	USAID/Tatweer Energy to assist in creating framework for ongoing maintenance contracts for materials and services.	Provide spare parts lists	Not Achieved
	USAID/Tatweer Energy to provide assistance in assessing ongoing training needs for ME personnel in the area of equipment operation & maintenance.	Provide list of courses and providers	Not Achieved

MINISTRY OF OIL (MOO)

Highlights

TE delivered a presentation to the IG DG Office to introduce workshops concerning chemical treatment procurement, drilling services, Enterprise Resource Planning, document management, and vendor portals. TE subsequently delivered a schedule for Procurement and Contracts workshops to be held through December 2009. TE's procurement and contracts team prepared and delivered a draft tender for chemicals procurement for review toward adaptation as a standard long-term contract. The team also prepared delivered a paper containing recommended standard contract language for inclusion of a price adjustment clause in steel and chemical procurement contracts.

TE delivered an upgraded internationally competitive pipeline draft tender to the DG IGO for review. The IGO will determine the adaptations necessary to make the tender a standard long-term contract.

TE visited Kirkuk Oil Training Institute to perform an assessment of the Scope of Work required for installation and commissioning of the drilling simulator. Kirkuk will be the test case—there are identical simulators in Baghdad and Basrah that have not been installed or commissioned.

TE held a workshop designed to introduce staff from multiple MoO organizations to various types of international contracts and the basic terms and conditions required in contracts. The workshop emphasized the need to develop a uniform and standardized contract procedure and participants worked through a step by step comparison of actual MoO contracting processes versus best international practices.

TE delivered soft copies of ABB 800-F manuals to SCOP and facilitated new proposal for MoO from ABB for training in Turkey. In addition, TE secured SCOP agreement to have TE assist in defining, developing, and implementing a project management system for the company. A workshop was held for SCOP's Cost and Planning experts and the managers of both departments to identify the current cost and scheduling methods used by SCOP, discuss the systems, tools, and procedures needed in the future, and ways to bridge the gaps between present implementation and future needs.

TE Issued the second draft of the "Project Manual for the Energy Sector" for review and evaluation by MoO. The manual includes a side-by-side Arabic/English translation and a discussion of realistic planning and budgeting, contract preparation, bid evaluation and planning and control aspects.

TE worked with the North Gas Company (NGC) to provide training courses and guidelines to draft a Service Contract entitled "Engineering Services for the Gas Processing Plant Control System Modernization Project." The draft contract was reviewed by NGC and agreed with TE recommendations.

TE delivered a Training Schedule Proposal to the DG IG Office to introduce workshops concerning SharePoint, chemical treatment procurement, drilling services, Enterprise Resource Planning, and vendor portals. The second of six courses in the Public Management Cycle (PMC) training, Management of Fiscal Budget, was delivered to 20 MoO employees from all over Iraq. The PMC is a new residential training program for talented professionals working in the MoO and ME as they prepare for senior leadership roles.

TE delivered the first and second phases of the new project management development course for engineers from Daura refinery. The courses paired new engineers with experienced engineers to transfer knowledge in project management and begin instilling best practices. During the first phase, participants created a wish list of deliverables for TE advisors to provide including a chemical handling manual, training on the engineering, procurement, and construction cycle, and mentoring with project execution. The second phase incorporated the assistance of TE's procurement team on training procurement procedures for chemicals with the end users, the refinery's engineers, and chemical management systems in order to link the core competencies of procurement and human resources.

TE accompanied Ambassador Marc Wall to South Oil Company's (SOC) Zubair Project to highlight the urgent need for SOC to encourage service companies to work in Iraq, particularly in Reservoir Management.

TE received approval from North Gas Company (NGC) on the recommendations regarding the Draft Service Contract "Engineering Services for the Gas Processing Plant Control System Modernization Project." NGC is preparing to place the inquiry. TE sent final comments on the NGC tender for Engineering Services. NGC will post the tender on the MoO web page this year and inform some primary manufacturers of the tender.

Table II: MoO Reporting Matrix

Performance Indicators	Activities	December 2008 Expected Results	December 2008 Actual Results
Sub-IR 10.1.2 - Project Result 2: Ministries Establish More Effective Administrative Systems			
Sub-IR 10.1.2 Indicators:			
Proportion of priority systems improvements in human resource management implemented by ministries	Enroll 75 in human resources course	25 staff trained	In Progress: 18 staff trained on HR course
	Prepare & equip training facility	Installed equipment	Achieved: 1 VTC installed and operated at Kirkok Oil Training Institute
	Publish gap analysis and recommended training	Deliver document outlining gaps and path for filling gaps	Not Achieved
	Assistance in creation of Job Descriptions based upon interviews with key leadership in MoO focusing on roles and responsibilities and separation of duties, rather than the appearance of the organization chart.	90 role descriptions published	Not Achieved
	Assistance in creation of procedures for hiring, promoting, and training consistent with oil industry practices.	Procedure manual second draft published	Not Achieved
	Enroll 50 in Leadership Communications courses	25 staff trained	Not Achieved: 15 staff trained on Leadership and communication so far
	Provide contract and procurement support for obtaining e-learning course catalog content and delivery.	60 staff trained	Not Achieved
	Establish Technical Roundtable with a focus on problem areas based upon needs of the ministry from TEG team members in industry specific terms.	Publish minutes from first formal Roundtable session	Not Achieved
	Review training needs for MoO operating units based upon interviews of personnel and reviews of existing equipment as well as existing maintenance and operations practices.	Publish a document based upon interviews with Middle Refining Company outlining training gaps	Not Achieved
	Publish findings	Publish document	Not Achieved
	With assistance of Ministry, prepare system requirements, including process flow diagrams, and establish basic system design and configuration requirements.	RFI document	Not Achieved
	Prepare HR process improvement and system design and implementation plans	Work plans and scope document	Not Achieved

Performance Indicators	Activities	December 2008 Expected Results	December 2008 Actual Results
	Initiate Request For Information (RFI) from identified HR software vendors	RFI document	Not Achieved
Proportion of priority systems improvements in fiscal management implemented by Ministries	Provide contract support to MoO and ME for both fuel supply and delivery from key locations to power plants	Outline of contract published	Not Achieved
	Enroll 35 in competency and advanced procurement courses	10 staff from MoO trained	Achieved: 10 staff trained
	Conduct at least two meetings during calendar year	Meeting minutes	Achieved: 12 Meetings
	Mentor MoO procurement personnel on procurement audit process	Workshop conducted	Achieved: Workshop conducted
	Assess current practices among the various entities that constitute the MoO to identify waivers process and bottlenecks in the bid and tender processes in order to formulate suggestions.	Published process flow diagram for SOC with lag times	Achieved: Published a report of findings and recommendations and delivered to DG IG office
	Jointly with the IG/DG and other groups within the MoO such as SCOP, NOC and SOC, prepare a draft contract for steel procurement for a 3-5 year commensurate with international standards for review by the Deputy Minister of Oil	Delivered a draft document	Achieved: Delivered a draft contract for 42" pipe line
	Jointly with the IG/DG and other groups within the MoO such as SCOP, NOC and SOC, prepare a draft contract for chemical procurement for a 3-5 year commensurate with international standards for review by the Deputy Minister of Oil	Deliver draft document	Achieved: Delivered a draft contract for chemicals
	USAID/Tatweer Energy Group will produce a required list of vendor information to be entered into a database in order to satisfy vendor qualification requirements	Produce vendor master	Achieved: Delivered a list of steel manufacturers and a list of pipe Line manufacturers as well chemicals vendors
	Conduct review meetings for ongoing development and handover	Produce minutes of meetings	Achieved: 12 meetings
	In joint discussions with Ministry officials determine practical steps to close gaps in LC processing	Publish suggested gap resolution document	Achieved: Delivered a report of findings and recommendations in LC
Publish process flow with controls identified	Publish process flow diagram	Achieved: Delivered a flow diagram improved	

Performance Indicators	Activities	December 2008 Expected Results	December 2008 Actual Results
Proportion of priority systems improvements in information technology management implemented by Ministries	Enroll 300 in competency and advanced IT courses	100 staff trained	Not achieved: 19 staff trained
	Assist Administration & Legal Directorate in scoping and planning needs for improving information management	RFI drafted	Not Achieved
	Document system requirements and prepare upgrade plan to enhance existing systems and develop new systems	Work plans and scope documents	Not Achieved
	Define an approach for use of SKYPE to strengthen communications on an interim basis while VTC project is being completed and as new locations are engaged.	Deliver 3 more sets to NGC	Not Achieved
	Review and expand IT Assessments already underway at MoO locations to include hardware needs, software needs, and training needs, both in terms of core IT staff as well as desktop user capability	40 staff trained in classes	Not Achieved
	Compare existing reports to needs	Publish source information and calculations for reports	Not Achieved
	Assist in creating specification for system to consolidate financial and operational information	Publish specification for improvements to system	Not Achieved
	Participate in at least 2 conference calls with suggested organization for core capability assessment	Publish minutes of conference call	Not Achieved
	With assistance from USG organizations, secure agreement for connection to IZFN	Make connection	Not Achieved
	Survey appropriate suppliers of VTC equipment	Assuming funds are mobilized, initiate procurement of AVT-VSAT for NGC and equipment for remote diagnosis	Not Achieved
	Assist in preparing RFI for ongoing reach back support for appropriate vendors	Publish RFI	Not Achieved
Facilitate preparation of specification for system to consolidate metrics for selected MoO officials	Publish specification	Not Achieved	

Performance Indicators	Activities	December 2008 Expected Results	December 2008 Actual Results
	Provide contract and procurement support for obtaining e-learning course catalog content and delivery.	60 staff trained	Not Achieved
Proportion of priority systems improvement in project management implemented by Ministries	Enroll 75 strategic planning course	25 staff trained	Not Achieved
	Enroll 60 personnel in capital budgeting skills development course	25 staff trained	Not Achieved: 9 staff trained on budget course so far
	Initiate process improvement activities and system modifications	Publish action plan to address audit findings	Not Achieved: process ongoing
	Review on as needed basis contracts provided by MoO	Review 3 contracts	Achieved: Reviewed 4 contracts total and a RFQ
	Verify Implementation	1 Project verified	Not Achieved
	Cost Estimating Training	10 staff trained	Not Achieved
	Professional Development Mechanism	3 Meetings initiated	Not Achieved
Proportion of priority systems improvement in leadership and communication implemented by Ministries	Enroll 300 in competency and advanced communications & leadership courses	100 staff trained	Not Achieved

Sub-IR 10.1.3 - Project Result 3: Public Administration Training Capacity Expanded

Sub-IR 10.1.3 Indicators:

Ministerial Training Centers Strengthened

Number of ministries that have established a public administration training program	Create Training Center at Ministry Headquarters	Training center functional	Not Achieved
	Create Training Center at North Oil Company	Training center functional	Not Achieved
	Create Training Center at Kirkuk Oil Training Institute	Training center functional	Not Achieved
	Create Training Center at Daura	Training center functional	Not Achieved
	Create Training Center at Basrah	Training center functional	Not Achieved

Operational Effectiveness Indicators

	CM teams trained for surveys	12 Staff at Workshop	Not Achieved
	Process surveys conducted using CM forms	Completed forms	Not Achieved
	Analysis of CM survey forms & report on results completed	CM report	Not Achieved
	Assist North Gas Co. (Kirkuk) in modernization of plant controls for the Gas Processing Plant	Preparation of proposal for feasibility assessment. Training of NGC staff on controls system condition assessment. (Completion of project in 2009)	Not Achieved

B. STRENGTHENING EXECUTIVE OFFICES

CIVIL SERVICE COMMITTEE (CSC)

HIGHLIGHTS

USAID/*Tatweer* has been working with the GoI on civil service reform. The objectives of the reform are to create a Federal Civil Service Commission according to Article 107 of the Iraqi Constitution, and to establish a new civil service system by drafting the relevant civil service legislation.

During the first quarter, the Prime Minister issued an Executive Order establishing an Inter-Ministerial Civil Service Reform Committee (CSC) and appointed its members. The Decree institutionalized a Prime Minister's decision signed on November 08, 2007, to form a dedicated working group to focus on establishing a Federal Civil Service Commission (per Article 107 of the Constitution) and to reform the Iraq civil service system.

The formation of the Committee marks a notable milestone in Iraq's progress toward a new civil service system. The Committee is charged with establishing the Federal Civil Service Commission and drafting a new civil service law in accordance with international best practices in this field.

The USAID/*Tatweer* Civil Service team has been providing technical assistance to the CSC on this important undertaking. As an important first step, a Federal Civil Service Commission draft law was finalized and sent to the Council of Ministers for approval. The Council of Ministers approved the draft and presented it to the Parliament, where it is being debated through a second reading prior to enactment. The Federal Civil Service Commission will be responsible for implementation and development of a professional civil service system based on merit and transparency according to the new legislation at the federal and provincial levels.

The CSC has been working to introduce merit-based appointment and promotion; performance management, grade and pay systems; human resources management, and new job descriptions and classifications. Important progress has been realized on this level. The CSC has finalized a first draft civil service law and sent it to the Prime Minister with CSC's recommendations. The Prime Minister approved the CSC's recommendations, praised the CSC's work, and ordered the draft civil service law to be distributed to all ministries, agencies, and governorates for review before submission to the Council of Ministers for approval and presentation to Parliament for enactment. The draft law has been distributed to other stakeholders including UNAMI, UNDP, NGOs, and other organizations interested in civil service reform in Iraq.

The CSC will be working on a final draft civil service law, taking into consideration comments and suggestions received from ministries and stakeholders. CSC will hold a conference/workshop on the new civil service law. The final draft civil service law will be sent to the Council of Ministers for approval and to Parliament for enactment. Meanwhile, the USAID/*Tatweer* Civil Service team will work with the Ministry of Agriculture to plan and carry out a civil service reform pilot program, which will be a model for implementing civil service reforms in other ministries. The pilot includes:

- Work with the Ministry of Agriculture to plan and carry out a civil service reform pilot program, which will be a model for implementing civil service reforms in other ministries.
- Establish the HR Department based on the civil service law.
- Establish standards and procedures of HR management based on the civil service law.
- Plan and conduct HR training for HR staff.
- Prepare a design specifications document for the implementation of a HRMS.

Table 12: CSC Reporting Matrix

Performance Indicators	Activities	December 2008 Expected Results	December 2008 Actual Results
Sub-IR 10.1.2 - Project Result 2: Ministries Establish More Effective Administrative Systems			
Sub-IR 10.1.2 Indicators:			
Proportion of priority systems improvements in human resource management implemented by ministries	Provide technical & logistic support to the Civil Service Committee	Provide technical & logistic support to the Civil Service Committee	Achieved: Designed new civil service law; provided expert opinion, consultation, and comparative studies for committee to develop draft civil service law laying the foundation for a modern civil service system
	CS Committee work program designed and implemented.	Work program designed, discussed, and implemented	In Progress Work plan designed and in discussion currently.
	Workshops and study tours	NAPA workshop organized	In Progress: The study tour conducted, NAPA workshop in planning
	Bylaws and regulations for the FCSC's organization, staffing and operation.	Draft CS commission regulations and rules drafted	Not achieved: FCSC law has not been enacted yet
	Organization and staffing of FCSC	Structural organization of different CS Commission department designed	Achieved: but may need amendment once FCSC law is adopted.
	Public outreach program implemented.	News, media	Not Achieved: Work is being done in planning for media outreach
	CS System Reform Strategy as basis for new civil service legislation developed.	Principles and practices underlying the new civil service system in Iraq developed and the law drafted	Achieved: Introduced in the new civil service system the following principles: merit based recruitment; performance management system; Revised a grading and pay system; human resource management; HR department in all ministries; a Code of Ethics for civil servants.

CONTEXT AND OBSTACLES ENCOUNTERED

Civil Service reform is moving fast, with the FCSC draft law enacted by the Parliament soon, and the draft civil service law finalized and distributed to ministries and stakeholders for consultation before submission to the Council of Ministers for approval and to Parliament for enactment. The USAID/*Tatweer* Civil Service team is growing to respond to these challenges and to assist the GoI in establishing the Federal Civil Service Commission and in achieving civil service reform.

The USAID/*Tatweer* Civil Service program will continue to support GoI's goals by providing training and expert counsel in the areas of civil service and legislation. Public outreach and education interventions are planned for the near future, so that public sector organizations and the public at large are kept informed about the progress of civil service reform efforts in Iraq.

COUNCIL OF MINISTERS SECRETARIAT (COMSEC)

HIGHLIGHTS

COMSEC's administrative and decision-making functions have improved over the past quarter—it has moved from the assessment phase to proactively integrating and utilizing skills acquired from USAID/*Tatweer's* training courses and mentoring activities. COMSEC has utilized these skills to open up lines of communication internally and with other National Executive offices. The Assistant Secretary-General has mandated the creation of a Strategic Planning Committee that will work to align its objectives with those of other National Executive offices.

COMSEC implemented, with the assistance of the U.S. Embassy, the DocuShare archival program to automate its document control systems and functions. The archive will include documentation going back to 2007. COMSEC has secured approval to include e-learning modules in its Training and Development department, which has provided training in SP, leadership and communication, budget, and finance execution to five of the National Executive offices (PMO, DPMO-S, DPMO-EA, and PC). COMSEC has also committed resources to increase its training and development budget to include 80% cost sharing for donor-accompanied study tours and to increase staffing of the Training and Development department to accommodate the growing need to provide training to other National Executive offices.

COMSEC is beginning to approach systems change more methodically and is employing tools to manage its information more efficiently. They have developed standard guidelines for developing Standard Operating Procedures manuals for key units (security, human resources, and training and development) and have adopted Strategic Planning Baseline indicators that have now been implemented by 14 units. In addition, COMSEC is developing a new electronic library and a new Research and Development unit that will provide consulting services to all executive offices and link these services through a server to the PMO office.

Table 13: COMSEC Reporting Matrix

Performance Indicators	Activities	December 2008 Expected Results	December 2008 Actual Results
Sub-IR 10.1.2 - Project Result 2: Ministries Establish More Effective Administrative Systems			
Sub-IR 10.1.2 Indicators:			
Proportion of priority systems improvements in human resource management implemented by ministries	Develop, plan and schedule management level training	Training implementation in 5 executive offices	Achieved: 120 Trained in L/C, PM, SP
	Develop training plan for administrative and support staff of Training and Security Departments	Training implemented in Security department	Achieved: 15 staff trained in network security and vetting
	Enroll 20 staff in human resources	11 staff trained	Achieved: 22 staff trained
	DocuShare System Pilot program by U.S. Department of State	Report on systems change from Department of State	In Progress: Changes include activating the archival application to scan in all of 2007 and 2008 documents into Docushare. Scanning has begun.
	Track 30-Ministry Performance indicators on response time in servicing general population issues.	3 Ministries improve response time	Achieved: 7 ministries have shown improved response time. The citizens response keeps track of all requests coming in from the public and is keeping track of executing these request. They have a manual tracking system recommended by USAID/ <i>Tatweer</i> , and that is the number they report to USAID/ <i>Tatweer</i> .

Performance Indicators	Activities	December 2008 Expected Results	December 2008 Actual Results
	Develop Standard Operating Procedures (SOP Manuals)	1 SOP completed	In Progress: Guidelines on how to Develop Standard Operating procedures completed for COMSEC in English,
Proportion of priority systems improvements in fiscal management implemented by Ministries	Enroll 20 staff in procurement	10 staff trained	Not achieved: Rescheduled for quarter 1 2009, COMSEC wanted to have a Project Management courses first.
	Enroll 30 in capital budgeting and finance	15 staff trained	Achieved: 15 staff trained
Proportion of priority systems improvements in information technology management implemented by Ministries	Enroll 20 staff in IT skills development	10 staff trained	Not Achieved, COMSEC dropped their requirement for this quarter at midstream, COMSEC enrolled 4 IT participants in courses outside Iraq and rescheduled the remaining to quarter 1 and 2 of 2009. The IT department cannot handle the absence of all employees at the same time and reduced the number of participants.
	Procure hardware and software for administrative support	Equipment and software procured, installed, and operational	Achieved: USAID/Tatweer delivered full VTC system to the training and development Unit.
	Develop E-Learning Training Capabilities	E-Learning, E-Registration and Intranet Library equipped and developed for COMSEC access	Not Achieved: E-Learning Forum approved by COMSEC and USAID. First sessions will take place in January 2009
Proportion of priority systems improvement in leadership and communication implemented by Ministries	Enroll 80 in communications & leadership course	30 staff trained	Achieved: 37 staff trained
	Enroll 30 in strategic planning	12 staff trained	Achieved: 12 staff trained
	Enroll 30 staff in Business English	15 staff trained	Not Achieved: No instructor available
	Establish Strategic planning Units	1 unit	In Progress: One Strategic Planning Committee formed, unit is underway.
	Assess selected employees as "Strategists"	12 employees	Achieved: 12 employees assessed in SP, 12 employees were assessed against a set of 30 planners' assessment questions, and 10 Essay questions, the Assessment went through a series of grading systems in a team of 4-5 individuals within the organization, and came up with the results. The participants' name to each assessor was kept anonymous to keep bias out.

Performance Indicators	Activities	December 2008 Expected Results	December 2008 Actual Results
	Number of Strategic Plans and Budgets developed and approved	2 plans and budgets	Not Achieved: only one plan has been approved to be developed.
Number of ministries and executive offices with institutionalized self-assessment process	Train staff of IT Department and Citizens Response Unit to conduct self-assessment	5 staff trained	Achieved: 15 staff trained, delivered by OSTP team

Sub-IR 10.1.3 - Project Result 3: Public Administration Training Capacity Expanded

Sub-IR 10.1.3 Indicators:

Ministerial Training Centers Strengthened

Number of ministries that have established a public administration training program	Upgrade existing training facility	Completed the upgrading of 3 rooms and library.	Achieved: COMSEC upgraded three training rooms and added two more offices.
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CONTEXT AND OBSTACLES ENCOUNTERED

USAID/*Tatweer* and COMSEC have seen a transformation in COMSEC's ability to align its strengths with opportunities presented by donor agencies. This has given COMSEC the leverage to attract other National Executive offices to align with COMSEC's strategic objective of strengthening state ministries for provincial affairs and state ministries for reconstruction and reconciliation. COMSEC has established itself as a leader for public administration coaching and training, which has resulted in an increase in its ability to provide training services to other National Executive offices.

PRIME MINISTER'S OFFICE (PMO)

HIGHLIGHTS

This quarter the Prime Minister approved the Capacity Development Plan, as previously submitted by the PMO's Administrative Development Unit. The approval also covers the funding of the Plan (including IT systems and study programs abroad) provided, however, that the substantial funding required for IT systems procurement shall remain subject to prior review of contract award. Also, in view of its increased duties and responsibilities, a recommendation to upgrade the status of the Unit to that of a formal PMO department was presented for consideration by the Prime Minister. Adoption of such a recommendation should facilitate and increase the probability for the successful implementation of the Plan.

Table 14: PMO Reporting Matrix

Performance Indicators	Activities	December 2008 Expected Results	December 2008 Actual Results
Sub-IR 10.1.2 - Project Result 2: Ministries Establish More Effective Administrative Systems			
Sub-IR 10.1.2 Indicators:			
Proportion of priority systems improvements in human resource management implemented by ministries	Review and revise organizational structure/chart	New organizational structure/chart adopted	Not Achieved: Structure not adopted
	Develop and implement Action Plan for key departments' reorganization	Action Plan implemented	Not Achieved: Action Plan not adopted by PMO
	Enroll staff in HR management training courses	25 staff trained in HR management	Not Achieved: Only 3 staff trained in HR
Proportion of priority systems improvements in fiscal management implemented by Ministries	Enroll staff in fiscal management training courses	15 staff trained in fiscal management	Achieved: Fifteen staff trained in fiscal management (budget preparation and procurement)

Performance Indicators	Activities	December 2008 Expected Results	December 2008 Actual Results
Proportion of priority systems improvements in information technology management implemented by Ministries	Develop specifications, issue RFP, award contract and manage IT network IZFN connectivity procurement	IZFN connectivity contractor contracted and works completed	Not Achieved: Pending PMO's full (100%) funding approval
	Enroll staff in IT training	8 staff trained in IT	Not Achieved: only 2 staff trained in IT (Comp. TIA CTT+ and ICEDL)
Proportion of priority systems improvement in project management implemented by Ministries	Enroll staff in project management training courses	5 staff trained in project management	Achieved: 14 staff trained in project management
Proportion of priority systems improvement in leadership and communication implemented by Ministries	Enroll staff in leadership / communication and strategic planning workshops	5 staff trained in L/C and SP	Achieved: 39 staff trained in leadership and communication, but no training yet in SP
	Conduct public administration model institution study program for senior staff/officials	Public Administration Model Institutions Program conducted	Not Achieved: Pending PMO's cost share (33%) funding approval

CONTEXT AND OBSTACLES ENCOUNTERED

While USAID/*Tatweer* advisors have continued to expand the scope of their interaction with their PMO counterparts, in practice the PMO's increasingly rapid paced work environment and constantly shifting political priorities have often impacted the availability of these counterparts. Most notably, the head of the Administrative Development Unit was drawn into the PMO's negotiations over the Status of Forces Agreement between Iraq and the U.S., and his consequent unavailability delayed the decisions required for full adoption of the new organizational structure and selection of HR management and certain other trainees. Similarly, the phasing-in of USAID/*Tatweer*'s cost share policy delayed somewhat the IT systems procurement and the Public Administration Model Institution Program; however, now the PMO plans to fund these activities (100% for the IT systems and a 33% cost share arrangement with the DPMOs for the Program).

DEPUTY PRIME MINISTER'S OFFICE- ECONOMIC AFFAIRS (DPMO-EA)

HIGHLIGHTS

This quarter, USAID/*Tatweer* successfully completed connecting the DPMO-EA new office complex and its disaster recovery support office to the International Zone Fiber Optic Network (IZFN). USAID/*Tatweer* also awarded the contract for, and ordered the delivery of, the DPMO-EA's new IT system, which will be connected directly to the IZFN. The Video Tele-Conferencing facility has already been installed and the entire new IT system is expected to be fully operational by February 2009, when the DPMO-EA will have moved into its new offices. The upgraded system will improve both the flow and quality of the DPMO-EA's work product, and will safeguard its confidentiality and protect it against potential security breaches and even disasters.

Table 15: DPMO-EA Reporting Matrix

Performance Indicators	Activities	December 2008 Expected Results	December 2008 Actual Results
Sub-IR 10.1.2 - Project Result 2: Ministries Establish More Effective Administrative Systems			
Sub-IR 10.1.2 Indicators:			
Proportion of priority systems improvements in human resource	Review and revise organizational structure/chart	New organizational structure/chart approved	Achieved: New organizational structure adopted

Performance Indicators	Activities	December 2008 Expected Results	December 2008 Actual Results
management implemented by ministries	Review and revise staff job descriptions and office workflow procedures	New job descriptions and procedures adopted	Not Achieved: Workflow process mapping not yet completed
	Review and make committee structure recommendations	Committee structure recommendations implemented	Achieved: Committee structure recommendations adopted and implemented
	Enroll staff in HR management training courses	2 staff trained in HR management	Not Achieved: HR management needs assessment in process
Proportion of priority systems improvements in fiscal management implemented by Ministries	Enroll staff in fiscal management training courses	3 staff trained in fiscal management	Not Achieved: One staff trained in fiscal management
Proportion of priority systems improvements in information technology management implemented by Ministries	Develop specifications for new IT System and IZFN connectivity and issue RFP and award contract for IZFN connectivity civil works	IZFN connectivity protocols obtained	Achieved: IZFN connectivity completed
	Enroll staff in IT training	2 staff trained in IT	Not Achieved: Pending installation of new IT system (expected Jan-Feb 2009)
Proportion of priority systems improvement in project management implemented by Ministries	Enroll staff in project management training courses	Delivered training and workshops	Not Achieved: Project management needs assessment not yet launched
Proportion of priority systems improvement in leadership and communication implemented by Ministries	Enroll staff in leadership / communication and strategic planning workshops	4 staff trained in L/C and S/P	Achieved: Eight staff trained in leadership and communication and strategic planning
	Conduct public administration model institution study program for senior staff/officials	Public Administration Model Institutions Program conducted	Not Achieved: Pending DPMO-EA's cost-sharing (33%) approval

CONTEXT AND OBSTACLES ENCOUNTERED

The DPMO-EA expressed its preference to launch certain activities only once it has completed moving its staff to its new office complex. Consequently, the following activities still were not completed this quarter: (i) needs assessment of human resource, fiscal, and project management staff skills; and (ii) work flow process mapping and the subsequent updating and application of job descriptions and office systems, processes, and procedures. The DPM-EA Chief of Staff's absence for an extended period of medical leave during the quarter, and difficulties in securing approval for phasing in USAID/*Tatweer's* cost share policy has delayed implementation of some activities.

DEPUTY PRIME MINISTER'S OFFICE- SERVICES (DPMO-S)

HIGHLIGHTS

USAID-Iraq and USAID/*Tatweer* senior management met with the newly-appointed DPM-S to provide a briefing on the USAID/*Tatweer* program and update the Deputy Prime Minister on the status of intervention implementation within the DPMO-S. The DPM-S noted that his office has expanded to include coordination of essential services delivery and province relations. The DPM-S also appointed a DG-level team led by the DPM-S Chief of Staff to work directly with USAID/*Tatweer*. The most significant development was the DPM's agreement to co-sponsor a conference with USAID/*Tatweer* on provincial capacity development to introduce the project's provincial rollout to provincial DGs of key service delivery ministries and other stakeholders.

During this quarter, the DPMO-S nominated six staff (DG-level and above) to participate in an E-Learning Forum sponsored by the U.A.E. Minister of Higher Education and Scientific Research and a special program on media sponsored by the Pan Arabic Research Center. A key objective of these workshops is to enable the DPMO-S to improve its public affairs unit. The DPMO-S will finance 85% of the workshops' costs and expenses, with USAID/*Tatweer* financing the remaining 15%.

Table 16: DPMO-S Reporting Matrix

Performance Indicators	Activities	December 2008 Expected Results	December 2008 Actual Results
Sub-IR 10.1.2 - Project Result 2: Ministries Establish More Effective Administrative Systems			
Sub-IR 10.1.2 Indicators:			
Proportion of priority systems improvements in human resource management implemented by ministries	Training plan prepared and implemented	Training plan implemented	Achieved: 33 trained in total. FM, 3, IT 3, PM, 10, L/C 17
	New organization structure implemented	Office reorganized	In Progress: DPM adopted some recommended changes including establishment of Provincial Affairs Dept, upgrading Media and Public relations unit to Dept.
Proportion of priority systems improvements in information technology management implemented by Ministries	IT equipment specifications harmonized with plan	Equipment installed	In Progress: VTC installed and functioning, however, computer equipment contracted and ordered and will be installed in 1 st quarter 2009
Number of ministries and executive offices with institutionalized self-assessment process	Transformation Plan developed and implemented	Transformation carried out	Not Achieved: Transformation Plan in process

CONTEXT AND OBSTACLES ENCOUNTERED

The DPMO-S' Capacity Development Plan had to be revised and several technical assessments (including the OSTP Transformation Assessment) need to be conducted once again, due to the high turn-over in DPMO-S staff following the appointment of the new DPM-S. Moreover, new staff had to be selected to undergo training for the OSTP survey and interview process, now scheduled for the next quarter.

PRESIDENCY COUNCIL (PC)

HIGHLIGHTS

The Presidency Council encompasses four main offices, namely: Office of the President (PO); Vice President Office I (VPO-I); Vice President Office II (VPO-II); and the Presidency Diwan (PD). VPO-I is fully engaged in USAID/*Tatweer*'s Capacity Development activities but the project's advisors are still awaiting introduction to VPO-II. USAID/*Tatweer* attended initial exploratory meetings with points of contact from PO this quarter, and shifted contact with the PD into a more senior level in preparation for engagement in the next quarter.

VPO-I has completed and submitted to USAID/*Tatweer* an assessment survey of the Office as a pre-requisite to structural reform and has been engaged in HR reform. Skill gap analysis is scheduled for next quarter as well as designing a training plan, reviewing job analysis, and devising job description for staff members.

USAID/*Tatweer*'s IT advisors have carried out an IT assessment for VPO-II and have completed Phase I of an IT restructuring plan in consultation with counterparts. The proposed Phase I plan presented to VPO-II includes IT base structure, applications and internet connection security, human resources and needs, training requirements, hardware and software needs and specifications, and budgetary requirements.

Several leading members of VPO-II, including COS and top advisors and DGs, have participated in Strategic Planning workshops and focus groups and in Leadership and Communication workshops.

Table 17: PC Reporting Matrix

Performance Indicators	Activities	December 2008 Expected Results	December 2008 Actual Results
Sub-IR 10.1.2 - Project Result 2: Ministries Establish More Effective Administrative Systems			
Sub-IR 10.1.2 Indicators:			
Proportion of priority systems improvements in human resource management implemented by ministries	New organization structure implemented	Office reorganized	Not Achieved: Office reorganization underway
Proportion of priority systems improvements in information technology management implemented by Ministries	IT equipment specifications harmonized with plan	Equipment installed	Not Achieved: Installation awaiting approval of VPO of IT plan Phase I.
	IT staff trained	15 staff trained	Not Achieved, pending completion of IT Plan
Proportion of priority systems improvement in project management implemented by Ministries	Key staff trained	13 staff trained	Not Achieved: only 4 top officials trained
Proportion of priority systems improvement in leadership and communication implemented by Ministries	Key staff trained	13 staff trained	Not Achieved: only 3 top officials trained.
Number of ministries and executive offices with institutionalized self-assessment process	Workshop for selected interview staff	Presentation to Exec offices; Workshop conducted for approx. 15 staff	Not Achieved: VPO were not ready to participate in OSTP Workshop (Phase I).
	self assessment conducted and report generated	Interviews conducted, report produced	Not Achieved: Since VPO did not participate in Phase I, they could not start the process (Phase II).
	Transformation Plan developed and implemented	Transformation plan implemented	Not Achieved: Obviously VPO could not move into Phase III as they were not involved in Phases I & II.

CONTEXT AND OBSTACLES ENCOUNTERED

Contact with the PC offices was suspended for extended periods during the quarter due to long local holiday breaks for Eid El-Fitr and Eid Al-Adha.

C. CROSS-CUTTING TECHNICAL ASSISTANCE

ORGANIZATIONAL SELF ASSESSMENT AND TRANSFORMATION PROGRAM (OSTP)

HIGHLIGHTS

This quarter, OSTP has moved into the next phase of its program: Transformation. The Transformation phase builds upon the foundation established through the Self-assessment process in several ministries. Based on the diagnostic results developed in the Self-assessment report, the Ministry OSTP team starts the process of translating organizational problems into solutions, supported by specific actions. This process establishes and reinforces the ministries' internal capacity to support change management, as well as achieves the USAID/*Tatweer* program's goal of administrative reform.

The first five steps of the Transformation phase focus on building an effective planning process that is adapted to the needs and assets of the organization. Starting with the Self-assessment findings, the Ministry OSTP team learns of and begins using specific tools to identify, prioritize, plan and monitor the implementation of solutions that address organizational weaknesses identified in the Self-assessment report and in the team's own experience. These tools include vision statements, prioritized solution maps and Transformation action plans.

Table 18: OSTP Progress Matrix

Ministry/Organization		Phase -1- (Team Orientation)		Phase -2- (Self-Assessment)			Phase -3- (Transformation)				
		S1	S2	S1	S2	S3	S1	S2	S3	S4	S5
1	NCCMD								√		
2	MoA (Baghdad Agricultural Directorate)										√
3	MoO (NOC - Planning and Finance Divisions)						√				
4	MoO (NOC - Whole company)				√						
5	MoO (NRC - Beiji - Technical Division)						√				
6	MoO (NRC - Beiji - Whole company)				√						
7	MoO (OPDC - Supply Division)								√		
8	MoWR (Commercial Affairs Directorate)										√
9	MoWR (Engineering Designs Directorate)						√				
10	MoH (Training Center)								√		
11	MoMPW (Human Resources Department)			√							
12	MoHR (Whole ministry)				√						
13	MoP (Al-Quds School)					√					
14	COMSEC		√								
15	Electricity (Central)	√									
16	PMO	√									

* S refers to Step, i.e., Step 1, Step 2

OSTP strives to go beyond the simple transfer of the Transformation tools. Ministry OSTP teams receive a full suite of materials to support a full Transformation implementation. These include the development of leadership buy-in and communications strategies, as well as the use of a fully participatory approach, including the solicitation of direct feedback from a wide array of internal stakeholders. These elements often run directly against the traditional top-down management culture found in Iraqi bureaucracies. However, Ministry OSTP teams have adapted them to encourage increased lateral communications and collaboration across departments.

The techniques reinforce the core values of Transparency, Results-focus, and Citizen-centeredness that are introduced in the Self-assessment program. The USAID/*Tatweer* OSTP team, in its support of the Ministry OSTP teams, also strives to embody these values in all its activities. This includes the on-demand nature of our engagements with Ministry teams—USAID/*Tatweer* OSTP works with Ministries only at their request. Additionally, the USAID/*Tatweer* OSTP team reinforces Ministry OSTP team ownership of the program by encouraging teams to present their own work to Ministry officials, creating a line of accountability for completion of activities and results. Finally, on-going collaboration with our Ministry partners reinforces their ownership of the materials. As teams become more familiar with the program, they will have the opportunity to adapt OSTP materials to meet their needs, as well as contribute their experiences in the planning and implementation of Transformation to support collaboration across ministries, with additional support provided by the USAID/*Tatweer* OSTP team.

At the close of the quarter, the following ministries were continuing the Self-assessment phases, leading to the production of the Self-assessment report for their organization: COMSEC, MoHR, MoMPW, MoO (NOC and NRC), and MoPDC (al-Quds). The following Ministries and organizations have begun Transformation: MoA, MoH, MoO (OPDC), MoWR, and NCCMD.

ANTI-CORRUPTION (AC)

HIGHLIGHTS

USAID/*Tatweer*'s anti-corruption activities this quarter focused on: training staff of the Inspectors General (IG) Offices in the ministries; AC awareness classes for non-IG staff during USAID/*Tatweer* training courses; meetings with the Association of Auditors and Accountants (AAA) of Iraq to develop a high-level Audit course to strengthen the knowledge of IG auditors; and meetings with local NGOs to involve them in AC programs

Table 19: AC Reporting Matrix

Performance Indicators	Activities	December 2008 Expected Results	December 2008 Actual Results
Sub-IR 10.1.1- Project Result 1: Strengthened Public Administration Skills			
Sub-IR 10.1.2 Indicators:			
Number of civil servants trained and certified (including anti-corruption agencies PE 2.2)	Human Resources course	60 participants trained	Achieved: 66 staff trained
	Anti-Corruption course	270 participants trained	Achieved: 261 staff trained
	Procurement Competency Course	30 participants trained	Achieved: 23 staff trained
	Procurement Advanced Course	60 participants trained	Not Achieved: 30 staff trained
	International Computer Drive License (ICDL)	30 participants trained	Achieved: 40 staff trained
	Watch Dog courses (3 day course)	60 citizen trained	Not Achieved: the training is not available.
	A/C awareness classes for non IG Staff during USAID/ <i>Tatweer</i> core areas training courses	4 courses conducted	Achieved : 4 training courses were conducted
Sub-IR 10.1.2 - Project Result 2: Ministries Establish More Effective Administrative Systems			
Sub-IR 10.1.2 Indicators:			
Proportion of priority systems improvements in human resource management implemented by ministries	Curriculum development	Curriculum development	Not Achieved: The development is not completed yet
	CV Lecturers Review	Plan for Grant elaboration	Not Achieved: Meetings going on
	Selection of Candidates for Courses	Candidates Selection	Not Achieved: Course not conducted

Performance Indicators	Activities	December 2008 Expected Results	December 2008 Actual Results
Proportion of priority systems improvements in fiscal management implemented by Ministries	Procurement Process	Procurement Process	Not Achieved: This requirement has been transferred to USAID/Tatweer's procurement department
	Compilation of Procurement Information	Compilation	Not achieved: AC team no longer working on this activity
	Comparative study of Internals Rules of Procurement	Comparative Study	Not achieved: AC team no longer working on this activity
Operational Effectiveness Indicators			
	Search of Nest's of Corruption (Surveys)	Searching Nests	Not achieved: MOU not approved, therefore, program stopped
	Advisor's Commission studies and conclusions	Studies and Conclusions	Not achieved: MOU not approved, therefore, program stopped
	Preparing material for courses	Developing material	In Progress: Preparing material for courses in Legislative support programs
	Meetings with NGOs (HR) or others	Meeting NGOs	In progress: Meetings ongoing
	Project "Education in Values"	Preparing Project	In progress: Preparing Project
	Workshops with IUAA and Agreement	Agreement with IUAA	Achieved: Workshops with IUAA started
	Meetings with NGOs (Human Rights or others)	Meetings NGOs	In Progress: Meetings on-going
	Developing survey in field	Survey	Not achieved: MOU not approved, therefore, program stopped
	Survey analysis and conclusions	Analysis and Conclusions on going	Not achieved: MOU not approved, therefore, program stopped
	Final agreement with IGs	Final agreement	Not achieved: MOU not approved, therefore, program stopped

CONTEXT AND OBSTACLES ENCOUNTERED

Delays in being able to meet with AAA and NGOs held up the process of achieving objectives.

D. PROFESSIONAL DEVELOPMENT

NATIONAL CENTER FOR CONSULTATION AND MANAGEMENT DEVELOPMENT (NCCMD)

HIGHLIGHTS

USAID/*Tatweer* has developed, completed and submitted twenty-two different training curricula to the NCCMD which will be distributed to ministries as a unified training curriculum. Four databases were developed and submitted to the NCCMD. The TOT, Research, Salary and Incoming/Outgoing databases have facilitated, organized, and enhanced the daily operations and activities of the center. NCCMD's interaction with the ministries continues—a total of 88 TOTs were evaluated and recognized by the center to conduct training within their ministries. In addition, NCCMD's 2009 Training Plan has been completed and will be distributed to all ministries in January 2009. USAID/*Tatweer* and NCCMD continue to work on the processes for ISO certification. The RFP has been finalized and the ISO mission is scheduled to start in April 2009.

Table 19: NCCMD Reporting Matrix

Performance Indicators	Activities	December 2008 Expected Results	December 2008 Actual Results
Sub-IR 10.1.2 - Project Result 2: Ministries Establish More Effective Administrative Systems			
Sub-IR 10.1.2 Indicators:			
Proportion of priority systems improvements in human resource management implemented by ministries	Establish Government Performance Unit within MOPDC/NCCMD	Assistance to ministries continues	OSTP, Feasibility study teams established and USAID/ <i>Tatweer</i> 's technical assistance to the teams continues.
	Support NCCMD to develop Training Curriculums and manuals synonymous with country work force needs	NCCMD/ministries agree on unified curriculum	Achieved: Curriculum for 22 different subjects submitted to NCCMD. Curriculum will be distributed as a unified curriculum to all ministries through the NCCMD
	Supports NCCMD to publish/issue periodical magazine	Annual accomplishment of the NCCMD is completed	Achieved: Draft newsletter, diaries and calendars are printed and will be distributed soon to all governmental institutions.
Proportion of priority systems improvements in information technology management implemented by Ministries	Develop databases for 7 NCCMD departments: HR, Finance, training, Civil Service, Research, Administration, procurement	All databases installed and being utilized	Achieved: Databases are completed and used by concerned departments at the . Additional features are included in the databases for better reporting and results.
	Provide equipment according to needs assessment to enhance the performance of the center:	Equipment procured and delivered	Achieved: Basra and Mosul equipment are delivered, installed and used.
Proportion of priority systems improvement in project management implemented by Ministries	Conduct GAP Analysis, Prepare charts and Narratives and ten days training	ISO training conducted, NCCMD ready for certification	Not Achieved: Training is postponed to April upon NCCMD request.
	Issue ISO 9001-2000 Certificates (consulting firm)	NCCMD is ISO certified	Not Achieved: Postponed to April upon NCCMD request.

Performance Indicators	Activities	December 2008 Expected Results	December 2008 Actual Results
Number of ministries and executive offices with institutionalized self-assessment process	Support NCCMD in mentoring the self assessment process for all ministries.	All ministries completed	In Progress: So far, NCCMD and USAID/ <i>Tatweer</i> OSTP team have conducted several workshops to MoPDC, COMSEC, Al Quds School and updated the guidebook of the self assessment.
	Transfer ownership of OSTP to NCCMD.	USAID/ <i>Tatweer</i> will provide necessary support to NCCMD all through LOP	In Progress: Transfer of self assessment is completed and the transformation phase will start soon
	Strengthening the NCCMD capacity to support training center within ministries	Ministries training centers conduct specialized training courses	Achieved: 88 trainers from different ministries are evaluated and recognized by the NCCMD as official trainers and a re conducting training within their ministries.

Sub-IR 10.1.3 - Project Result 3: Public Administration Training Capacity Expanded

Sub-IR 10.1.3 Indicators:

Ministerial Training Centers Strengthened

Number of ministries that have established a public administration training program	Training of TOT evaluation.	100 TOTs are evaluated and approved	88 trained trainers evaluated and approved.
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USAID/TATWEER SCHOLARSHIP PROGRAM

USAID/*Tatweer* and AMIDEAST continue to track and implement the scholarship program, ensuring that as many eligible candidates as possible get placements and are enrolled in institutions of higher learning. During this quarter the number of *Tatweer* scholars increased from 82 to 104 persons that have been sent abroad for Masters-level scholarships in public management. Another 11 persons are scheduled for matriculation in early 2009. The tables below summarize the status of scholars and the scholarship program in general.

Table 20: Scholarship Recipients by Gender

Gender	Total
Male	159
Female	75
Total	234

Table 21: Number of Scholarship Recipients by Type and by Round

	Round 1	Round 2	Round 3	Withdrawn	Total
Principal	4	45	52	77	178
Alternate	0	10	12	34	56
Total	4	55	64	111	234

Table 22: Number of Scholarship Recipients by Type and Status of Study

	Completed	Enrolled	Withdrawn	Pending	Total
Principal	1	89	77	11	178
Alternate	0	14	34	8	56
Total	1	103	111	19	234

Table 23: Number of Scholarship Recipients by Round and Status of Study

	Enrolled	Pending	Withdrawn	Completed	Total
Round 1	3	1	²	0	4
Round 2	52	0	²	1	52
Round 3	48	18	²	0	66
Total	103	19	111	1	234

Table 24: Number of Scholarship Recipients by Partner Institution

Partner University	Number
Arab Academy of Science and Technology	46
American University in Beirut	2
American University in Cairo	9*
Mutah University	22
Norte Dame University in Lebanon	5
University of Jordan	2
Yarmouk University	18
Total	104

TRAINING UPDATE

The summary contained in Table 25 below presents the number of courses and participants between October and November, which is sustained through the end of the quarter in December. Monthly enrollment levels and numbers of courses offered declined between October and December, with most of the decline during the season of religious holidays in December. A breakdown of these numbers and the proportions represented are presented in Tables 26 and 27 below.

Table 25: Total Number of Courses and Enrollments

	Oct-08	Nov-08	Dec-08	Total
Classes Offered	226	213	188	627
Enrollments	4,912	4,583	3,868	13,363

Table 26: Enrollment by Training Program Area (Oct-Dec 2008)

Course Program Area	Courses	Enrollments		
		Total	Male	Female
Project Management	94	1,948	1,429	519
Fiscal Management	162	3,525	2,166	1,359
Human Resources Management	82	1,834	1,174	660
Information Technology Management	65	1,246	775	471
Leadership and Communication	106	2,254	1,586	668
Anti-Corruption	9	221	128	93
Special Programs	91	2,002	1,367	635
TOT Program	2	64	48	16
Special Programs 2	16	269	189	80
Total	627	13,363	8,862	4,501

Table 27: Enrollment by Program Levels (Oct-Dec 2008)

Level	Courses	Enrollments		
		Total	Male	Female
Competency	112	2,268	1,512	756
Advanced	25	468	296	172
Expert	7	154	104	50
Training of Trainers	4	95	71	24
Competency (Rollout)	354	7,728	5,087	2,641
Advanced (Rollout)	23	459	274	185
Training of Trainers (Rollout)	0	0	0	0
Advanced Refresher (TOT)	2	30	20	10
Special Workshop	100	2,161	1,498	663
Total	627	13,363	8,862	4,501

III. PROJECT MANAGEMENT

A. PERSONNEL

During the reporting period, the following resident international personnel were deployed in Iraq:

Administration

Richard Huntington, Chief of Party

Menen Wondwosen, Executive Officer

Patricia Ahumada, Assistant to DCOP of Administration and Finance

Husna Akgun, Sponsor and Logistics Manager

Adam Kiselka, Project Scheduler

Tom Petocz, Procurement Manager

Calvin Madzorera, Controller

Flora Gitari, Finance Manager

Temple Jagha, Director of Monitoring and Evaluation

Kristin Humbert, Reporting Officer

Debbie Morello, Director of Communications (Through November)

Stephen Metzger, Knowledge Management Officer

Wylie Williams, Deputy Chief of Party, Administration and Finance

Sagal Mohamoud, Chief Administrative Officer

Douglas Treadwell, Operations Manager

Bendy Viragh, Procurement Director

Geoffrey Makaza, Procurement Accounting Specialist

Ana Maria Ubana, Finance and Administration Manager – Karada

Richard Nidel, Finance and Administration Manager–Erbil

James Freer, Senior Procurement Specialist

Thomas Carson, Senior Monitoring and Evaluation Specialist

Devrin Weiss, Director of Communications (Beginning December)

James Foley, Communications and Outreach Officer

Institutional Development

Marc Shiman, Deputy Chief of Party, Institutional Development

Ali Allabadi, Senior Advisor to Ministry of Water Resources

Mysore Ranaganath, Advisor of Project Management – MoWR

Jawad Risheq, Senior Advisor of Reform - NCCMD

Bushra Abbasi, Senior Advisor to Ministry of Health

Randal Thompson, Senior Advisor International Cooperation

Mostafa A. El-Erian, Senior Legal Advisor to PMO/DPMOs

Nancy Sharp, Senior Advisor to Ministry of Human Rights

Marion Wine, Advisor to Civil Service Commission and PMAC

Teddy Ryan, Project Management Advisor

Zohair Mohsen, Senior Advisor to Ministry of Agriculture

Robert Kirkman, Senior Advisor to Ministry of Water Resources

Saad Muhey, Senior Advisor of Project Management – MoMPW

Mohammed Nasir, Advisor of Applications - Ministry of Planning

Nael Shabaro, Senior Public Management Advisor to Ministry of Planning

Munther Shar'e, Senior Advisor to President's Council

Corinne Audibert, Senior Advisor to NCCMD

Touhami Rhaïem, Advisor to Civil Service Commission and PMAC

Bassim Hilmi, Senior Advisor to Ministry of Migration and Displacement

Emilio Matuk, Senior Advisor of Statistics - Ministry of Planning

USAID/Tatweer Energy Group

Charles Hall, Acting Director, USAID/Tatweer Energy Group
Hussain Aziz, Liaison Project Management Advisor
Carlos Guerra, Change Management Advisor
Dennis Hobbs, Contract Management Advisor
Hassan Kasseba, Senior Advisor of Corporate Finance
Bijoy Misra, Project Management Advisor
Milton Troconis Villareal, Procurement Advisor
Robert Batt, Energy Consultant
Mark Ragel, Information Technology Advisor

Robert Krause, Project Manager
Thomas Easterly, Oil Sector Technology Advisor
Basil Haddad, Systems Specialist Advisor
Mohammed Ibrahim, Fiscal Management Advisor
Samir Kubba, Strategic Planner
David Mullholand, Electricity Sector Technology Advisor
Pavanendra Verma, Procurement Advisor
Alexander Shapiro, Contract Management Advisor

Training & Consulting

Charles Jakosa, Deputy Chief of Party, Professional Development (Through October)
Abduljabbar Salman, Director of Regional Training–Erbil
Atia Moor, Director of Regional Training–Basrah and Mosul

Muntaha Haddad, Senior Advisor of Leadership/Communication/Strategic Planning
Mohammed Hussain, Fiscal Management Advisor

Jeffrey Coonjohn, Senior for Anti-Corruption Advisor
George Awwad, Senior Procurement Advisor
Ali Kazan, Senior Advisor of Project Management
Martin Mayerchak, Organizational Development Advisor
William Casti, Strategic Advisor of ISO / IT

Catherine Trebes, Deputy Chief of Party, Training and Consulting (Starting November)
Camilia Sadik, Business English Trainer-Erbil
Randall Martin, Director of Training
Faisal Adel Nasr, Senior Advisor for Fiscal Management
Ibrahim Kassab, Senior Advisor for Human Resource Management
Pedro Votruba, Senior Anti-Corruption Advisor
Riad Imam, Senior Procurement Advisor
Amy Watve, Organizational Development Specialist
Carl Manthe, OSTP Specialist
Edward Uechi, IT Advisor

Short-Term Personnel

Kisook Bozsa, Director of Project Financial Management
Larry Cooley, MSI President

Greg Esser, Project Manager
James Lea, Advisor to Ministry of Health

Timothy Colbert, Curriculum Development Specialist
Robert Ross, Senior Advisor for Project Management/Contracting
Bryan Kurtz, Public Administration Specialist
Jay Stanford, Procurement Advisor

Administrative and Personnel

In November, the organization experienced the death of a prominent Senior Local Advisor and emergency leaves involving four expatriates.

Continued refinement of the recruitment process has enhanced staff's ability to monitor workforce needs and efficiently process those needs. The expansion to the provinces continues to challenge efforts to secure the unique skill sets required in these regions.

The project website was regularly updated, including several new feature stories and photos by the Communications team. An even more streamlined and user-friendly website is being beta-tested, to be ready in the next quarter.

B. INTERNAL PROJECT MANAGEMENT AND PROCUREMENT SYSTEMS

Major Projects Accomplishments include:

- *COSIT /MoPDC – IT Network (\$1,221,544)*: All equipment and infrastructure has been installed and tested. Software integration of the Oracle 10g and training of COSIT IT Staff has been completed.

- *Video Tele-Conferencing Systems (15) Sites (\$401,590)*: Installation has been completed for twelve of fifteen sites which are spread out across Iraq including locations in Baiji, Basrah, Baghdad, Kirkuk, and Mosul.
- *Safety Training with ME (\$26,000)*: Training divided into three sessions after scheduling conflicts arose. The first two sessions have been completed

OVERVIEW OF DEVELOPMENT AND IMPLEMENTATION OF PROJECTS UNDER MANAGEMENT

Contractor Work in Progress:

- DPMO IT System (2 Sites)
- Video Tele-Conferencing System Sites
- Karada and Mansour Servers Internal IT
- Erbil Training Center
- Safety Training with ME

Projects in Award Process:

- Gol Ministry IT Training Centers (17 Sites)
- GIS Training Centers (3 Sites)

HIGHLIGHTS

- *COSIT / MoPDC Oracle Software Integration and IT Staff Training* – Knowledge Transfer is the keystone to success with this project implementation. Active participation with COSIT technical staff from the project design phase to the actual implementation phase has strengthened the working relationship across the entire organization.
- *Knowledge Management Initiative (COMFAR III)* – The COMFAR III training and subsequent rapid roll-out of access to additional software licenses across all ministries will enhance the budget planning process. This will result in efficiency and effectiveness in government service delivery systems including budget execution based on feasibility studies and project management.

LESSONS LEARNED

- *Ownership of the Final Process Design* – The sustainability of all efforts rests with creating a sense of ownership among all Iraqi Civil Servants in order to reap the social benefits obtained through Change Management

C. FACILITIES, SYSTEMS, AND EQUIPMENT

Staff secured a new facility on the Mansour compound. The new facility will provide additional residential space, and is known as Provincial House.

Twelve VTCs have been established throughout the country to mitigate communication problems posed by distance and security.

The International Zone is scheduled to be significantly reduced and returned to Iraqi government control by December 31, 2008. Consequently, USAID/*Tatweer* is no longer seeking space in what was formerly known as the International Zone. This concentrates the search for additional space closer to the existing facilities of Mansour and Karada.

D. SECURITY AND TRANSPORTATION

Since most of the explosive devices used by hostile forces are placed in non-daylight hours, the longer periods of darkness brought on by winter have required adjustments in the Private Security Detail (PSD) runs and mission planning. Staff is working with Sallyport in anticipation of long distance movements that had not heretofore been a part of the project's operation. This will likely be impacted by hostile forces reactions to the recent Iraqi / U.S. Security Pact.

ANNEX I: USAID/TATWEER PERFORMANCE INDICATORS AT A GLANCE

OUTPUT INDICATORS:

Output I.2: Number of Civil Servants Trained (October through December 2008)

Civil Servants Trained in Core Admin Functions	Total
Number of Individual Participants	12,300
Male	8,118
Female	4,182
Number of Classes Offered	627
Number of Class Enrollments	13,363
Male Enrollments	8,862
Female Enrollments	4,501

Enrollments by Course (October- December 2008)

Program/Course	Classes	Enrollments		
		Total	Male	Female
Project Management	94	1,948	1,429	519
Fundamentals of Project Management	83	1,743	1,297	446
Competency	9	195	166	29
Advanced	1	23	21	2
Training of Trainers	2	31	23	8
Competency (Rollout)	69	1,445	1,057	388
Advanced (Rollout)	2	49	30	19
ISO 9000	8	148	99	49
Competency	8	148	99	49
Feasibility Studies & Evaluation of Project	3	57	33	24
Expert	3	57	33	24
Fiscal Management	162	3,525	2,166	1,359
Budgeting – Preparation, Execution, Controlling and Reporting	87	1,895	1,069	826
Competency	7	103	70	33
Advanced	5	97	55	42
Expert	1	10	10	0
Competency (Rollout)	74	1,685	934	751
Government Procurement	75	1,630	1,097	533
Competency	16	326	220	106

Program/Course	Classes	Enrollments		
		Total	Male	Female
Advanced	5	99	64	35
Competency (Rollout)	52	1,171	805	366
Advanced (Rollout)	2	34	8	26
Human Resources Management	82	1,834	1,174	660
Job Analysis, Job Descriptions, Specifications and Standards	82	1,834	1,174	660
Competency	16	387	267	120
Advanced	5	95	61	34
Competency (Rollout)	59	1,300	813	487
Advanced (Rollout)	2	52	33	19
Information Technology Management	65	1,246	775	471
ICEDL	64	1,217	769	448
Competency	29	526	341	185
Competency (Rollout)	35	691	428	263
Epi Info	1	29	6	23
Competency	1	29	6	23
Leadership and Communication	106	2,254	1,586	668
Communications 1	93	2,001	1,423	578
Competency	9	211	150	61
Competency (Rollout)	65	1,436	1,050	386
Advanced (Rollout)	17	324	203	121
Advanced Refresher (TOT)	2	30	20	10
Communications 2	3	80	57	23
Advanced	3	80	57	23
USAID/Tatweer Organizational Self-Assessment	5	61	31	30
Advanced	5	61	31	30
Strategic Planning	3	87	61	26
Expert	3	87	61	26
Business English -Special Purposes (ESP)	2	25	14	11
Competency	1	12	7	5
Advanced	1	13	7	6
Anti-Corruption	9	221	128	93
Anti-Corruption Inspector General Workshop	9	221	128	93
Competency	9	221	128	93
Special Programs	107	2271	1556	715
Statistical Management	7	110	58	52
Competency	7	110	58	52
M&E	3	51	25	26
Special Workshop	3	51	25	26
Project Management Workshop	4	33	20	13
Special Workshop	4	33	20	13
Integrated Supply Chain Management	1	13	8	5
Special Workshop	1	13	8	5

Program/Course	Classes	Enrollments		
		Total	Male	Female
Governmental Accounting	1	16	7	9
Special Workshop	1	16	7	9
GIS (AI Rashidiya Project)	2	36	28	8
Special Workshop	2	36	28	8
International Donor Assistance	1	23	12	11
Special Workshop	1	23	12	11
Team Building	50	1,320	928	392
Special Workshop	50	1,320	928	392
Organizational Design	1	14	9	5
Special Workshop	1	14	9	5
Primavera Awareness	19	319	230	89
Special Workshop	19	319	230	89
Health Information	1	24	14	10
Special Workshop	1	24	14	10
Budget Preparation	1	43	28	15
Special Workshop	1	43	28	15
Inventory control System	1	16	11	5
Special Workshop	1	16	11	5
Safety In Power generation and Supply	3	58	52	6
Special Workshop	3	58	52	6
IT Basic Training	3	46	14	32
Special Workshop	3	46	14	32
System Analysis and Design	1	8	4	4
Special Workshop	1	8	4	4
Mechanism for Monitoring Human Rights violations	1	18	18	0
Special Workshop	1	18	18	0
Health Planning Project Management	2	60	56	4
Special Workshop	2	60	56	4
Project Execution	1	18	11	7
Special Workshop	1	18	11	7
COMFAR III	1	10	6	4
Special Workshop	1	10	6	4
SharePoint Fundamentals	1	9	2	7
Special Workshop	1	9	2	7
Auto CAD	1	16	15	1
Special Workshop	1	16	15	1
How to use Contractor Classification Application	1	10	0	10
Special Workshop	1	10	0	10
TOT Program	2	64	48	16
General	2	64	48	16
Training of Trainers	2	64	48	16

Participants/Enrollment by Ministry/Institution

Ministry	Enrollments			Participants		
	Total	Male	Female	Total	Male	Female
Baghdad						
Prime Minister's Office (PMO)	4	4	0	4	4	0
Council of Ministers Secretariat (COMSEC)	62	50	12	53	41	12
Ministry of Planning & Development Cooperation	361	141	220	343	134	209
Ministry of Finance	70	36	34	65	33	32
Ministry of Oil	488	358	130	420	306	114
Ministry of Electricity	529	386	143	488	349	139
Ministry of Water Resources	1,720	1,052	668	1,524	935	589
Ministry of Health	4,146	2,861	1,285	3,958	2,715	1,243
Ministry of Agriculture	635	413	222	618	406	212
Ministry of Justice	57	39	18	52	37	15
Municipalities & Public Works	3,096	2,143	953	2,764	1,896	868
Ministry of Higher Education	45	21	24	44	21	23
Construction/ Housing	13	10	3	13	10	3
Erbil Governorate	1	1	0	1	1	0
Ministry of Education	97	67	30	97	67	30
Ministry of Interior	5	5	0	4	4	0
Ministry of Human Rights	54	35	19	51	33	18
Basrah Governorate	11	9	2	9	7	2
Ministry of Environment	7	4	3	7	4	3
Ministry of Trade	58	28	30	57	28	29
Ministry of Industry	28	17	11	28	17	11
Ministry of Communication	14	11	3	12	10	2
Deputy Prime Minister's Office (DPMO2) Economic	1	1	0	1	1	0
Tameem Governorate	9	8	1	9	8	1
Missan Governorate	2	2	0	2	2	0
Diyala Governorate	4	4	0	4	4	0
Ministry of Natural Resources	2	2	0	2	2	0
Ministry of Work	8	5	3	8	5	3
Ministry of Transportation	75	55	20	71	51	20
Ministry of Youth & Sports	20	14	6	19	13	6
Others	76	39	37	70	36	34
Ninewa Governorate	1	1	0	1	1	0
Thi-Qar Governorate	1	1	0	1	1	0
Muthana Governorate	2	2	0	2	2	0
Ministry of Displaced & Emigrants	137	87	50	125	81	44
Presidency Council (PC)	2	2	0	2	2	0
Deputy Prime Minister's Office (DPMO1) Services	3	3	0	3	3	0
Vice President of the Republic of Iraq (VOP)	2	2	0	2	2	0
High Board for pilgrimage (Others)	1	1	0	1	1	0

Ministry	Enrollments			Participants		
	Total	Male	Female	Total	Male	Female
Kurdistan Regional Government						
Council of Ministers Secretariat (COMSEC)	1	0	1	1	0	1
Ministry of Planning & Development Cooperation	80	47	33	73	45	28
Ministry of Finance	159	91	68	143	84	59
Ministry of Oil	2	2	0	2	2	0
Ministry of Electricity	176	122	54	159	109	50
Ministry of Water Resources	121	75	46	102	62	40
Ministry of Health	221	117	104	197	103	94
Ministry of Agriculture	164	112	52	152	100	52
Ministry of Justice	74	49	25	66	43	23
Municipalities & Public Works	186	117	69	178	114	64
Ministry of Higher Education	12	7	5	10	5	5
Erbil Governorate	20	13	7	15	10	5
Sulaimany Governorate	23	14	9	21	12	9
Ministry of Education	92	55	37	90	53	37
Dahuk Governorate	26	17	9	21	14	7
Ministry of Interior	1	0	1	1	0	1
Ministry of Human Rights	10	6	4	9	6	3
Ministry of Environment	7	6	1	7	6	1
Ministry of Trade	28	20	8	28	20	8
Ministry of Tourism	4	2	2	3	1	2
Ministry of Natural Resources	59	35	24	48	30	18
Ministry of Work	1	0	1	1	0	1
Ministry of Youth & Sports	1	1	0	1	1	0
Others	47	34	13	36	25	11
Election Office (Others)	1	0	1	1	0	1
Total	13,363	8,862	4,501	12,300	8,118	4,182

PROJECT RESULT I: STRENGTHENED CORE PUBLIC ADMINISTRATION SKILLS

Project Indicator 1.1: Proportion of training graduates reporting that they **frequently** make use of new training skills.

Period	Quarter 1 Oct-Dec 07	Quarter 2 Jan-Mar 08	Quarter 3 Apr-Jun 08	Quarter 4 Jul-Sep 08	Quarter 5 Oct-Dec 08
Often	33%	40%	50%	58%	55%

Project Indicator 1.2: Proportion of training graduates reporting that they **sometimes or frequently** make use of new training skills.

Period	Quarter 1 Oct-Dec 07	Quarter 2 Jan-Mar 08	Quarter 3 Apr-Jun 08	Quarter 4 Jul-Sep 08	Quarter 5 Oct-Dec 08
Sometimes or often	89%	91%	96%	96%	95%

Project Indicator 1.3: Proportion of training graduates reporting **significant improvements** in the situation regarding their operational or training area in their unit/ministry (PE 2.2)

Period	Quarter 1 Oct-Dec 07	Quarter 2 Jan-Mar 08	Quarter 3 Apr-Jun 08	Quarter 4 Jul-Sep 08	Quarter 5 Oct-Dec 08
Significant Improvements	15%	16%	24%	24%	32%

Project Indicator 1.4: Proportion of training graduates reporting **some improvements or significant improvements** in the situation regarding their operational or training area in their unit/ministry (PE 2.2)

Period	Quarter 1 Oct-Dec 07	Quarter 2 Jan-Mar 08	Quarter 3 Apr-Jun 08	Quarter 4 Jul-Sep 08	Quarter 5 Oct-Dec 08
Some or Significant Improvements	72%	84%	81%	76%	79%

Project Indicator 1.5: Number of trained trainers (All enrollees from training of trainers courses from all key administration areas PE 2.2)

Quarter 1 Oct-Dec 07	Quarter 2 Jan-Mar 08	Quarter 3 Apr-Jun 08	Quarter 4 Jul-Sep 08	Quarter 5 Oct-Dec 08
0	195	30	133	95

Project Indicator 1.6: Number of trained trainers from anti-corruption agencies staff (PE 2.2)

Quarter 1 Oct-Dec 07	Quarter 2 Jan-Mar 08	Quarter 3 Apr-Jun 08	Quarter 4 Jul-Sep 08	Quarter 5 Oct-Dec 08
				0

* Separate reporting begins this quarter

Project Indicator 1.7: Number of civil servants trained and certified (All enrollees from basic training courses from all key administration areas **PE 2.2**)

Quarter 1 Oct-Dec 07	Quarter 2 Jan-Mar 08	Quarter 3 Apr-Jun 08	Quarter 4 Jul-Sep 08	Quarter 5 Oct-Dec 08
17	1,858	6,717	9,877	13,142

Project Indicator 1.8: Number of anti-corruption agencies staff trained and certified (**PE 2.2**)*

Quarter 1 Oct-Dec 07	Quarter 2 Jan-Mar 08	Quarter 3 Apr-Jun 08	Quarter 4 Jul-Sep 08	Quarter 5 Oct-Dec 08
				221

* Separate reporting begins this quarter

Project Indicator 1.9: Number of post-graduate scholarships awarded (Cumulative)*

Quarter 1 Oct-Dec 07	Quarter 2 Jan-Mar 08	Quarter 3 Apr-Jun 08	Quarter 4 Jul-Sep 08	Quarter 5 Oct-Dec 08
100	180	234	234	234

* Target of 180 (Contractual obligation) achieved in Quarter 2 2008

Project Indicator 1.10: Number of post-graduate scholarship recipients enrolled and studying in post-graduate/university programs (cumulative).

Quarter 1 Oct-Dec 07	Quarter 2 Jan-Mar 08	Quarter 3 Apr-Jun 08	Quarter 4 Jul-Sep 08	Quarter 5 Oct-Dec 08
	25	81	81	81

PROJECT RESULT 2: MINISTRIES ESTABLISH MORE EFFECTIVE ADMINISTRATIVE SYSTEMS

Project Indicator 2.1: Number of units/departments implementing *USAID/Tatweer* recommended changes in administrative systems or procedures [Cumulative] (**PE 2.2**)

Quarter 1 Oct-Dec 07	Quarter 2 Jan-Mar 08	Quarter 3 Apr-Jun 08	Quarter 4 Jul-Sep 08	Quarter 5 Oct-Dec 08
0	0	15	45	84

Project Indicator 2.2: Number of anti-corruption agency offices implementing *USAID/Tatweer* recommended changes in administrative systems or procedures (**PE 2.2**)*

Quarter 1 Oct-Dec 07	Quarter 2 Jan-Mar 08	Quarter 3 Apr-Jun 08	Quarter 4 Jul-Sep 08	Quarter 5 Oct-Dec 08

* Separate reporting begins this quarter

Project Indicator 2.8: Number of units/departments in ministries and executive offices with institutionalized self-assessment process

Quarter 1 Oct-Dec 07	Quarter 2 Jan-Mar 08	Quarter 3 Apr-Jun 08	Quarter 4 Jul-Sep 08	Quarter 5 Oct-Dec 08
0	2	4	7	8

PROJECT RESULT 3: PUBLIC ADMINISTRATION TRAINING CAPACITY EXPANDED

Project Indicator 3.2: Number of trainees enrolled at NCCMD (Cumulative)

Quarter 1 Oct-Dec 07	Quarter 2 Jan-Mar 08	Quarter 3 Apr-Jun 08	Quarter 4 Jul-Sep 08	Quarter 5 Oct-Dec 08
1795	2,064	2,420	2,802	3,133

Project Indicator 3.3: Number of trained trainers at NCCMD

Quarter 1 Oct-Dec 07	Quarter 2 Jan-Mar 08	Quarter 3 Apr-Jun 08	Quarter 4 Jul-Sep 08	Quarter 5 Oct-Dec 08
0	0	0	57	64

Project Indicator 3.8: Number of trainees enrolled at regional training centers (Cumulative)

Quarter 1 Oct-Dec 07	Quarter 2 Jan-Mar 08	Quarter 3 Apr-Jun 08	Quarter 4 Jul-Sep 08	Quarter 5 Oct-Dec 08
1397	4,299	11,127	16,571	23,038

Project Indicator 3.9: Number of trained trainers at regional training centers

Quarter 1 Oct-Dec 07	Quarter 2 Jan-Mar 08	Quarter 3 Apr-Jun 08	Quarter 4 Jul-Sep 08	Quarter 5 Oct-Dec 08
0	0	30	48	31

Project Indicator 3.10: Number of ministries that have established a public administration training program

Quarter 1 Oct-Dec 07	Quarter 2 Jan-Mar 08	Quarter 3 Apr-Jun 08	Quarter 4 Jul-Sep 08	Quarter 5 Oct-Dec 08
0	3	5	5	5

Project Indicator 3.12: Number of trainees trained by Ministry Training Centers (including anti-corruption agencies PE 2.2)

Quarter 1 Oct-Dec 07	Quarter 2 Jan-Mar 08	Quarter 3 Apr-Jun 08	Quarter 4 Jul-Sep 08	Quarter 5 Oct-Dec 08
0	0	700	2,038	6,986

Project Indicator 3.13: Number of anti-corruption agencies staff trained by ministry training centers (PE 2.2)

Quarter 1 Oct-Dec 07	Quarter 2 Jan-Mar 08	Quarter 3 Apr-Jun 08	Quarter 4 Jul-Sep 08	Quarter 5 Oct-Dec 08
				0

* Separate reporting begins this quarter