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# USAID/*TATWEER*

*DEVELOPING NATIONAL CAPACITY IN PUBLIC  
MANAGEMENT*

QUARTERLY PROGRESS REPORT – 11

30 April 2009

This publication was produced for review by the US Agency for International Development. It was prepared by the USAID/*Tatweer* Program, Management Systems International.

# USAID/TATWEER PROGRAM

## *DEVELOPING NATIONAL CAPACITY IN PUBLIC MANAGEMENT*

### QUARTERLY PROGRESS REPORT - 11 JANUARY – MARCH 2009

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# ACRONYMS

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



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



# PROGRAM OVERVIEW

The USAID-funded USAID/*Tatweer* program 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 central 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 and Scholarship Program:** USAID/*Tatweer* provides an ambitious training program to raise the skill levels of a critical mass of as many as 58,000 civil servants in public administration training courses. All training is competency-based, practical skill-oriented, adult learner-centric and in Arabic. Our emphasis has shifted heavily towards training provided by USAID/*Tatweer*-trained Iraqis (TOI), with a result that over half of all new trainees are taught by Iraqis. Additionally, USAID/*Tatweer* is making available up to 200 international post-graduate scholarships in programs related to public administration, with 118 scholars presently enrolled.

**Support to the Ministries of Oil and Electricity:** In response to a USAID request, USAID/*Tatweer* rapidly staffed and is managing a group of experts focused on budget execution and operational efficiencies in the key Oil and Electricity ministries. The program is 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 in the Ministries of Oil and Electricity to develop the skill sets and tools needed to rebuild the Iraqi energy sector, from best practice in tendering for plants and services to the project management required to build multi-billion dollar energy infrastructure like 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. USAID/*Tatweer* is also reaching out aggressively to provide training and technical assistance to the provincial arms of the federal government in cooperation with other parts of the U.S. Embassy team in Iraq.

**Expanding Government's Training Capacity:** USAID/*Tatweer* coordinates with NCCMD, Al Quds School of Computers, ministerial training centers, NGOs, and institutions in Iraq to sustain a vibrant training network in all regions of the country. In coordination with counterpart ministries and executive offices in the Government of Iraq (GoI), USAID/*Tatweer* prepared detailed roadmaps to expand the project's advisory scope of work to the provinces. This reporting quarter saw much progress in the staffing and furnishing of new offices in Hilla, Ramadi, Basrah and Mosul to support the technical-assistance expansion to the provinces.

**Assistance with Civil Service Law:** USAID/*Tatweer* distributed and discussed the new draft civil service law (Federal Civil Service Commission Law) with all counterpart ministries and offices. Several ministries -- including Agriculture and Health -- took immediate action, issuing Ministerial Orders to create HR working groups to establish HR departments, to modernize their workforces. USAID/*Tatweer* was fully involved in the drafting of the civil service law legislation that was ratified in February 2009.



# I. SUMMARY HIGHLIGHTS

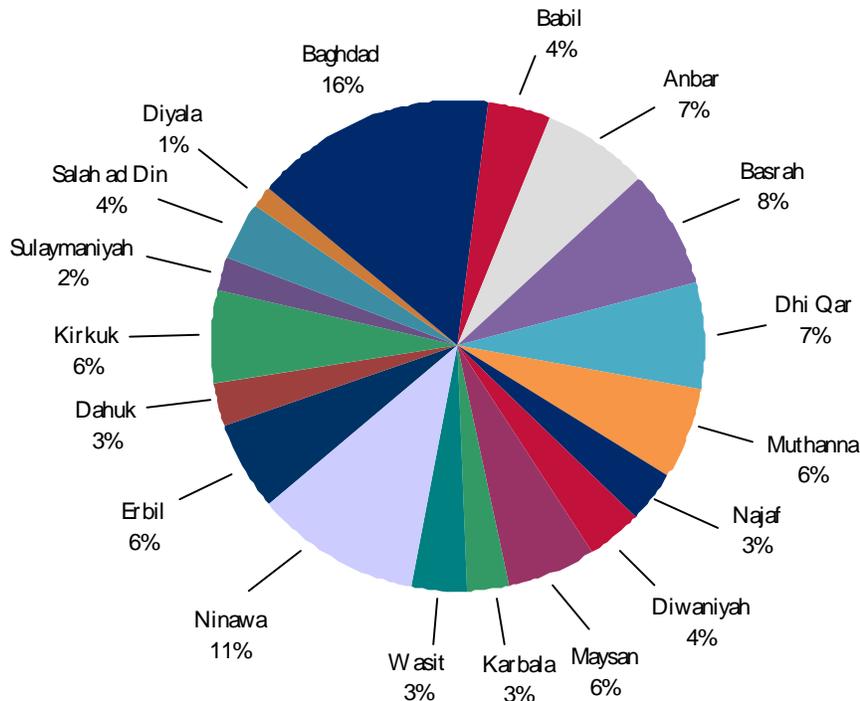
This document reports on the progress of the USAID-funded USAID/*Tatweer* program, Developing National Capacity in Public Management (USAID Contract No. DFD-I-00-05-00221-01) during Quarter 11 (January to March 2009). It contains the program accomplishments based on the revised work plan for calendar year 2009.

This quarterly report highlights the program’s sustained activities towards improvements within NCD-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.

## MINISTRY ENGAGEMENT PROGRAM HIGHLIGHTS

- Training:** Between January and March 2009, **13,382** civil servants enrolled in and received USAID/*Tatweer* training programs in public administration. In comparison with the last quarter, the difference in the number of civil servants enrolled is not significant. However, USAID/*Tatweer* is close to achieving the program’s target to train a critical mass of as many as 58,000 staff from the key ministries’ management cadre. A total of **55,799** staff members have been trained at the end of this quarter. The life of program (LOP) 2009 target is 58,000.
- Geographic Outreach:** USAID/*Tatweer* continues to deliver training in all eighteen Iraqi provinces. Eighty-four (84%) percent of trainees work in ministry directorate offices outside of Baghdad (Figure 1).

Figure 1: Geographic Outreach of Training Courses



- 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 program grows. The MoMPW has more courses conducted by trained trainers this quarter. Figures 2 through 4, below, show the increases in number of courses taught and the corresponding number of participants in these courses.

Figure 2: Ministry Training by TOTs

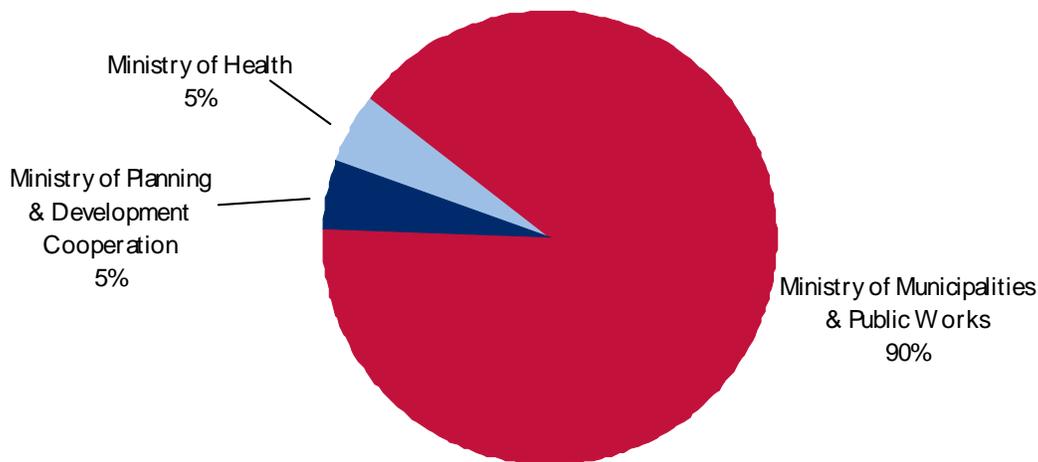


Figure 3: Number of Courses by Type through FY2009

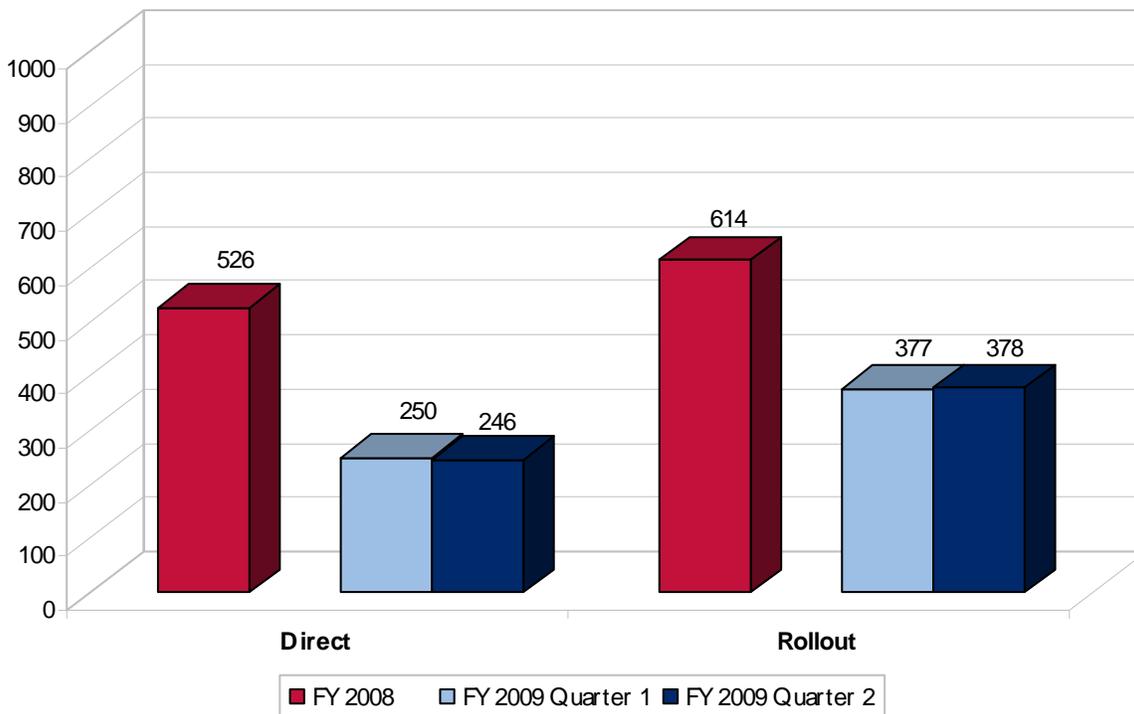
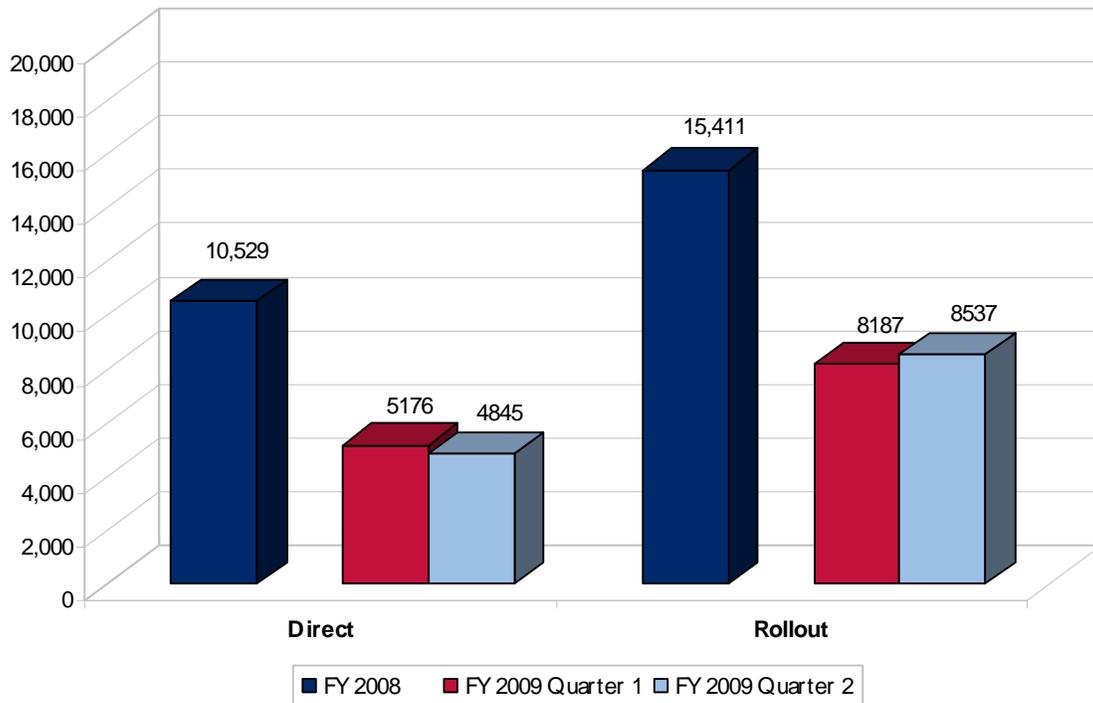


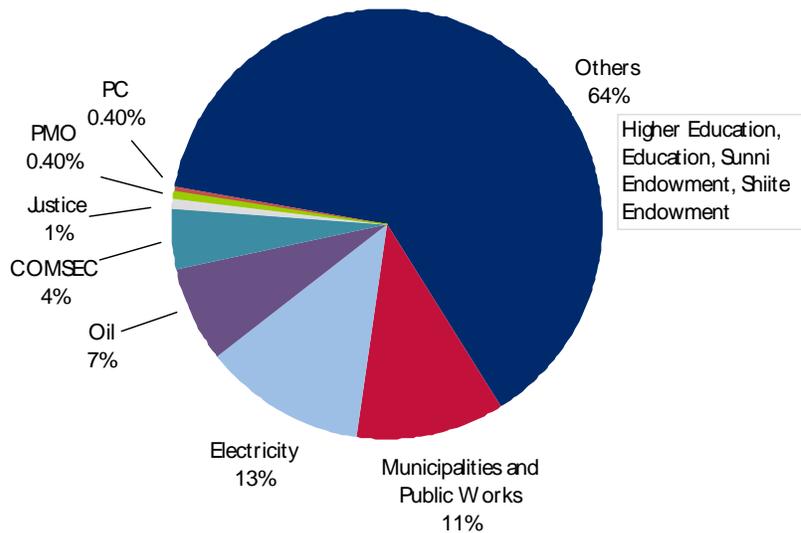
Figure 4: Number of Participants by Type of Courses through FY2009



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 classes conducted, with a corresponding increase in the number of civil servants trained. However, increases in the rollout category, conducted by TOTs, are sharper than in the direct training category.

**Anti-Corruption Program:** USAID/*Tatweer* continues its outreach to Inspector-General (IG) offices in all ministries in Iraq. This quarter, **250** IG staffers were trained on the roles and responsibilities of the IG office. A breakdown of this number is contained in Annex I and Figure 5 shows the breakdown by ministry.

Figure 5: Number of Anti-Corruption Courses by Ministry

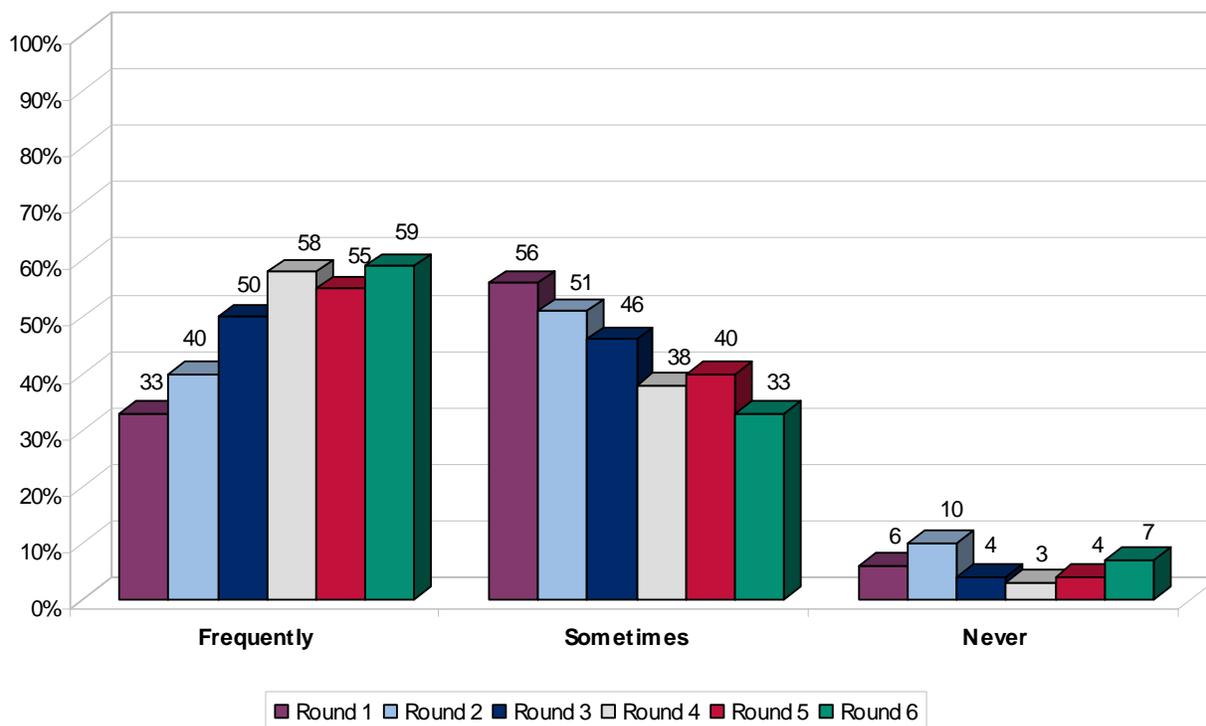


**Post-Training Surveys (PTS):** The post-training surveys are conducted using semi-structured questionnaires administered to a national sample of graduates. The sample design provides for random selection among trainees who have taken coursework over a three-month period, selected at least three months after completing coursework. A sixth round of surveys (PTS 6) was conducted during this quarter and included graduates who received training between October and December 2008.

In PTS 6, some 711 respondents completed questionnaires, covering 11% of the total enrollees in core courses during this period. The survey achieved a response rate of approximately 69%. PTS 6 included interviews conducted in all provinces of Iraq with the exception of Wasit, excluded due to coordination issues. In PTS 6, we also included a sample of respondents from the Ministry of Trade’s IG who completed the anti-corruption course.

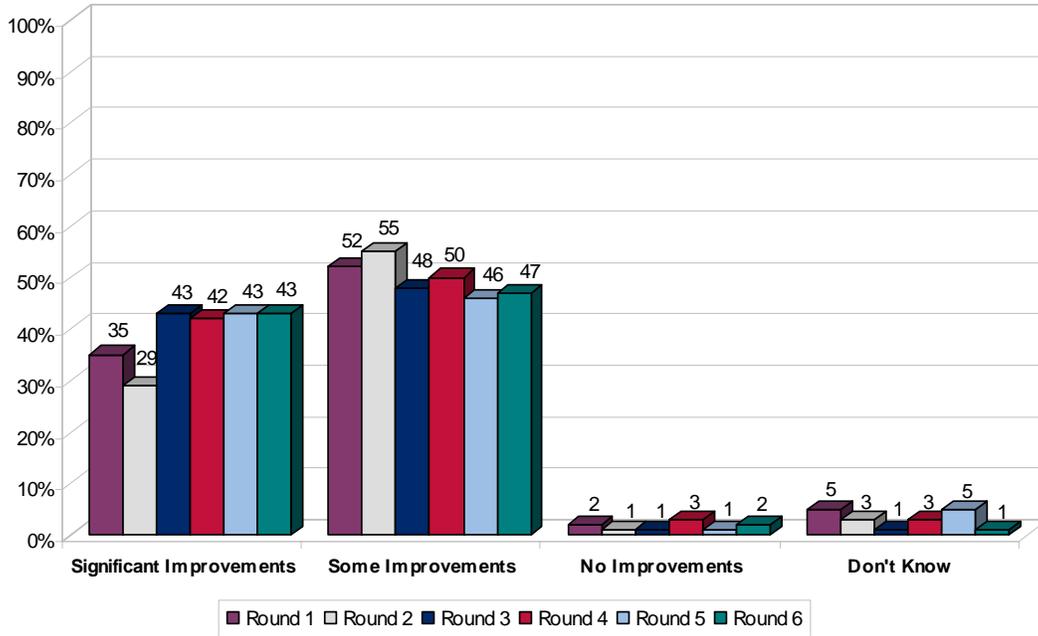
Figures 6, 7, and 8 provide findings from five rounds of the surveys at a glance.

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



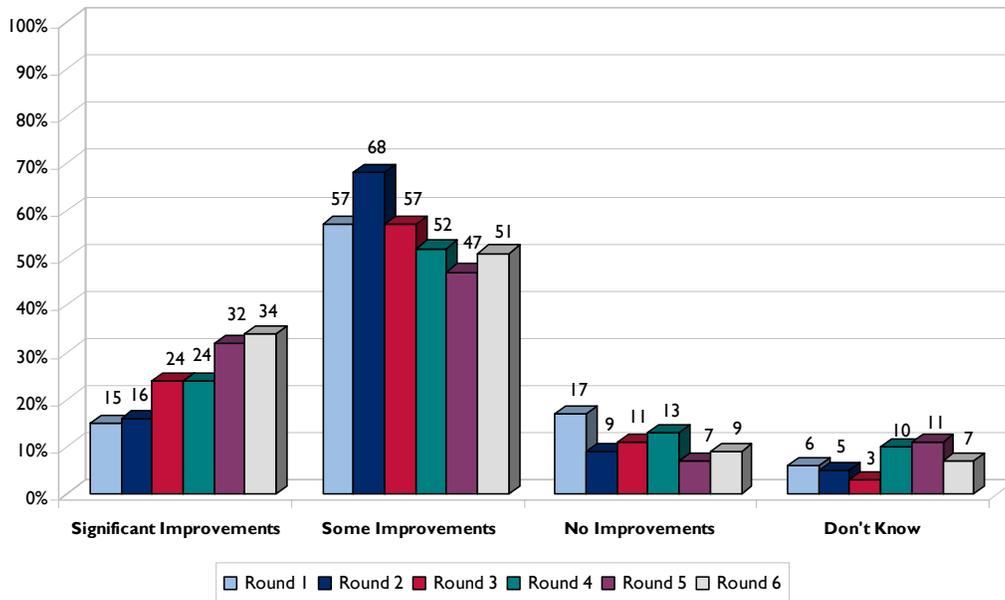
PTS 6 displays an increase in the percentage reporting that they ‘*frequently*’ use the skills and knowledge provided by the training from the previous survey. The percentage of students who claim that they ‘*frequently*’ use the materials from their courses has steadily climbed from a low of 33% in the earliest survey, to 58% at this time.

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



The percentage reporting that the skills and knowledge learned in the course provided a ‘significant improvement’ in their own work remains steady at 43% in PTS 6. This trend has remained fairly stable over the series.

Figure 8: Evidence of Administrative Improvements in Respondents Department (%)



In contrast to this, PTS 6 shows an increase in the percentage observing ‘significant improvement’ in the administrative work of their department or unit, up to 34%. This trend has steadily increased over the series.

Qualitative responses analyzed from the PTS 5 data indicate that respondents notice effects on their work place from course work taken by their colleagues, as well as from their own experience. Over time, the large number of GOI staff trained, directly or indirectly, by USAID/Tatweer will produce synergies within departments as cross training among different specialists increases the overall performance of larger administrative units.



# II. PROGRAM HIGHLIGHTS

## A. STRENGTHENING KEY MINISTRIES

### MINISTRY OF AGRICULTURE (MOA)

#### HIGHLIGHTS

By the end of March 2009, more than 4,395 participants from the MoA have been enrolled in various USAID/*Tatweer* training and workshop activities in all core areas of public management. This figure represents 86% of USAID/*Tatweer*'s target segment of MoA employees holding BS and higher degrees.

This quarter marked the launch of Provincial Roll Out activities (Tasks 9 & 10). The program's focus shifted to include visits with MoA provincial leaders to identify their needs and plan appropriate support. USAID/*Tatweer* has begun to provide coaching for the life-cycle of strategic projects in both Babil and Anbar provinces, as well as providing coaching and training for strategic planning (SP), budgeting, and auditing performance.

USAID/*Tatweer* is coordinating with MoA leadership to form sustainable functioning teams to affect change within the MoA. Each team focuses on a specific public management area:

- Organizational Self-Assessment and Transformation Program (OSTP);
- Business Process Analysis (BPA);
- International Cooperation;
- Geographic Information Systems (GIS); and
- Ethics and Transparency.

Following the success of the South Rashidiya Pilot Project, USAID/*Tatweer* is working with the MoA, the Ministry of Water Resources (MoWR), and other players to execute the new Taji Canal 42 project. MoA and MoWR GIS teams will be trained to use modern GIS techniques and develop standard operating procedures which will help improve assessment and planning. In addition, USAID/*Tatweer* is mentoring MoA as they implement the new Civil Service law. The program is providing coaching to working groups recently formed by that ministry.

Table 1: MoA Reporting Matrix

Performance Indicators	Activities	March 2009 Expected Results	March 2009 Actual Results
<b>Sub-IR 10.1.2 - Project Result 2: Ministries Establish More Effective Administrative Systems</b>			
<b>Sub-IR 10.1.2 Indicators:</b>			
Proportion of priority systems improvements in human resource management implemented by ministries	Enroll employees in competency & advanced level HR training courses and IT courses applicable to HR database use and maintenance	20 staff trained	Achieved: 128 staff trained
Proportion of priority systems improvements in fiscal management implemented by ministries	Conduct assessment of budget preparation systems and procedures, map procedures, and implement recommendations	Assessment conducted and recommendations presented	Not achieved: Processes still being mapped and recommendations will be presented by the BPA team in Quarter/2



Performance Indicators	Activities	March 2009 Expected Results	March 2009 Actual Results
	Coach and provide logistical support to the Central Procurement Committee executing the 2009 capital investment budget	6 coaching sessions conducted	Achieved: 9 coaching sessions conducted
Proportion of priority systems improvements in information technology management implemented by ministries	Conduct GIS GPS training in Baghdad and provinces	10 staff trained	Achieved: 28 GIS staff trained
Number of units/departments in ministries and executive offices with institutionalized self-assessment process [Cumulative]	Assist MoA to launch self-assessment/action plan and develop transformation action plans in 5 provinces	Self-assessment teams formed	Achieved: Self assessment team is being coached to train provincial self-assessment team in Babil will serve 5 central south provinces
<b>Sub-IR 10.1.3 - Project Result 3: Public Administration Training Capacity Expanded</b>			
<b>Sub-IR 10.1.3 Indicators:</b>			
<b>Ministerial Training Centers Strengthened</b>			
Number of ministries that have established a public administration training program [Cumulative]	Coach and mentor MoA to establish 2 capacity development and training centers (e.g. planning, budgeting, project management)	3 coaching activities conducted	Not achieved: Due to budget cut in 2009, MoA will delay the establishment of 2 CD centers. No confirmation on this has yet been received.
<b>Operational Effectiveness Indicators</b>			
	Conduct coaching and mentoring sessions to facilitate management decentralization options and issues	1 Coaching session conducted	Achieved: 2 coaching sessions conducted with MoA leadership in Babil and Anbar

## CONTEXT AND OBSTACLES ENCOUNTERED

The end of this quarter marks 20 months of fruitful cooperation between USAID/*Tatweer* and the MoA. At the USAID/*Tatweer* team leader's first visit to the MoA in March 2007, the MoA Deputy Minister made it very clear that MoA was eager for USAID/*Tatweer's* assistance in building the MoA's public management capacity. The program has worked closely with MoA leadership to provide support that is tailored to meet MoA's needs. The MoA is fully committed to working closely with USAID/*Tatweer* to realize transformation and institutional development in all core public administration areas so it can provide support to farmers and other clients.

The MoA still faces many challenges, especially with the hard-hitting drought conditions that have affected Iraq for the last three years. The recent resignation of the Minister of Agriculture is a current challenge for the MoA, but one that will hopefully be resolved soon by the appointment of a new Minister.

## MINISTRY OF HEALTH (MOH)

### HIGHLIGHTS

USAID/*Tatweer* has been assisting the Central Human Resources and Training Development Center (HRTDC) of the MoH in developing the Training Management System (TMS) as an ongoing effort leading to a unified national system of training. During this quarter, USAID/*Tatweer* further assisted the MoH to disseminate this TMS and to improve communication among all training centers in Iraq. The USAID/*Tatweer* Health Team conducted a five-day workshop for 25 Training Directors from 15 provinces on TMS and training methodologies, in which the Senior Deputy Minister and HRTDC Director participated.

An MoH/ USAID/*Tatweer* Human Resources Working Group (HRWG) was established during this quarter and met several times to discuss HR key issues such as the current MoH organizational structure, job descriptions and classifications, incentives, performance evaluation, retirement and pensions.

Also in this quarter, the MoH established a Performance Evaluation Unit (PEU) in each directorate of the Ministry and an MOH/ USAID/ *Tatweer* Performance Evaluation Working Group (PEWG) was created. Two workshops and several meetings and focus group discussions were conducted. Topics introduced included current conditions, needs to improve the situation, and the new Civil Service Law (CSL).

USAID/ *Tatweer* is conducting a series of Health Economics (HE) workshops throughout 2009 for top leaders of the Ministry, to strengthen decision making grounded in a scientific methodology. The first workshop was completed during this quarter with the attendance of Deputy Ministers, DGs and Directors of health facilities.

The USAID/ *Tatweer* /MoH Fiscal Management Working Group (FMWG) conducted several meetings to discuss the three-year financial plan requested by the Ministry of Finance within the Medium Term Expenditure Framework (MTEF). Directors from all provinces were involved in budget preparation and execution.

USAID/ *Tatweer* is conducting a series of four workshops for twenty-three MoH employees on Monitoring and Evaluation (M&E). Three were completed during this quarter. This training activity aims to create an M&E system for the MoH's HR training center.

Also during this quarter, USAID/ *Tatweer* conducted an ISO awareness workshop attended by 16 MoH employees who did not attend the previous in-depth ISO training. The workshop generated a road map for implementation of a pilot project to be identified by the Ministry. Furthermore, related to this, the MoH conducted a three-day Quality Assurance Symposium and presented the ISO roadmap to 156 MoH employees.

**Table 2: MoH Reporting Matrix**

Performance Indicators	Activities	March 2009 Expected Results	March 2009 Actual Results
<b>Sub-IR 10.1.2 - Project Result 2: Ministries Establish More Effective Administrative Systems</b>			
<b>Sub-IR 10.1.2 Indicators:</b>			
Proportion of priority systems improvements in human resource management implemented by ministries	Assist MoH to establish HR directorate in line with draft civil service law	Assessment conducted and data gathered	Achieved: HR assessment completed and data collected
	Assist MoH HQ to develop re-organization charts, job descriptions and classifications	2 job description workshops conducted 3 HRWG sessions conducted	Achieved: Mentoring workshops and sessions conducted
	Assist MoH to develop Employee Performance Evaluation System and build skills of staff of the newly established Performance Evaluation Units (PEU)	PEU staff trained on performance improvement approaches	Achieved: PEU staff trained to understand performance improvement approaches
Proportion of priority systems improvements in fiscal management implemented by ministries	Conduct workshops for MoH leadership on health economics, health financing and hospital management	1 workshop on health care spending and demand for health care services conducted	Achieved: workshop conducted with MoH leadership
	Support MoH to improve 2009 budget execution rates and start preparation of 2010 budget within strategic framework for all provinces	FMWG mentoring and problem solving workshops conducted (operational and capital budgets)	Achieved: Workshop conducted with FMWG
Proportion of priority systems improvements in information technology management implemented by ministries	Assist MoH in developing suitable applications of GIS technology that allow it to use GIS for effective decision-making purposes	Discussions and planning with MoH leadership initiated	Achieved: Preliminary discussions on importance of GIS conducted with MoH leadership
Proportion of priority systems improvements in project management implemented by ministries	Assist MoH to establish a Project Management Work Group (PMWG) to select 2 projects to collaboratively	PMWG created and 2 projects selected	Achieved: PMWG created and oriented



Performance Indicators	Activities	March 2009 Expected Results	March 2009 Actual Results
	develop and document a capital project management process		
	Assist MoH to conduct preliminary project feasibility studies (FS)	Data collected and prepared for use in MoP specified feasibility studies	Achieved: Feasibility study data collected
	Provide MoH technical assistance and mentoring to MoH project staff for projects selected by PMWG	PMWG Selection of Projects for Technical Assistance (see item 4.2 for selection by PMWG)	Achieved: Technical assistance provided on implementation of 2 selected projects
Proportion of priority systems improvements in leadership and communication implemented by ministries	Facilitate ongoing reviews and revisions of the MoH 5-year strategic plan to enhance strategic thinking and planning of MoH staff in all provinces	Governorate implementation plans consolidated into strategic planning document	Achieved: Governorate strategic plans incorporated into ministry wide strategic plan
Number of units/departments in ministries and executive offices with institutionalized self-assessment process [Cumulative]	Support MoH Human Resources and Training Development Center (HRTDC) to establish organization self-assessment process	Self-assessment survey results reviewed and action plans developed	Achieved: Action plans develop for approval and implementation
<b>Sub-IR 10.1.3 - Project Result 3: Public Administration Training Capacity Expanded</b>			
<b>Sub-IR 10.1.3 Indicators:</b>			
<b>Ministerial Training Centers Strengthened</b>			
Number of ministries that have established a public administration training program [Cumulative]	Assist MOH to implement Training Management Systems (TMS) to be applied at central and provincial levels	Workshop on TMS components conducted for training directors (needs assessment, planning, organizing, implementing and evaluating)	Achieved: Workshop to orient MoH staff on TMS conducted
<b>Operational Effectiveness Indicators</b>			
	Assist MoH to establish Monitoring and Evaluation (M&E) Unit for the HRTDC	2 M&E training workshops conducted	Achieved: 2 special workshops covering 3 M&E modules conducted

## CONTEXT AND OBSTACLES ENCOUNTERED

For nearly three years, the MoH and the Iraqi public sector were struggling with the ability to spend allocated budgets despite abundance of funds, a deficient process inherent in a lacking institutional structures and the relevant absorptive capacity for investment projects. The global financial crisis coupled with falling oil revenues have sobered the GOI into a new mode of operation within set budget ceilings and the need to identify pressing priorities in a very different way from the past. This new era of budgeting demands discipline and a greater understanding of how to best meet the needs of the health sector.

## MINISTRY OF HUMAN RIGHTS (MOHR)

### HIGHLIGHTS

USAID/*Tatweer* continues to provide support, technical assistance, and capacity building to the MoHR in the core administrative areas of the program. More than 60 MoHR participants have attended various USAID/*Tatweer* training courses.

Also, USAID/*Tatweer's* IT team has analyzed the MoHR's internet and network services and made recommendations for improvement. As of quarter's end, connectivity was improving.

The MoHR IT Team installed and tested the Human Resources Management System (HRMS) and has begun implementation of the Human Resources (HR) functions. The MoHR is making excellent progress in the development of job descriptions. Many job descriptions are complete and the rest are due to be completed soon.



MoHR is also implementing a new employee performance appraisal system. Appraisal forms have been completed and approved, and performance appraisal procedures have been agreed upon.

**Table 3: MoHR Reporting Matrix**

Performance Indicators	Activities	March 2009 Expected Results	March 2009 Actual Results
<b>Sub-IR 10.1.2 - Project Result 2: Ministries Establish More Effective Administrative Systems</b>			
<b>Sub-IR 10.1.2 Indicators:</b>			
Proportion of priority systems improvements in human resource management implemented by ministries	Support ministry to Implement oracle-based Human Resource Management Information System (HRMS)	HRMS initiated, approved and adopted	Achieved: HRMS initiated, approved and adopted by MoHR
	Conduct different levels of HR training	20 staff trained	Achieved :20 staff trained in HR courses
	Assist ministry to update existing personnel database	Update personnel database	Achieved: Ministry paersonnel database updated
Proportion of priority systems improvements in leadership and communication implemented by ministries	Conduct strategic planning training	2 senior staff trained	Not achieved: Shifted to the next quarter
	Conduct leadership communication training courses for ministry staff	10 staff trained	Achieved : 10 staff trained in L/C training courses
	Conduct Business English training	10 staff trained	Not achieved: Business English training was cancelled
<b>Sub-IR 10.1.3 - Project Result 3: Public Administration Training Capacity Expanded</b>			
<b>Sub-IR 10.1.3 Indicators:</b>			
<b>Ministerial Training Centers Strengthened</b>			
Number of ministries that have established a public administration training program [Cumulative]	Equip MoHR IT training center with IT hardware and software and train IT staff	IT center rehabilitated	Not achieved : Only agreement signed

### CONTEXT AND OBSTACLES ENCOUNTERED

Security issues at MoHR have restricted expat access and frequency of visits to MoHR offices. There have also been some delays in signing agreements to allow the delivery of USAID/*Tatweer* support to MoHR. For example, bureaucratic issues delayed the signing of an agreement for the training center package by several weeks. In addition, there is some uncertainty about MoHR's future. This has an impact on staff performance within the Ministry.

### MINISTRY OF DISPLACED AND MIGRANTS (MODM)

#### HIGHLIGHTS

USAID/*Tatweer* continues providing support, technical assistance and capacity building to the MoDM in the core areas of the program; more than 200 participants have attended training courses. USAID/*Tatweer* has identified a qualified consultant to assist the MoDM in developing a five-year strategic plan; this work will commence in May.

USAID/*Tatweer*'s IT team developed a new MoDM website that has the facility to register information about Iraqis living abroad who intend to return to Iraq. The system was demonstrated to, and accepted by, the MoDM, which is currently working to change its internet and web-hosting service agreements to support the new website.

USAID/*Tatweer* and the MoDM are making arrangements with MNF-I to connect the Ministry with the IZFN for improved and more secure internet services.

The MoDM installed and tested the new HRMS and is slowly implementing the system. USAID/*Tatweer* has completed job description and employee performance evaluation training for MoDM staff. The MoDM has created new committees to manage these activities. The Minister has also approved OSTP activities. A six-member team has completed the first workshop and will continue to work on the OSTP process with USAID/*Tatweer* mentoring.



Table 4: MoDM Reporting Matrix

Performance Indicators	Activities	March 2009 Expected Results	March 2009 Actual Results
<b>Sub-IR 10.1.2 - Project Result 2: Ministries Establish More Effective Administrative Systems</b>			
<b>Sub-IR 10.1.2 Indicators:</b>			
Proportion of priority systems improvements in human resource management implemented by ministries	Develop work plan for the MoDM, obtain approval and implement plan	Work plan completed and approved	Achieved: Work plan developed and approved by MoDM
	Prepare, plan and conduct training activities in the core areas	75 staff trained	Achieved: Few courses were cancelled by organizers only 66 were trained
	Provide technical assistance for implementation of new HRMS	System installed and tested	Achieved: HRMS installed and tested by MoDM
	Conduct HR training needs assessment for end-users and IT staff	HR training needs assessment conducted	Achieved: HR training conducted for HR & IT departments
	Conduct HRMS training courses for both end-users and IT staff	10 staff trained from HR & IT	Achieved: 10 staff trained in HRMS training courses
Proportion of priority systems improvements in fiscal management implemented by ministries	Conduct assessment of existing fiscal management systems	Assessment conducted	Not achieved: workload during the quarter did not allow this but training in new systems proceeded
	Conduct training on fiscal/budget systems and payroll	10 staff trained	Achieved : 10 staff trained from Finance and Planning departments to work on 2010 budget & payroll
	Conduct training on procurement/inventory management	10 staff trained	Achieved: 10 staff trained in procurement, contract, and inventory control
Proportion of priority systems improvements in information technology management implemented by ministries	Conduct IT training needs assessment for web design and security	Needs assessment conducted and recommendations presented	Achieved: IT training needs assessment conducted & recommendations presented to MoDM
	Assist ministry to implement improvements to website	Current website assessed and areas of improvement identified	Achieved: Assessment completed
	Assist MoDM to implement registration system for Iraqis abroad	Needs assessment completed	Achieved: Assessment completed
Proportion of priority systems improvements in project management implemented by ministries	Conduct project management training for ministry project managers	10 staff trained	Not achieved: Workload at MoDM prevent few engineers from attending training
Proportion of priority systems improvements in leadership and communication implemented by ministries	Train middle management in leadership and communication (competency and advanced)	15 staff trained	Achieved: 15 staff trained in leadership and communication
Number of units/departments in ministries and executive offices with institutionalized self-assessment process [Cumulative]	Introduce OSTP concept and create self-assessment function within Planning department	Self-assessment training workshop conducted	Achieved: The workshop conducted
<b>Operational Effectiveness Indicators</b>			
	Assist MoDM to prepare 5-year strategic plan	Advisor identified	Achieved: Advisor identified to help MoDM develop 5-year strategic plan.
	Facilitate MoDM coordination with NGOs & international organizations	Coordination meeting held	Achieved: Meeting conducted



## CONTEXT AND OBSTACLES ENCOUNTERED

Construction on the new MoDM training center has not been completed due to issues with the contractor. No exact completion date is available, which will impact USAID/*Tatweer* plans with the MoDM training department. There continue to be issues with course cancellations and changes, but less so than compared to last year. MoDM has suffered a shortage of manpower, changing workloads and priorities, and budget cuts, all of which affect the progress of implementation for new systems and procedures.

## MINISTRY OF MUNICIPALITIES AND PUBLIC WORKS (MOMPW)

### HIGHLIGHTS

USAID/*Tatweer*'s HR advisor guided MoMPW HR staff in completing job analyses for 1,800 positions in nine different MoMPW Directorates. The MoMPW HR committee that participated in USAID/*Tatweer* workshops compiled the analyzed positions into approximately 640 compatible job descriptions and finalized them in professional HR language. The MoMPW is awaiting NCCMD's review and approval of all job descriptions.

USAID/*Tatweer*'s Procurement advisor conducted two procurement workshops for MoMPW ToT's from five provinces. The courses were conducted in Baghdad and Erbil, and covered procurement principles, cycle management, planning, methods, prequalification, bid documents, bid evaluation, and contract management. USAID/*Tatweer* is also conducting BPA workshops for MoMPW staff as they analyze procurement processes at various stages from feasibility studies to project implementation.

MoMPW training centers in Mosul, Kirkuk, and Salah ad Din were used to host training in Primavera awareness for participants from MoMPW. An intensive USAID/*Tatweer* Public Management training program has been implemented in the MoMPW training centers in these provinces. Implementation of the program will begin in Diyala when the MoMPW training center is operational and a MoMPW representative has been identified.

USAID/*Tatweer* is working with the MoMPW GIS unit to conduct GIS awareness courses in seven provinces, with the remaining provinces scheduled for Quarter Two of 2009. The course is being given to 20 MoMPW staff from different directorates in each province who will work on GIS mapping tasks.

USAID/*Tatweer* and MoMPW have signed a Memorandum of Understanding (MoU) to use MoMPW Headquarters Training Center for COMFAR III training workshops for MoMPW and other Ministries. USAID/*Tatweer* and the MoPDC will schedule the monthly workshops.

Table 5: MoMPW Reporting Matrix

Performance Indicators	Activities	March 2009 Expected Results	March 2009 Actual Results
<b>Sub-IR 10.1.2 - Project Result 2: Ministries Establish More Effective Administrative Systems</b>			
<b>Sub-IR 10.1.2 Indicators:</b>			
Proportion of priority systems improvements in human resource management implemented by ministries	Assist ministry to establish Human Resource Units (HRU) in 5 provincial offices (Anbar, Babil, Baghdad, Basrah, and Najaf)	HRU initiated and approved by ministry	Achieved: HRU established in 5 provincial offices.
	Conduct HR training courses (competency, advanced)	75 employees trained	Achieved: 316 trained
Proportion of priority systems improvements in fiscal management implemented by ministries	Assist ministry to restructure procurement unit and select staff for the new unit	Restructuring plan developed and approved	Achieved: Procurement Unit established in 5 provincial offices and the plan approved by DGs



Performance Indicators	Activities	March 2009 Expected Results	March 2009 Actual Results
	Provide special workshops (BPA, RM, SP) to support completion of selected projects in Baghdad, Anbar, Babil, Baghdad, Basrah, and Najaf Provinces.	3 workshops conducted	Achieved: 3 workshops conducted for ToTs from 5 Provinces according to the update of the procurement material
	Conduct coaching and mentoring focus groups - twice monthly providing technical assistance and mentoring	Contract qualification coaching conducted	Not achieved: The new manual of procurement was still in the printing process
Proportion of priority systems improvements in information technology management implemented by ministries	Assist ministry to develop and upgrade Web Site	Information for website collated and reviewed	Achieved: 4 staff of MoMPW trained in design of website. More workshops will follow
	Provide technical assistance to MoMPW IT staff in data migration from Oracle 8i to 11g	Gather needs and requirements	Not achieved: USAID/Tatweer in the process to hire Oracle specialist
Proportion of priority systems improvements in project management implemented by ministries	Conduct workshops for use of PM methodologies to implement PMI and Primavera.	2 workshops conducted	Achieved: 2 workshops conducted in 5 provincial offices
	Conduct PM training for staff	150 staff trained	Achieved: 500 staff trained
Proportion of priority systems improvements in leadership and communication implemented by ministries	Conduct central-province level business process mapping of communication methods, budget execution, procurement and reporting	Business process mapping conducted	Achieved: 2 workshops conducted according to the planned schedule.

## CONTEXT AND OBSTACLES ENCOUNTERED

USAID/Tatweer has stopped training programs in Diyala province until the MoMPW is ready to commit to train in the province and appoints a representative. The MoMPW has not provided a complete list of projects for 2010–2014, as the Water and Municipalities have not yet planned projects for these years. The MoMPW and USAID/Tatweer have agreed to select Water and Municipalities projects for 2009 and Sewage projects for 2010.

## MINISTRY OF PLANNING AND DEVELOPMENT COORDINATION (MOPDC)

### HIGHLIGHTS

**The Five Year Government Investment Plan:** The MoPDC has made progress toward the drafting of the Five Year Government Investment Plan. The Minister issued an order to form 10 Sector Committees plus a Technical Committee to develop this plan and appointed USAID/Tatweer as an advisor to the committees. An eleventh Sector Committee was added later. The MoPDC Technical Committee established a timetable, approved by the Minister, to complete the five year plan in August 2009. USAID/Tatweer provided coaching and training to thirty individuals from the MoPDC in the methodology for developing the five-year plan and is reviewing their work continuously.

**Reform of Government Investment Program:** USAID/Tatweer assisted the MoPDC to develop an online project proposal form to be filled out by ministries and provinces seeking funding for their projects. USAID/Tatweer also helped the MoPDC develop a Government Assistance Data Base (GAD) which is a comprehensive data base comprised of six modules, which will maintain information about all capital investment projects. The GAD conceptual design, validation rules, coding files, forms, and outputs were completed.

USAID/Tatweer assisted the Government Investment Department of MoPDC finalize a report about the performance of 2008 Capital Investment Projects and prepare the Final List of 2009 Projects following their approval by the Council of Ministers. USAID/Tatweer delivered the Contractor Classification Application System to MoPDC. USAID/Tatweer also completed the Website design for the system. An official inauguration of this system, which will be the first online application for the GOI, is set for May 2009.



**Donor Project Monitoring System:** A framework for an online donor project monitoring system was completed. Coordination and Follow-up Directorate will work with GAD team to harmonize the systems. The MoPDC is currently working on selecting appropriate indicators for various types of projects.

**Operational Effectiveness of MoPDC/E-Governance Initiative:** USAID/*Tatweer* has finalized the installation of IT equipment and networks at MoP, COSIT, and the planning units in 15 provinces. IT infrastructure, installation, and customization of off-the-shelf software packages were completed this quarter and employees have begun to conduct the work of the MoPDC using more sophisticated technology.

MoPDC's website was transferred to the national domain ([www.mop.gov.iq](http://www.mop.gov.iq)) and 100 email addresses were opened for MoP staff. A new COSQC website was designed and uploaded on the new domain name ([www.cosqc.gov.iq](http://www.cosqc.gov.iq)) and 30 email addresses were opened for COSQC staff. Proposals from local vendors for IT equipment for COSQC were received and evaluation process started.

**MoPDC Communication System Improvement Program** A media and communication expert arrived this quarter to develop a communication strategy and branding of MoP/COSIT and COSQC. The expert produced a situational analysis and plan of action and subsequently trained 22 people on message development and its role in communications. USAID/*Tatweer* evaluated and trained two photo workers with MoPDC and produced three training documents for message development, crisis communications, and interview responses.

**MoPDC Provincial Planning Units:** USAID/*Tatweer* visited the planning unit in Hilla, identified their immediate needs, and sent a letter to the Minister recommending immediate actions. Some recommendations have already been resolved, namely the assumption of cost for the internet connection by MoPDC.

**COSQC:** USAID/*Tatweer's* COSQC advisor arrived during this quarter and immediately assisted COSQC with hiring an international inspection company to control the quality of products entering the Iraqi market. The first draft of the prequalification was developed and will be published in April 2009.

**COSIT:** USAID/*Tatweer* presented COSIT a three-year plan to build a new base year for economics statistics and a proposal for measuring labor statistics in 2009. An initial agreement for collaboration has been reached for USAID/*Tatweer* to design a panel sample for the labor market survey. A detailed plan for processing the population census was completed.

The Parallel Education Application (PEA) was completed and all system phases have been completed. A system test for the National Employee Data Base (NEDP) was satisfactorily conducted on actual data of 10,000 employees. A Large Industries System "system test" phase was completed using dummy data.

The National Institute of Statistics of Romania signed a formal technical agreement with COSIT, this being first international agreement COSIT has signed with a peer statistical institution.

USAID/*Tatweer* trained 11 COSIT staff on the Regression Analysis of Time Series (RATS) and the Co-integration Analysis of Time Series (CATS) software. RATS analyzes time series and cross sectional data, developing and estimating econometric models, forecasting, and much more. CATS provides a wide variety of tools for analyzing statistical data and choosing and testing a co-integration model. RATS/CATS software has been installed on COSIT computers and is now in use by staff.

**Table 6: MoPDC Reporting Matrix**

Performance Indicators	Activities	March 2009 Expected Results	March 2009 Actual Results
<b>Sub-IR 10.1.2 - Project Result 2: Ministries Establish More Effective Administrative Systems</b>			
<b>Sub-IR 10.1.2 Indicators:</b>			
Proportion of priority systems improvements in human resource management implemented by ministries	Conduct HR basic competency training course	10 participants trained	Achieved: 10 participants trained
	Conduct HR advanced training course	20 participants trained	Achieved: 20 participants trained
Proportion of priority systems improvements in fiscal	Conduct advanced Procurement training courses	7 participants trained	Achieved: 7 participants trained



Performance Indicators	Activities	March 2009 Expected Results	March 2009 Actual Results
management implemented by ministries	Conduct competency-level Budget training course	5 participants trained	Achieved: 5 participants trained
	Conduct advanced Budget training course	5 participants trained	Achieved: 5 participants trained
Proportion of priority systems improvements in information technology management implemented by ministries	Develop a Training Management System (TMS)	Analysis and final forms + database design	Achieved: Analysis and final forms and database design
	Develop the Contractors' Classification Management Information System	Handover the system and final training	Achieved: Handover the system and final training
	Develop the Government Assistance Database (GAD)	Conceptual design	Achieved: Conceptual design
	Develop Donor and Government Assistance Projects Follow Up System	Conceptual design	Achieved: Conceptual design
	Operationalize 300 email addresses for MoPDC staff	100 emails are opened and operational	Achieved: 100 emails are opened and operational
	Conduct Oracle beginners training	5 participants trained	Achieved: 5 participants trained
	Conduct ICDL training-advance	16 participants trained	Achieved: 16 participants trained
	Conduct basic IT training	32 participants trained	Achieved: 32 participants trained
Proportion of priority systems improvements in project management implemented by ministries	Develop the 5-Year National Capital Investment Strategy	Establish drafting committees	Achieved: 12 committees established
	Establish budget execution knowledge database	Instructions and laws regarding budget execution are collected	Achieved: Instructions and laws collected
	Redesign the Capital Investment Projects Form	Redesign the Capital Investment Project Form	Achieved: The form redesigned
	Redesign the Capital Investment Projects Performance reports	Redesign the Capital Investment Projects Performance reports	Achieved: The reports redesigned
	Implement 200 COMFAR software at 7 key ministries	Receipt of 200 copies of the COMFAR	Achieved: 200 COMFAR software copies have been received
	Conduct the Economic Plans Development courses	20 participants from the sectoral department trained on how to prepare the economic plans on level 1 and level 2	Achieved: 20 staff trained
	Conduct Project Management courses- Competency	25 employees trained	Achieved: 25 employees trained
Proportion of priority systems improvements in leadership and communication implemented by ministries	Develop Communication Strategy and Tools	Situational analysis ; review of current communication ; assessment; staff trained in message development	Achieved: Strategy and Tool developed
	Conduct Leadership and Communication Training	20 participants trained	Achieved: 20 participants trained
<b>Operational Effectiveness Indicators</b>			
	Implement Training of New Employees in International Cooperation	Training needs assessed	Achieved: Needs assessment conducted
	Statistics MINITAB program	10 participants trained	Achieved: 10 participants trained
	Conduct Inventory control system training courses	16 participants trained	Achieved: 16 participants trained



Table 7: MoPDC / COSIT Reporting Matrix

Performance Indicators	Activities	March 2009 Expected Results	March 2009 Actual Results
<b>Sub-IR 10.1.2 - Project Result 2: Ministries Establish More Effective Administrative Systems</b>			
<b>Sub-IR 10.1.2 Indicators:</b>			
Proportion of priority systems improvements in human resource management implemented by ministries	Revise organization structure and job descriptions	2009 organization structure and job descriptions are completed	Not achieved: Shifted to third quarter due to COSIT's delay in hiring personnel
	Hold HRM competency course	5 employees trained	Achieved: 5 employees trained in HRM course
Proportion of priority systems improvements in fiscal management implemented by ministries	Conduct Procurement training courses- advance	2 staff trained	Achieved: 2 staff trained
	Conduct Budget training competency course	5 employees trained	Achieved: 5 employees trained
	Conduct Budget training advanced course	5 employees trained	Achieved: 5 employees trained
Proportion of priority systems improvements in information technology management implemented by ministries	Develop a Training Management System (TMS)	Analysis and final forms ; database design	Achieved: TMS forms and database designed
	Develop the Employee Data Bank	Employees Data Bank System Completed + 50 governmental officials trained	Achieved: Data Bank developed and 50 officials trained
Proportion of priority systems improvements in project management implemented by ministries	Conduct RATS and CATS training	10 employees trained	Achieved: 10 employees trained in RATS and CATS training
	Implement the Regression Analysis of Time Series (RATS) & the Cointegration Analysis of Time Series (CATS) Econometric software	RATS and CATS Econometric software is operational	Achieved: RATS and CATS are now operational
	Conduct SPSS training course	10 employees trained	Achieved: 10 employees trained
	Conduct Project Management training courses-Competency	5 employees trained	Achieved: 5 employees trained
Proportion of priority systems improvements in leadership and communication implemented by ministries	Develop Communication Strategy and Tools for Media Department	Situational analysis + review of current communication + assessment completed + staff trained in message development	Achieved: analysis, review, assessment occurred and staff trained
	Conduct advanced Leadership and Communication training courses	10 employees trained	Achieved: 10 employees trained
<b>Operational Effectiveness Indicators</b>			
	Conduct International cooperation training course	3 employees trained	Achieved: 3 employees trained
	Conduct Oracle beginner training course	5 participants trained	Achieved: 5 employees trained
	Conduct advanced ICDL course	5 participants trained	Achieved: 5 employees trained

Table 8: MoPDC / COSQC Reporting Matrix

Performance Indicators	Activities	March 2009 Expected Results	March 2009 Actual Results
<b>Sub-IR 10.1.2 - Project Result 2: Ministries Establish More Effective Administrative Systems</b>			
<b>Sub-IR 10.1.2 Indicators:</b>			
Proportion of priority systems improvements in human resource management implemented by ministries	Develop HR training courses-competency	5 employees trained	Achieved: 5 employees trained



Performance Indicators	Activities	March 2009 Expected Results	March 2009 Actual Results
Proportion of priority systems improvements in fiscal management implemented by ministries	Develop 2009 Procurement Plan	2009 Procurement Plan prepared	Achieved: The plan developed
	Conduct Procurement Management training courses	5 employees trained	Achieved: 5 employees trained
	Conduct Budget Training courses- competency	3 employees trained	Achieved: 3 employees trained
	Conduct Budget Training courses- advance	3 employees trained	Achieved: 3 employees trained
Proportion of priority systems improvements in information technology management implemented by ministries	Develop a Training Management System (TMS)	Analysis and final forms + database design	Achieved: forms and database designed
	Establish a Local Area Network and provide necessary hardware and software	Tender prepared and bids received	Achieved: tender for LAN prepared and bids received
	Develop COSQC website	New website is functional	Achieved: website functional
	Operate 300 email addresses for COSQC staff	300 emails are opened and operational	Achieved: 300 email addresses operational
	Oracle beginners training	5 participants trained	Achieved: 5 participants trained
	Conduct basic IT training courses	32 participants trained	Achieved: 32 participants trained
Proportion of priority systems improvements in project management implemented by ministries	Establish a new department for project Monitoring and Evaluation.	Needs assessment for the new Monitoring and Evaluation department completed	Achieved: Needs assessment conducted
Proportion of priority systems improvements in leadership and communication implemented by ministries	Communication strategy developed and implemented	Situational analysis + review of current communication + assessment plan finalized + training in message development completed	Achieved: analysis, review, assessment occurred and staff trained
	Five-year strategic plan developed and implementation initiated	Framework for strategic plan drafted by working group	Achieved: The framework drafted
	Communication and leadership training courses-advance	5 employees trained	Achieved: 5 employees trained
<b>Operational Effectiveness Indicators</b>			
	Conduct strategic planning	20 employees trained	Achieved: 20 employees trained
	Improve international cooperation	International cooperation course completed	Achieved: The course conducted

Table 9: MoPDC / Planning Units Reporting Matrix

Performance Indicators	Activities	March 2009 Expected Results	March 2009 Actual Results
<b>Sub-IR 10.1.2 - Project Result 2: Ministries Establish More Effective Administrative Systems</b>			
<b>Sub-IR 10.1.2 Indicators:</b>			
Proportion of priority systems improvements in human resource management implemented by ministries	Conduct HR training-competency	10 employees trained	Achieved: 10 employees trained
Proportion of priority systems improvements in fiscal management implemented by ministries	Conduct procurement training courses-competency	5 employees trained	Achieved: 5 employees trained
	Conduct budget training courses-competency	7 employees trained	Achieved: 7 employees trained



Performance Indicators	Activities	March 2009 Expected Results	March 2009 Actual Results
Proportion of priority systems improvements in information technology management implemented by ministries	Conduct IT training courses	5 employees trained	Achieved: 5 employees trained
Proportion of priority systems improvements in project management implemented by ministries	Improve Provincial Planning Units Donor Project Management	Framework for managing donor projects in provinces established	Achieved: framework established
	Conduct project management training-competency	10 employees trained	Achieved: 10 employees trained
Proportion of priority systems improvements in leadership and communication implemented by ministries	Conduct leadership and communication Training for PUP staff	10 employees trained	Achieved: 10 employees trained
<b>Operational Effectiveness Indicators</b>			
	Conduct Auditing and Accounting course	6 employees trained	Achieved: 6 employees trained
	Conduct Contract & Tenders course	6 employees trained	Achieved: 6 employees trained

## MINISTRY OF WATER RESOURCES (MOWR)

### HIGHLIGHTS

During this quarter, the USAID/*Tatweer* MoWR team assisted the ministry in many areas. The MoWR VTC equipment supplied by USAID/*Tatweer* became fully functional. Also, an order for the power line to supply power to the South Rashidiya pumping station has been placed using MoWR funds. GIS layers for the mapping work have been completed and maps produced based on the data entered from field survey. Estimates for rehabilitation of the project canal rehabilitation have been finalized. Furthermore, the MoWR developed a roadmap for establishment of Quality Management System- ISO procedures in 12 Directorate offices and subcommittees for development of quality manuals in all these Directorates have been established. Additionally, USAID/*Tatweer* completed a draft Memorandum of Understanding for establishment of a Water Resources Development Center in Northern Kurdistan at the request of the MoWR General Director for Planning and Development.

Other accomplishments include receipt and delivery of nearly two hundred books to the MoWR library; achievement of a signed agreement to equip and furnish the Hilla training center; and lending initial technical and administrative support for a *Water Resources Management in Iraq* conference to be held in April.

Table 10: MoWR Reporting Matrix

Performance Indicators	Activities	March 2009 Expected Results	March 2009 Actual Results
<b>Sub-IR 10.1.2 - Project Result 2: Ministries Establish More Effective Administrative Systems</b>			
<b>Sub-IR 10.1.2 Indicators:</b>			
Proportion of priority systems improvements in human resource management implemented by ministries	Train 500 staff in HR management (competency and advanced)	125 staff trained	Achieved : 125 staff trained in HR
	Assist MoWR to design and implement Performance Appraisal System (PAS) in two (2) MoWR directorates	PAS design workshop conducted	Not achieved: Ministry top management support could not be obtained because of frequent security cancellation of trips to ministry
	Assist MoWR to implement HRMS in two (2) directorates (1 in Baghdad and 1 provincial)	HRMS workshop conducted	Achieved: Workshop Conducted

Performance Indicators	Activities	March 2009 Expected Results	March 2009 Actual Results
Proportion of priority systems improvements in fiscal management implemented by ministries	Conduct budget and procurement training (competency and advanced)	125 staff trained	Achieved: 125 staff trained
Proportion of priority systems improvements in information technology management implemented by ministries	Conduct ICDL training for MoWR HQ staff	25 staff trained	Achieved: 25 staff trained
	Provide technical assistance to MoWR to develop IT strategic plan	Needs assessment conducted	Achieved: Assessment conducted
	Assist MoWR to upgrade Sadr Qanat GIS center by installing GIS equipment and implementing PIP	GIS equipment procurement, delivery, and installation finalized	Not achieved: GIS Procurement underway and is under the final stage of approval
Proportion of priority systems improvements in project management implemented by ministries	Train staff in different levels of project management systems including Primavera	125 staff trained	Achieved: 125 staff trained
	Assist MoWR to develop Contract/Project Management (C/PM) processes, train staff, and implement processes on Al-Garaf East and West Projects	Staff identified and dedicated to project	Achieved: dedicated staff identified
	Train MoWR staff to document current construction planning and corrective/preventive maintenance processes and prepare revised processes	Staff identified and dedicated to project	Achieved: dedicated staff identified
	Assist MoWR to conduct economic feasibility study for 2 projects (1 central and 1 provincial)	2 projects identified	Not achieved: because ministry is not still very clear on projects
	Train staff in leadership and communication (competency and advanced) and government communications	125 staff trained	Achieved: 127 staff trained
Proportion of priority systems improvements in leadership and communication implemented by ministries	Support MoWR to advocate for budget allocation to implement action plans contained in Training Development Center (TDC) strategic plan	Strategic plan of TDC approved	Not Achieved :Being revised many times by Ministry to include technical needs
	Conduct strategic planning workshops and develop strategic plans in 2 Baghdad directorates and 2 provincial directorates	5 workshops conducted and strategic plan developed in Baghdad	Not achieved: 4 workshops 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 [Cumulative]	Conduct special workshops to support ministry staff in proposal writing, water policy, and national water plans	Special training teams formed	Not achieved: Proposal writing completed, Negotiations under development, Water policy under conceptualization
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Performance Indicators	Activities	March 2009 Expected Results	March 2009 Actual Results
<b>Operational Effectiveness Indicators</b>			
	Assist MoVR to conduct GAP analysis and develop quality/operation manuals in line with ISO 9001:2000 standards in 3 sections in 3 directorates and training center	Gap analysis conducted and project team established	Achieved: Project teams formed and gap analysis conducted in two offices of Ministry
	Facilitate development of GIS database and integrate inventory data into GIS database utilizing existing MoVR GIS system	Training conducted and data management design completed	Achieved: training in GIS conducted and design completed
	Assist MoVR in capital improvement program for S. Rashidiya Irrigation Systems	Total rehabilitation cost identified	Achieved: cost was identified
	Assist MoVR to implement MoA compatible irrigation and farmland databases	Data integration equipment procured and installed	Not achieved: Procurement underway

## CONTEXT AND OBSTACLES ENCOUNTERED

Progress on extension of activities into the provinces in this quarter were in the formative stages and lacked clear guidelines. The process accelerated during March when visits were made to the provinces. The MoVR has not been eager to assume cost-sharing responsibilities and it is time consuming to get buy-in. In addition, the need to cancel trips to the Ministry on short notice because of the security situation has caused some issues with the Ministry.

## MINISTRY OF ELECTRICITY (ME)

### Highlights

The Ministry of Electricity (ME) asked USAID/*Tatweer* to be lead consultants for the critical fast-tracking of hundreds of Mega Watts to be added to the Iraqi grid over the next two years. This request shows significant trust in USAID/*Tatweer* and confidence in its ability to deliver capacity building with a strong energy industry foundation.

In March, the ME called upon USAID/*Tatweer* to help review Engineering, Procurement and Construction (EPC) contracts essential to the ME's fast-track rollout. USAID/*Tatweer* reviewed the proposed organization chart for the new directorate and recommended changes necessary for the adequate management of the new directorate and its management of the three Engineering, Procurement and Construction (EPC) contractors. The revised organization structure will offer a greater degree of control and monitoring through a more appropriate span of control, an added layer of management, and a streamlined combination of functions under a common workgroup. USAID/*Tatweer* also supplied ME with organization charts typical for managing large projects as models.

A number of long-term project phases have been completed or are close to fruition. For example, the completion of the first phase of safety training for the ME, which has caught the attention of the MoO and serves to build bridges between the Ministries, furthered USAID/*Tatweer's* reputation for responding to real needs and facilitating innovative solutions.

The Public Managers Cycle-1, course number six, in IT Management for Public Managers was conducted in March for five managers from ME and 13 from MoO. This is the last course of PMC-Cycle One, and the first time IT Management is being implemented into courses delivered to MoO and ME managers from through out Iraq.

In early February, the ME conducted a Health, Safety and Environment (HSE) seminar, with support from USAID/*Tatweer*, which demonstrated the need for a comprehensive HSE management system. The Iraqi Minister of Electricity endorsed the recommendations and announced a formal commitment to a comprehensive HSE Plan for the ME. The initiative should enable the Ministry to better sustain the integrity of its assets management and better

utilize technical products and support from ITAO, MNF-I and GRD. This is a milestone in moving to a broader, inter-agency effort to integrate assistance to the ME to reduce loss of life and limb as well as sustaining production. With this new policy shift at the ME, Iraq is taking a positive step towards changing its management culture and adopting international best management practices.

**Table 11: ME Reporting Matrix**

Performance Indicators	Activities	March 2009 Expected Results	March 2009 Actual Results
<b>Sub-IR 10.1.2 - Project Result 2: Ministries Establish More Effective Administrative Systems</b>			
<b>Sub-IR 10.1.2 Indicators:</b>			
Proportion of priority systems improvements in information technology management implemented by ministries	Assist ME to implement software component of Computerized Maintenance and Inventory Management Systems (CMMS).	Inventory management workshop conducted	Achieved: Workshop on CMMS conducted, awaiting acceptance of CMMS solutions.
Proportion of priority systems improvements in project management implemented by ministries	Provide new projects department with modern PM procedures and best practices	New organizational chart for new projects department approved	Not Achieved: New organizational chart yet to be approved by Minister.
Proportion of priority systems improvements in leadership and communication implemented by ministries	Implement the six-month PMC program for training middle management	Six-month PMC program for middle managers (which began Q4 2008) implemented at the ME and MoO.	Achieved: Six-month PMC course completed.
Number of units/departments in ministries and executive offices with institutionalized self-assessment process [Cumulative]	Assist ME to implement organization self assessment and transformation	ME approves formation of OSTP team.	Achieved: Minister approved and ME OSTP team has been formed.
<b>Operational Effectiveness Indicators</b>			
	Assist ME to adopt internationally acceptable health, safety and environmental (HSE) management system.	PM workshops conducted with strong HSE component.	Achieved: PM workshops with HSE component conducted.

#### CONTEXT AND OBSTACLES ENCOUNTERED

The ME is under pressure to improve the capacity of the Iraqi electrical grid to deliver consistent power to Iraqi households at a time when the Ministry's relationship with USAID/*Tatweer* has reached a consistent level of cooperation and delivery through joint working groups as established in the Memorandum of Understanding. The Minister has made increasingly robust requests of USAID/*Tatweer* energy advisors, specifically in high-need trainings and critical projects.

#### MINISTRY OF OIL (MOO)

##### Highlights

The Ministry of Oil (MoO) is enacting comprehensive programs at Daura Refinery, the State Company for Oil Projects (SCOP), and North Oil Company (NOC), taking advantage of USAID/*Tatweer's* expanded geographic range and reputation for consistent delivery.

As a sign of high-level confidence in USAID/*Tatweer*, the MoO invited a senior USAID/*Tatweer* Iraqi expatriate to attend a symposium organized by the Deputy Prime Minister to review Iraqi oil strategy. The symposium, the first of its kind in Baghdad, was held over a three-day period beginning Feb. 27. Under the direction of the Prime Minister, the symposium brought together a leading group of Iraqi and expatriate oil and economic experts to focus on boosting Iraqi oil production and maximizing oil revenue. Symposium participants concluded: 1) Iraq needs foreign investment to develop the country's oil; 2) comprehensive plans are required to encourage investment; 3) an Executive Oil Board should be created to approve all major oil contracts; and 4) a unified Iraqi National Oil Company should be recreated.



Ministry counterparts appear increasingly interested in transparency and compliance with international standards. An example of this paradigm shift, partially facilitated by USAID/*Tatweer*, is movement toward comprehensive metering and monitoring of Iraqi oil shipments. Key officials from the MoO Technical Directorate's Metering Office requested USAID/*Tatweer* assistance in contacting the Central Organization of Standardization and Quality Control (COSQC) to facilitate creating a nation-wide oil metering system. In February, USAID/*Tatweer* arranged a joint seminar that brought together MoO metering officials and COSQC. This seminar covered Iraqi efforts to implement oil metering, explained why accurate metering is essential in encouraging international investment, and emphasized the need for an internationally-recognized metering agency to oversee initial metering training.

The MoO is working with USAID/*Tatweer* on a proposed Ministry-wide strategic IT system with buy-in from nine state oil companies. Participants reached unanimous agreement to support the proposed IT initiatives. South Oil, which had been working on its own Enterprise Resource Planning (ERP) initiative, agreed to support Ministry-wide ERP instead

USAID/*Tatweer* training has helped empower Iraqi engineers to improve work practices. Engineers in the New Manager Program at Daura Refinery are producing task oriented results based on USAID/*Tatweer*-delivered methodologies. Daura engineers practiced plugging in categories and variables into a decision-making matrix for refinery specific decisions, then used the decision making matrix to accomplish specific tasks at the refinery. An Iraqi expatriate advisor from the EFC was assigned to be the liaison with these task groups. As of the end of February, engineers have applied the decision-making matrix to: 1) evaluate three competitive bids to install a new Isomerization unit at the Daura Refinery and 2) determine the best chemical solvent for use at the refinery given the Daura-specific criteria.

**Table 12: MoO Reporting Matrix**

Performance Indicators	Activities	March 2009 Expected Results	March 2009 Actual Results
<b>Sub-IR 10.1.2 - Project Result 2: Ministries Establish More Effective Administrative Systems</b>			
<b>Sub-IR 10.1.2 Indicators:</b>			
Proportion of priority systems improvements in fiscal management implemented by ministries	Establish a metering resource library with API & ASTM standards and procedures	20 manuals on standards and procedures provided.	Achieved: 20 Manuals delivered.
	Develop metering office's training and accreditation capability in accordance with international standards	Metering workshop held for MoO and COSQC	Achieved: Metering workshop held with MoO and COSQC key participants.
	Guide and mentor MoO and oil companies' employees on International Supply Chain Management (ISCM).	NGC team mentored to draft tenders for modernization of instrument systems, including procurement process, letters of credit and contracting.	Achieved: Tender for instrument system complete and posted on NGC and international websites.
	Conduct workshops to develop the knowledge and understanding of Vendor Managed Inventory (VMI) in anticipation of implementation	VMI workshop held for 20 ME and MoO employees	Achieved: VMI workshop held for ME/MoO employees as part of PMC program.
	Assist North Gas Company (NGC) staff in acquiring tendering process skills using plant instrumentation and control modernization as a task model.	NGC employees mentored to tender for services using a feasibility study as an example.	Achieved: NGC mentored to tender for services as part of the plant controls modernization.
Proportion of priority systems improvements in information technology management implemented by ministries	Work with MoO to establish a strategic planning process for the development of information technology infrastructure.	Ministerial order forms IT steering committee.	Achieved: Minister approved IT steering committee.



Performance Indicators	Activities	March 2009 Expected Results	March 2009 Actual Results
Proportion of priority systems improvements in project management implemented by ministries	Arrange for basic and advanced project management training for NOC Planning and Studies Department staff.	Conduct basic PM workshop for 20 participants.	Achieved: PM workshop conducted for 18 NOC participants.
	Support NOC to access international technical training resources to improve operations, project planning and management.	15 NOC staff trained in communication software (SharePoint) and specialized procurement, such as drilling services.	Achieved: 14 NOC participants trained on Sharepoint and in drilling services.
	Provide NRC with risk analysis methodology and scopes of work workshops	Risk analysis awareness workshop provided for 12 employees	Achieved: 12 NRC employees participated in the risk analysis workshop.
	Provide workshops and task-based training on project management to Midlands Refinery Company (MRC) employees	PM workshops held for 70 MRC staff	Achieved: Three PM workshops delivered to 70 MRC staff in First Quarter.
	Mentor North Gas Company (NGC) in managing projects using the installation of nine idle gas compression turbines as task-based training exercise	NGC assisted with identifying turbine manufacturers and locating them.	Achieved: NGC assisted in contacting turbine manufactures with assistance of DOS-ECON.
Proportion of priority systems improvements in leadership and communication implemented by ministries	Assist MoO to upgrade the Petroleum Research & Development Center to international standards.	Access to U.S. construction codes and International Building Construction (IBC) library provided to MoO	Achieved: U.S. construction codes and IBC library delivered via links to websites.
	Implement the Public Management Cycle (PMC) in the MoO	Six-month PMC program for middle managers (which began Q4 2008) completed.	Achieved: Six-month PMC program completed for selected ME and MoO participants.
Number of units/departments in ministries and executive offices with institutionalized self-assessment process [Cumulative]	Assist OPDC to conduct self-assessment survey and establish self-assessment process	Draft solution map approved	Not Achieved: approved April 1 <sup>st</sup> .
	Assist NOC to conduct self-assessment survey and establish self-assessment process	Benchmark report presented to NOC directorate.	Achieved: The directorate is reviewing the report.
	Assist NRC to conduct self-assessment survey and establish self-assessment process	Benchmark report presented to NOC directorate.	Not Achieved: Delivered April 1 <sup>st</sup> .
<b>Operational Effectiveness Indicators</b>			
	Assist Midlands Refinery Company (MRC) to adopt internationally acceptable health, safety and environmental (HSE) practices.	PM workshop held with strong HSE component for 60 project managers.	Achieved: 60 MoO staff participated PM workshop with HSE component.

### CONTEXT AND OBSTACLES ENCOUNTERED

During this quarter, USAID/*Tatweer* continued receiving unsolicited, increasingly robust requests to assist with problems central to Iraq's oil producing and refining challenges. USAID/*Tatweer* began to assist in mentoring MoO staff to develop sustainable, long-term projects. An example of this was the project management team's progression from conducting successful training classes on a sub-departmental basis to being asked to reorganize the company's entire system -- from people to packages. Such programs began happening simultaneous at Daura refinery, SCOP and NOC, showing both USAID/*Tatweer's* new geographical range and growing reputation for consistent delivery.



## B. STRENGTHENING EXECUTIVE OFFICES

### CIVIL SERVICE COMMITTEE (CSC)

#### HIGHLIGHTS

During this quarter, the Parliament of Iraq enacted the Federal Civil Service Commission (FCSC) Law. The Law created regulatory bodies for the federal civil service and the provincial civil service, in light of Iraq's new constitution. The FCSC Law was ratified by the presidential council and published in the Official Gazette as Law Number 4 of 2009. The enactment of the FCSC Law is the result of the steady efforts of the USAID/*Tatweer* civil service team from conceptualization, to drafting, and finally passage of the law by a 90% majority. 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 finalized a first draft civil service law and sent it to the Prime Minister with its recommendations. The Prime Minister approved the CSC's recommendations, praised its work, and ordered that the draft civil service law be distributed to all ministries and government agencies for review before submission to the Council of Ministers for approval and presentation to parliament for enactment. The CSC received comments and feedback from all ministries and government agencies on the first draft. The Committee is processing these comments, taking into consideration the FCSC Law, which has major implications on the draft civil service law.

USAID/*Tatweer*'s civil service team worked with the MoA and MoH to set up HR departments in preparation for implementing the new civil service system. HR working groups were established in these ministries, and USAID/*Tatweer* is working with the groups to review current practices and move from personnel administration to human resources management consistent with modern practices.

Table 13: CSC Reporting Matrix

Performance Indicators	Activities	March 2009 Expected Results	March 2009 Actual Results
<b>Sub-IR 10.1.2 - Project Result 2: Ministries Establish More Effective Administrative Systems</b>			
<b>Sub-IR 10.1.2 Indicators:</b>			
Proportion of priority systems improvements in human resource management implemented by ministries	Assist ministry working groups to implement civil service reform pilot programs in MoA, MoH, and Investment Commission.	Counterpart working groups formed; HR Departments structure defined	Achieved: Working groups formed by ministerial order and HRD structure presented.
Proportion of priority systems improvements in information technology management implemented by ministries	Support implementation of HRMS in FCSC and ministries	HR needs and requirements mapped	Achieved: Needs and requirements assessed based on the draft civil service law
<b>Operational Effectiveness Indicators</b>			
	Support enactment of Federal Civil Service Commission Law	FCSC Law approved by GOI and enacted by Parliament.	Achieved: FCSC Law approved by GOI and enacted by Parliament
	Assist Civil Service Committee (CSC) to distribute draft civil service law to ministries and stakeholders, collate comments/suggestions, and analyze feedback towards finalizing draft law	Draft law distributed and feedback collected	Achieved: Feedback collected, CSC started analysis in order to incorporate them into the draft law
	Assist FCSC to design and implement strategic communications and outreach program	Strategic communications needs identified	Not achieved: committee not established yet

## CONTEXT AND OBSTACLES ENCOUNTERED

Civil service reform is moving fast and USAID/*Tatweer's* CSC team is growing to address these tasks uniformly. CSC suggests that all tasks related to civil service reform be performed by, and coordinated with, the team.

## COUNCIL OF MINISTERS SECRETARIAT (COMSEC)

### HIGHLIGHTS

COMSEC launched a program in standard operating procedures development by USAID/*Tatweer*. The program is endorsed by 14 directorates and units, and designed to improve internal and inter-ministerial communications. USAID/*Tatweer* is also working with COMSEC to improve processes and procedures through process mapping, strategic planning, and procedural development. The Assistant Secretary General mandated the creation of a Strategic Planning Committee to align its objectives with those of other national executive offices. Government communications training sessions were launched to facilitate the process.

COMSEC implemented the DocuShare archival program to automate its document control systems and functions. The archival system includes documentation going back to 2007. Furthermore, COMSEC secured approval to include e-learning modules in its Training and Development Department, which has provided training in SP, leadership and governmental communications, budget, and finance execution to five of the National Executive offices.

COMSEC is beginning to approach systems change more methodically and is employing tools to manage its information more efficiently. They have adopted standard guidelines for developing Standard Operating Procedures manuals for key units and have adopted Strategic Planning. In addition, COMSEC is working on 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 14: COMSEC Reporting Matrix

Performance Indicators	Activities	March 2009 Expected Results	March 2009 Actual Results
<b>Sub-IR 10.1.2 - Project Result 2: Ministries Establish More Effective Administrative Systems</b>			
<b>Sub-IR 10.1.2 Indicators:</b>			
Proportion of priority systems improvements in human resource management implemented by ministries	Conduct working sessions to support COMSEC to develop quarterly training plans for all departments	10 working sessions conducted and training plan developed and approved	Achieved: 10 sessions delivered, COMSEC instituted a quarterly schedule disseminated to all National Executive offices.
Proportion of priority systems improvements in project management implemented by ministries	Assist COMSEC's Finance Department and Project Monitoring Department to conduct PM feasibility studies using COMFAR III	10 staff trained in competency project management	Achieved: 14 staff trained in PM, Demo of COMFAR III delivered.
Proportion of priority systems improvements in leadership and communication implemented by ministries	Train staff in leadership and communication and government communication courses	10 staff trained across 14 directorates (16% of critical decision makers)	Achieved: 11 staff trained to facilitate a readiness requirement to document SOPs.
	Train staff in strategic planning	10 staff trained across 14 directorates (40% of critical decision makers)	Achieved: 15 staff trained to facilitate strategic readiness study.
	Assist COMSEC to identify strategists, form strategic unit, and develop strategic plan	10 strategists identified, 1 strategic unit formed, and 1 strategic plan drafted	Not achieved: 15 staff assessed on strategic planning readiness and a committee formed to begin the development of a 5-year strategic plan

Performance Indicators	Activities	March 2009 Expected Results	March 2009 Actual Results
<b>Operational Effectiveness Indicators</b>			
	Conduct process mapping workshops, generate process maps, and develop SOP manuals and guidebooks	1 workshop conducted (10 staff trained/25% of critical decision makers) in processes and procedures, 10 process maps created, and 1 SOP developed	Not achieved: 14 staff trained from 14 units, each unit developed a Process map, to facilitate the development of SOPs.
	Assist COMSEC to report on response time changes in provision of services to the general public, using DocuShare pilot program provided by State	Monitoring report completed; 3 ministries' services improved	Not achieved: one directorate reported improvements in multi-ministry response time to public issues raised

### CONTEXT AND OBSTACLES ENCOUNTERED

USAID/*Tatweer* and COMSEC have seen a transformation in COMSEC's ability to capitalize on 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 the Ministry of Planning mandates, 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. However, a major constraint is the drastic cut in its operational budget. USAID/*Tatweer* will continue to provide mentoring to capitalize on existing resources.

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

#### HIGHLIGHTS

A state-of-the-art IT system was procured for the DPMO-EA's new office complex, with connectivity to the International Zone Fiber-Optic Network.

Table 15: DPMO-EA Reporting Matrix

Performance Indicators	Activities	March 2009 Expected Results	March 2009 Actual Results
<b>Sub-IR 10.1.2 - Project Result 2: Ministries Establish More Effective Administrative Systems</b>			
<b>Sub-IR 10.1.2 Indicators:</b>			
Proportion of priority systems improvements in fiscal management implemented by ministries	Assist DPMO-EA to conduct needs assessment and implement recommendations to improve fiscal management systems (budgeting and procurement)	Needs assessment completed	Not achieved: Needs assessment ongoing
Proportion of priority systems improvements in information technology management implemented by ministries	Equip DPMO-EA with IT equipment, train IT staff, and complete internal fiber-optic wiring	IT equipment procured	Achieved: New IT system procured
Proportion of priority systems improvements in leadership and communication implemented by ministries	Conduct leadership and communication training	2 staff trained	Achieved: 2 staff trained in L/C

### CONTEXT AND OBSTACLES ENCOUNTERED

This quarter, USAID/*Tatweer* procured a modern IT system for the DPMO-EA's new office complex, with International Zone Fiber-Optic Network connectivity. It also continued coaching DPMO-EA senior staff in public administration skills, emphasizing advanced competency leadership and communications programs, and the formation of trainers qualified to develop and conduct internal training programs tailored to the DPMO-EA's needs.



However, with the DPMO-EA's increased preoccupation with the adverse impact of the international financial crisis on Iraq's economy, and because of its already-limited absorptive capacity, USAID/*Tatweer* has experienced unexpected difficulty in broadening and expanding the scope of its TA activities with this GoI Executive Office, whose mandate is the formulation and management of Iraq's economic policy.

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

### HIGHLIGHTS

With the support of USAID/*Tatweer's* TA, the DPMO-S launched a communication and media strategy, made operational its new office IT system equipment, and formed joint working groups with USAID/*Tatweer* to prepare a three-conference series on provincial capacity development, which the DPM will co-sponsor with USAID/*Tatweer* throughout 2009.

Over the past two quarters, since the appointment of a new DPM, USAID/*Tatweer* increased its TA to the DPMO-S given this GoI Executive Office's urgent needs, and the synergy between and shared mission of the parties – capacity development at the provincial level. Although the DPM's position had remained vacant until as recently as August 2008, in a short period of time USAID/*Tatweer* advisors developed a close working relationship with their counterparts, moving quickly to enhance the DPMO-S' institutional capacity for public administration. USAID/*Tatweer* updated the DPMO-S' CDP and technical needs assessment, assisted with the reconfiguration and expansion of its organizational structure (a Directorate General for Provincial Affairs having been established), implemented a revised training program, and laid the foundation for a new public relations and media department.

Table 16: DPMO-S Reporting Matrix

Performance Indicators	Activities	March 2009 Expected Results	March 2009 Actual Results
<b>Sub-IR 10.1.2 - Project Result 2: Ministries Establish More Effective Administrative Systems</b>			
<b>Sub-IR 10.1.2 Indicators:</b>			
	Update and approve CDP	CDP updated	Achieved: CDP updated
Proportion of priority systems improvements in human resource management implemented by ministries	Conduct USAID/ <i>Tatweer</i> -DPMO-S cosponsored (cost share) provincial capacity development / rollout conference and establish service delivery unit (Baghdad)	Joint working group to prepare conference formed	Achieved: Joint work groups formed
Proportion of priority systems improvements in fiscal management implemented by ministries	Assist DPMO-S to conduct needs assessment and implement recommendations to improve fiscal management systems (budgeting and procurement)	Needs assessment completed	Not achieved: Needs assessment still under completion
Proportion of priority systems improvements in information technology management implemented by ministries	Equip DPMO-S with IT hardware and software, train IT staff, and complete internal fiber-optic wiring	Needs assessment completed	Achieved: Needs assessment completed and new IT system equipments delivered and operational
Proportion of priority systems improvements in leadership and communication implemented by ministries	Conduct L/C training	3 staff trained	Achieved: 3 staff trained in L/C

### CONTEXT AND OBSTACLES ENCOUNTERED

The primary obstacle encountered this quarter was the complexity of crafting a fiscal management system (budgeting and procurement) that accommodates the DPMO-S' unique role in advising on and supervising services delivery systems at the provincial level – as compared to the more traditional systems used by line ministries to manage their own budgets and procurements. USAID/*Tatweer* is overcoming this obstacle having deepened its knowledge and understanding of the DPMO-S' core mandate of supervising services ministries and coordinating services delivery in the provinces.



## PRESIDENCY COUNCIL (PC)

### HIGHLIGHTS

The Presidency Council is composed of four major offices: Office of the President (PO); two Vice President Offices -- Tariq Al-Hashimi (VPO-TH) and Adel Abdul-Mehdi (VPO-AAM) -- and the Presidency Diwan (PD). USAID/*Tatweer* is fully engaged with two of these offices, the VPO-TH and the PD.

The VPO-TH and PD employees have gone through extensive training in Leadership and Communications, Strategic Planning, Project Management, Human Resources, and Anti-corruption. Following a presentation of the OSTP process, the two offices indicated their approval to go ahead with OSTP.

The VPO-TH is in the process of acquiring IZFN connectivity before implementing the IT plan prepared for them by USAID/*Tatweer*. Engaging in a sustainable HR improvement, both offices have established training facilities at their premises. The facilities are presently operational.

Table 17: PC Reporting Matrix

Performance Indicators	Activities	March 2009 Expected Results	March 2009 Actual Results
<b>Sub-IR 10.1.2 - Project Result 2: Ministries Establish More Effective Administrative Systems</b>			
<b>Sub-IR 10.1.2 Indicators:</b>			
Proportion of priority systems improvements in human resource management implemented by ministries	Conduct human resource needs assessment	Needs assessment conducted and results presented	Achieved: Needs assessment conducted
	Conduct Human Resource Management System (HRMS) workshop and facilitate HRMS implementation in PC offices	HRMS workshop approved	Achieved: The workshop approved
	Assist PC to revise staff job descriptions	40 job descriptions revised	Achieved: 40 job descriptions revised
	Conduct HRMS training for selected staff	5 staff trained	Achieved: 5 staff trained
Proportion of priority systems improvements in information technology management implemented by ministries	Assist PC to conduct IT needs assessment, develop and implement IT management plan, and procure IT equipment in line with management plan	Needs assessment conducted	Achieved: Assessment conducted
Proportion of priority systems improvements in project management implemented by ministries	Conduct project management training	3 staff trained	Achieved: 3 staff trained
	Conduct training in feasibility studies and project evaluation	8 staff trained	Achieved: 8 staff trained
Proportion of priority systems improvements in leadership and communication implemented by ministries	Conduct leadership and communication training	30 staff trained	Achieved: 30 staff trained
<b>Sub-IR 10.1.3 - Project Result 3: Public Administration Training Capacity Expanded</b>			
<b>Sub-IR 10.1.3 Indicators:</b>			
<b>Ministerial Training Centers Strengthened</b>			
Number of ministries that have established a public administration training program [Cumulative]	Equip PC IT training center and train IT staff	Design completed and approved	Not achieved: Awaiting approval
<b>Operational Effectiveness Indicators</b>			
	Conduct anti-corruption workshops	1 workshop conducted	Achieved: the AC workshop conducted

### CONTEXT AND OBSTACLES ENCOUNTERED

No obstacles encountered.

## C. CROSS-CUTTING TECHNICAL ASSISTANCE

### ORGANIZATIONAL SELF ASSESSMENT AND TRANSFORMATION PROGRAM (OSTP)

#### HIGHLIGHTS

OSTP continued to drive its partnerships with its top-performing counterpart organizations toward successful Phase 3, or Transformation Planning, efforts. Programs with key USAID/*Tatweer* partners -- such as the MoO, MoA, MoWR, and MoH -- all successfully progressed this quarter through one or more of the Phase 3 steps. Each of the OSTP Teams at this stage developed a list of priority solutions to pursue based on clear and logical criteria, and began the process of gaining buy-in from relevant stakeholders within their organizations. Teams in Steps 4 or 5 learned essential change management tools in greater detail and initiated the development of Transformation Action Plans for their prioritized solutions. These activities all support the GoI counterpart organizations' internal capacity to undertake successful organizational change initiatives and will contribute to the USAID/*Tatweer* program's goal of achieving tangible administrative reforms.

Currently, the following ministries continue work in Phases 1 and 2, leading to the production of the Self-Assessment Benchmark Report for their organization: COMSEC, ME, MoHR, MoMPW, MoDM and MoPDC (al-Quds). In addition, the first steps toward gaining leadership support within the Presidency Council have also been taken. The following organizations have begun or are continuing Phase 3: Transformation planning activities: MoA, MoH, MoO (OPDC, NoC, and ONRS), MoWR, and NCCMD.

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 - whole company)								√		
4	MoO (NRC - Beiji - whole company)									√	
5	MoO (OPDC - Supply Division)									√	
6	MoWR (Engineering Designs Directorate)										√
7	MoH (Training Center)										√
8	MoMPW (Water Services Directorate)		√								
9	MoHR (Whole Ministry)					√					
10	MoPDC (Al-Quds School)					√					
11	COMSEC			√							
12	ME (Central)		√								
13	MoDM			√							
14	PC (Diwan and VPO)	√									

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

#### CONTEXT AND OBSTACLES ENCOUNTERED

While the progress of the MoO, MoA, MoWR, and MoH OSTP Teams continues to represent a sound opportunity for USAID/*Tatweer* to translate significant and successful knowledge development and capacity transfer into actionable organizational transformation efforts, the key hurdles remain. The rigid nature of the current organizational culture and decision-making structures of most GoI entities hinders rapid forward movement on OSTP initiatives. Participants regularly mention having to obtain high-level approval of even the smallest decisions. OSTP efforts focus on overcoming these frustrations by working with our relevant Team Leaders to maintain high-level support. USAID/*Tatweer* expects that for future activities, the greatest barriers to effective Transformation Implementation activities will increasingly shift from internal counterpart resistance to change, to obtaining the means to supply necessary external resources within the limited size and scope of the USAID/*Tatweer* Program.



## D. PROFESSIONAL DEVELOPMENT

### NATIONAL CENTER FOR CONSULTATION AND MANAGEMENT DEVELOPMENT (NCCMD)

#### HIGHLIGHTS

USAID/*Tatweer* has improved NCCMD's work automation by designing and installing new databases and training NCCMD staff to manage and maintain those databases. USAID/*Tatweer*'s IT team also designed and uploaded the NCCMD website. Furthermore, USAID/*Tatweer* designed and printed the NCCMD 2009 calendar and training manuals for NCCMD Baghdad, Basrah, and Mosul.

USAID/*Tatweer* designated a provider to deliver ISO 9001/2008 training and a consultancy for the NCCMD. The training should begin in May. USAID/*Tatweer* and the NCCMD's civil service unit prepared a joint work plan for 2009. Some 82 participants attended the first workshop on Civil Service Law Awareness.

USAID/*Tatweer* finished supplying, installing, and testing a full VTC system for NCCMD's Basrah and Mosul units. In addition, the program has completed equipment purchases for NCCMD Mosul.

Table 19: NCCMD Reporting Matrix

Performance Indicators	Activities	March 2009 Expected Results	March 2009 Actual Results
<b>Sub-IR 10.1.2 - Project Result 2: Ministries Establish More Effective Administrative Systems</b>			
<b>Sub-IR 10.1.2 Indicators:</b>			
Proportion of priority systems improvements in human resource management implemented by ministries	USAID/ <i>Tatweer</i> and the NCCMD teams are collaborating in establishing the following systems: 1- Employees Performance System, 2- Manpower Planning System, 3-Job analysis and evaluation system, 4-Job description	NCCMD teams formed	Not achieved: Removed from the plan
Proportion of priority systems improvements in information technology management implemented by ministries	Assist the NCCMD in establishing the network infrastructure for carrying out long distance training from Baghdad to Mosel and Basra	VTC system provided Baghdad and Basra	Achieved: VTC system provided and installed in NCCMD Mosul and Basra units, staff trained on usage.
	Specialized training and coaching in web administration e-mail, networking, database management, and systems administration	Practical network training for 2 of the NCCMD IT staff is completed. Web administration training for 3 of NCCMD staff is completed	Achieved: Network training provided for 2 of NCCMD staff and 3 on web administration.
	Assist NCCMD in making its Web site public, and provide the necessary training, coaching, and any recommendations to ensure that the site is maintained	The design of the NCCMD Web site is complete; and the Web site is uploaded to the server for testing and further development.	Achieved: USAID/ <i>Tatweer</i> completed the NCCMD website design, the website is uploaded on the sub-domain.
Proportion of priority systems improvements in project management implemented by ministries	<b>ISO 9001:2008 program - Stage I: Provide the staff with the necessary techniques and guidance to establish ISO process</b>	Completed	Achieved: NCCMD conducted several workshops on ISO requirements subject.
	USAID/ <i>Tatweer</i> and the NCCMD will implement a gap analysis for ISO fulfillment	Completed	Achieved: The gap analysis was completed, the ISO missing requirements are determined.



Performance Indicators	Activities	March 2009 Expected Results	March 2009 Actual Results
	<b>ISO 9001:2008 program - Stage 2: Documentation.</b> USAID/Tatweer and the NCCMD will document ISO requirements that includes: <i>The quality policy statement, the work instructions manual, completing the internal procedures manual, quality manual, and other documents</i>	First draft of the quality policy statement internal procedures manual are written	Achieved: NCCMD completed the first draft of the quality policy statement and the internal procedures manual.
	<b>Feasibility studies:</b> Completing formation of the team, Training and preparing the team, Activating the team's work to help the ministries	NCCMD feasibility studies team is formed	Achieved: NCCMD formed the feasibility studies team, the team completed the first stage of training conducted by USAID/Tatweer
Number of units/departments in ministries and executive offices with institutionalized self-assessment process [Cumulative]	Transfer ownership of self assessment and transformation program to NCCMD and support the NCCMD in monitoring the implementation of self assessment in all ministries	Continued collaboration with NCCMD OSTP team on OSTP workshops for ministries	Not achieved: NCCMD requested to postpone the transmission of the OSTP ownership to 2010.
<b>Operational Effectiveness Indicators</b>			
	<b>Monitoring and Evaluation-</b> Complete the formation of the team at NCCMD; Training and preparing the team; Activating the team's work of helping ministries in training and evaluations of proposed projects' feasibility studies.	NCCMD M&E team formed and the training for preparing the team started	Not achieved: M&E training ongoing
	USAID/Tatweer will help NCCMD in establishing a procurement unit according to the public contracting law and MoPDC regulations.	The establishment for the procurement unit started	Achieved: The NCCMD procurement team was formed, the team completed the first stage of training.
	Improving and activating the role of civil service division in NCCMD in terms of structure, distribution of tasks, and implementing the annual plan and activities with the ministries.	Assist the NCCMD civil service unit in conducting the first workshop on the view civil service commission law	Achieved: NCCMD conducted the first civil service workshop, 82 participants from different ministries attended the workshop.
	USAID/Tatweer is supporting and enhancing the NCCMD publications section \ periodical magazine, accomplishments, news letters, brochures and training marketing	The training plan and manual are printed and distributed	Achieved: NCCMD training plan- manual and 2009 calendar designed and printed.
	USAID/Tatweer will support the NCCMD in TOT evaluation program for targeted ministries	20-30 TOTs are evaluated and recognized by NCCMD	Not achieved: NCCMD postponed the trainers evaluation program until NCCMD trainers finish the master training program.



## CONTEXT AND OBSTACLES ENCOUNTERED

NCCMD participation in OSTP was less than expected due to a shortage in manpower and limited resources. NCCMD staff has been assigned to train and prepare a number of teams to conduct the national census in October 2009. The GoI has imposed fees on training for other government agencies, which has negatively affected participation at course sessions and trainer evaluation programs.

## AL QUDS SCHOOL

### HIGHLIGHTS

USAID/*Tatweer* team worked on enhancing Al Quds training department staff by instructing them on the Visual Basic.Net and “Web Admin” skills. As mentioned in the NCCMD section, USAID/*Tatweer* designated a provider for ISO 9001/2008 training and consultancy for Al Quds. The training is scheduled for May 2009. USAID/*Tatweer* developed Al Quds library with books and training kits in different IT subjects. USAID/*Tatweer* designed and printed Al Quds posters, 2009 calendars, and brochures.

Table 20: Al Quds School Reporting Matrix

Performance Indicators	Activities	March 2009 Expected Results	March 2009 Actual Results
<b>Sub-IR 10.1.2 - Project Result 2: Ministries Establish More Effective Administrative Systems</b>			
<b>Sub-IR 10.1.2 Indicators:</b>			
Proportion of priority systems improvements in information technology management implemented by ministries	Assist Al-Quds in making its Web site public, and provide the necessary training, coaching, and any recommendations to ensure that the site is maintained	Al-Quds website design completed and uploaded to the server for testing and further development.	Achieved: Website design completed, training conducted and website uploaded to sub-domain.
Proportion of priority systems improvements in project management implemented by ministries	<b>ISO 9001:2008 program - Stage 1:</b> provide the staff with the necessary techniques, guidance, to establish ISO process	Completed	Achieved: Al-Quds School conducted three workshops for their staff on the ISO establishment subject.
	USAID/ <i>Tatweer</i> and Al-Quds School will work on the Gap analysis for ISO fulfillment.	Completed	Achieved: The gap analysis was completed, the ISO missing requirements are determined.
	<b>ISO 9001:2008 program - Stage 2, Documentation.</b> USAID/ <i>Tatweer</i> & Al-Quds School will document ISO requirements that includes: The quality policy statement, the work instructions manual, completing the internal procedures manual, quality manual, and other documents.	The first draft of the quality policy statement internal procedures manual were written	Achieved: Al-Quds School completed the first draft of the quality policy statement and the internal procedures manual.
	<b>ISO 9001:2008 program - Stage 3: Training.</b> USAID/ <i>Tatweer</i> will provide a certified and accredited company to train the staff on ISO 9001:2008 as an important step before applying the system.	Training scheduled	Not achieved: Al-Quds School asked to postpone this activity.



Performance Indicators	Activities	March 2009 Expected Results	March 2009 Actual Results
	Assisting Al Quds in improving the value and number of projects approved by the MoPDC like: 1-Capacity building project by AlQuds School for 750 employees in Mosul province. 2-Establishing a technical training institute (maintenance of computers and networks)	Plan is prepared	Not achieved: The plan is under preparation.
Number of units/departments in ministries and executive offices with institutionalized self-assessment process [Cumulative]	Conduct further OSTP workshops	The OSTP activity is implemented within Al-Quds School	Achieved: OSTP training has been conducted within Al-Quds School, the report has been written.
Operational Effectiveness Indicators			
	Assisting Al Quds School to develop advertisement materials.	Posters, calendars & new brochure are designed, printed and distributed	Achieved: 3000 posters, 3000 2009 calendars and 2000 brochures were designed and printed out by USAID/Tatweer and delivered to Al-Quds School.
	Assist Al-Quds in improving the IT skills of Al-Quds staff	Skills assessment of Al-Quds staff completed; and report prepared	Achieved: Assessment conducted and training plan prepared to train Al-Quds School staff by USAID/Tatweer
	Conduct specialized workshops in database management, data modeling, Advanced .NET programming, and Web and network security to Al-Quds staff	Visual Basic .NET/ ASP.Net workshop conducted	Achieved: 20-day workshop was conducted by USAID/Tatweer for 15 of Al-Quds School staff in V.B.Net.

#### CONTEXT AND OBSTACLES ENCOUNTERED

Al Quds adopted a new vision/mission to be a national center for accreditation, licensing, and training of trainers.

#### USAID/TATWEER SCHOLARSHIP PROGRAM

USAID/Tatweer continues 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. While the process from award to placement has been challenging, the project is making steady progress in supporting recipients to enroll in post-graduate institutions. The tables below summarize the status of scholars and the program in general.

Table 21: Scholarship Recipients by Gender

Gender	Total
Male	161
Female	75
<b>Total</b>	<b>236</b>

Table 22: Number of Scholarship Recipients by Type and by Round

	Round 1	Round 2	Round 3	Withdrawn*	Total
Principal	4	42	44	89	179
Alternate	0	12	19	26	57
<b>Total</b>	<b>4</b>	<b>54</b>	<b>63</b>	<b>115</b>	<b>236</b>

- Only recipients of scholarship awards are assigned into rounds; candidates that withdrew are not assigned into rounds



USAID/*Tatweer* originally expected to award 180 scholarships to eligible candidates (principals) who passed through a rigorous process of selection. More scholarships were awarded to males than to females, and two of the initial candidates could not produce the required paperwork and dropped out of the program. Due to these reasons, as well as other challenges like security clearance, the project decided to add all the alternate candidates as principals and awarded 236 scholarships. The current total of scholarship awards stands at 236.

**Table 23: Number of Scholarship Recipients by Type and Status of Study**

	<b>Completed</b>	<b>Enrolled</b>	<b>Withdrawn</b>	<b>Pending</b>	<b>Total</b>
Principal	1	88	89	1	179
Alternate	1	30	26	0	57
<b>Total</b>	<b>2</b>	<b>118</b>	<b>115</b>	<b>1</b>	<b>236</b>

Of the 236 scholarship recipients, 118 are currently enrolled in studies with institutions of higher learning. At this point in time, only one candidate is pending, as he awaits 'clearance' from his employing ministry. Some 115 have withdrawn for a variety of reasons, including lack of supporting documentation, non-placement, or personal reasons, such as marriage (Table 23 above). Table 24 below indicates partner universities and the number of recipients currently enrolled and completed.

**Table 24: Number of Scholarship Recipients by Partner Institution**

<b>Partner University</b>	<b>Number Enrolled</b>	<b>Number Completed</b>
Arab Academy of Science and Technology	60	2
American University in Beirut	2	0
American University in Cairo	10	0
Mutah University	22	0
Norte Dame University in Lebanon	5	0
University of Jordan	2	0
Yarmouk University	17	0
<b>Total</b>	<b>118</b>	<b>2</b>



## TRAINING UPDATE

The summary contained in Table 25 below depicts the number of courses and participants between January and February, which is sustained through the end of the quarter in March. There is a 22% difference between courses in October and November, and a corresponding 22% difference between numbers of enrollments between the same months. 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**

	January	February	March	Total
Classes Offered	222	178	224	<b>624</b>
Enrollments	4,791	3,923	4,668	<b>13,382</b>

**Table 26: Number of Participants by Training Program Levels\***

Training Program Level	Courses	Enrollments		
		Total	Male	Female
Competency	109	2,094	1,469	625
Advanced	40	700	442	258
Expert	8	141	102	39
Training of Trainers	2	20	17	3
Competency (Rollout)	340	7,718	5,504	2,214
Advanced (Rollout)	38	819	554	265
Training of Trainers (Rollout)	0	0	0	0
Advanced Refresher (ToT)	2	45	31	14
Special Workshop	85	1,845	1,339	506
<b>Total</b>	<b>624</b>	<b>13,382</b>	<b>9,458</b>	<b>3,924</b>

\* The participant numbers in the above table reflect how individuals are distributed between course levels. Based on the current data, there are 1,063 more enrollments than participants (due to students taking more than one class during the reporting period). The higher the number of participants by course levels means that individuals are more spread out between levels.

**Table 27: Number of Participants by Training Program Areas\***

Training Program Areas	Courses	Enrollments		
		Total	Male	Female
Project Management	105	2,168	1,645	523
Fiscal Management	130	2,806	1,874	932
Human Resources Management	91	2,099	1,377	722
Information Technology Management	77	1,548	1,075	473
Leadership and Communication	113	2,500	1,859	641
Anti-Corruption	12	250	173	77
Special Programs	94	1,991	1,438	553
ToT Program	2	20	17	3
<b>Total</b>	<b>624</b>	<b>13,382</b>	<b>9,458</b>	<b>3,924</b>

\* The participant numbers in the above table reflect how individuals are distributed between course levels. Based on the current data, there are 1,063 more enrollments than participants (due to students taking more than one class during the reporting period). The higher the number of participants by course levels means that individuals are more spread out between levels.



# III. PROGRAM MANAGEMENT

## A. PERSONNEL

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

### Administration

- Richard Huntington, Chief of Party
- Wylie Williams, Deputy Chief of Party /Administration & Finance
- Menen Wondwosen, Executive Officer
- Sagal Mohamoud, Chief Administrative Officer
- Douglas Treadwell, Operations Manager
- Adam Kiselka, Project Scheduler
- Bendy Viragh, Procurement Director
- Tom Petocz, Procurement Manager
- Geoffrey Makaza, Procurement Accounting Specialist
- Calvin Madzorera, Controller
- Ana Maria Ubana ( Amy), Finance and Administration Manager - Karada
- Flora Gitari, Finance Manager
- Richard Nidel, Finance and Administration Manager - Erbil
- Temple Jagha, Director of Monitoring and Evaluation
- Thomas Carson, Senior Monitoring & Evaluation Specialist
- Kristin Humbert, Reporting Officer
- Devrin Weiss, Director of Communications
- James Foley, Communications & Outreach Officer
- Martin Mayerchak, Organizational Development Advisor
- Amy Watve, Organizational Development Specialist
- Carl Manthe, OSTP Specialist
- Stephen Metzger, Knowledge Management Officer
- James Freer, Procurement Director
- William Casti, Strategic Advisor of ISO/IT

### Institutional Development

- Marc Shiman, Deputy Chief of Party for Institutional Development
- Zohair Mohsen, Senior Advisor , Ministry of Agriculture
- Ali Allabadi, Senior Advisor , Ministry of Water Resources
- Robert Kirkman, Senior Advisor, Ministry of Water Resources
- Mysore Ranaganath, Advisor of Project Management , Ministry of Water Resources
- Saad Muhey, Senior Advisor of Project Management, Ministry of Municipalities and Public Works
- Mohammed Nasir, Advisor of Applications, Ministry of Planning
- Bushra Abbasi, Senior Advisor, Ministry of Health
- Nael Shabaro, Senior Public Management Advisor, Ministry of Planning and Development Cooperation
- Randal Thompson, Senior Advisor International Cooperation
- Muntaha Haddad, Sr. Advisor of L&C/COMSEC Advisor
- Touhami Rhaiem, Advisor, Civil Service Commission and PMAC
- Munther Shar'e, Senior Advisor, President's Council
- Mostafa A. El-Erian, Senior Legal Advisor, PMO
- Emilio Matuk, Senior Advisor of Statistics - Ministry of Planning and Development Cooperation
- Bassim Hilmi, Senior Advisor , Ministry of Migration and Displacement
- Teddy Ryan, Project Management Advisor
- Roy Badaro, Prime Minister Office Advisor
- Khader Abusway, GOI Executive Offices Advisor
- Michael Heydari, Quality Assurance Advisor
- Andras ( Andy) Tamas, Public Administration Advisor

### Provincial Rollout

- Basil Haddad, Team Leader, Provincial Rollout



## Training and Consulting

- Catherine Trebes, Deputy Chief of Party for Training and Consulting
- Faisal Adel Nasr, Senior Advisor of Fiscal Management
- Mohammed Hussain, Fiscal Management Advisor
- Ibrahim Kassab, Senior Advisor of Human Resource Management
- Ali Kazan, Senior Advisor of Project Management
- Pedro Votruba, Senior Anti-Corruption Advisor
- Jeffrey Coonjohn, Senior Anti-Corruption Advisor
- Randall Martin, Director Workforce Development Coordinator
- Riad Imam, Senior Procurement Advisor
- Ali Alani, Senior Advisor for NCCMD & Al Quds School
- Jawad Rishq, Senior Advisor for NCCMD & Al Quds School
- Corinne Audibert, Senior Advisor to NCCMD & Al Quds School
- Abduljabbar Salman, Director of Regional Training - Erbil
- Atia Moor, Director of Regional Training – Basra and Mosul

## Ministries of Oil and Electricity Advisors

- Charles Hall, Acting *Director, Ministries of Oil and Electricity*
- Robert Krause, Project Manager
- Hussain Aziz, Liaison Project Management Advisor
- Thomas Easterly, Oil Sector Technology Advisor
- Carlos Guerra, Change Management Advisor
- Dennis Hobbs, Contract Management Advisor
- Mohammed Ibrahim, Fiscal Management Advisor
- Samir Kubba, Strategic Planner
- Bijoy Misra, Project Management Advisor
- David Mullholand, Deputy Director, Electricity
- Milton Troconis Villareal, Procurement Advisor
- Pavanendra Verma, Procurement Advisor
- Robert Batt, Energy Consultant
- Alexander Shapiro, Contract Management Advisor
- Mark Ragel, Information Technology Advisor
- Ramesh Khatiwada, Electricity Advisor-Budget Feasibility
- Donald Middleton, Senior Contract Specialist
- Jack Tucker, Senior Energy Liaison

## Information Technology/Cross-Ministry Consulting Group

- Edward Uechi, IT Advisor

## Short-Term Personnel

- Kisook Bozsa, Director of Project Financial Management
- Timothy Colbert, Curriculum Development Specialist
- Robert Ross, Senior Advisor for Project Management/Contracting
- George Awwad, Senior Procurement Advisor
- Stephanie Doust, Communication & Outreach Specialist
- Andy Griminger, Technical Director
- Camilia Sadik, Curriculum Development Specialist
- Andrei Sinioukov, Senior Project Manager
- Jamie Arnett, Project Manager
- Wallace Daniels, HR Director

## Administration

Ministry support services are mainly represented by procurements requiring significant detailed attention to RFPs, RFQs, and advertising and vendor interactions. This process is complicated by procurements for the provinces. The time required for local media advertising, vendor meetings, and insuring local participation in the process, adds unanticipated time. Currently, a bid is being advertised to complete renovations for the office space in Anbar.

Provincial recruitment is challenging; nevertheless, staffing has been identified for Hilla, Anbar, Basrah and Mosul. Major activities, therefore, center around setting up offices and managing transportation into the provinces. MSI headquarters is assisting in developing partner arrangements with other Private Security Contractors (PSCs) to get staff to venues not currently accessible by Sallyport.

A new bar-coded Letter of Authorization (LOA) has replaced two documents, the Letter of Introduction (LOI) and the former LOA. The new LOA provides worldwide ID for those eligible for U.S. Government support services such as emergency medical care, transport, billeting, and mess. Field staff arriving by MIL/AIR will be equipped with LOAs from HQ. Those already deployed were registered in the system by March 1, 2009. All projects are being



required to register their private security companies (PSCs) into the LOA System, as well. This will facilitate their travel throughout Iraq in support of our provincial missions.

The LOA provides each field-based staffer with a range of services from the U.S. Government, including emergency medical care. Heretofore, hospitals and clinics have been rather generous and treated less-than emergency cases. With the reconfiguration of the IZ, growing demands, and new documentation emphasis, the clinics are strictly enforcing the regulations regarding emergencies and requiring proof of eligibility (via the new LOAs) before treatment can be given. Alternative sources for clinical care have been identified and distributed to field staff.

New LOA regulations are similarly being tightly enforced by government facilities in the former IZ. Contractors who were previously seen as a normal clinic are now restricted to the original provisions of “emergency care” only.

The GOI is moving quickly to establish its sovereignty across the board. One particular area of concern is immigration. In an attempt to conform to the community of nations regarding entry and exit from Iraq, field-based staff will now be required to have a valid multi-entry visa for Iraq. Each passport must have an Exit Sticker for anyone staying more than ten days in the country. Without this sticker, one cannot exit the country and will be subject to penalty. The CAC Card is no longer sufficient documentation for visa purposes. Every field staffer has been provided with appropriate documentation.

The growing scope and complexity of USAID/*Tatweer* has spawned an unexpected benefit to our program: a significant increase in visits from staff who are based in Washington, DC. While we have become accustomed to periodic visits from the prime contractor’s President and Technical Director, we have been favored with increasing opportunities to work face-to-face with HQ staff on a range of critical issues from procurement to financial compliance to human resources.

Managing the growing flow of traffic and logistics surrounding Erbil as a training site continues to be a challenge. While the waiver process seems to be working, limited staff and PSD capability warrant more detailed prior notice about the schedule, purpose, and support needs for field staff traveling to Erbil. The current Travel Request Form is being amended to accommodate this information.

The ever-expanding role that USAID/*Tatweer* is undertaking will require revisiting many of the assumptions regarding personnel and space during the next quarter.

## B. PROJECT MANAGEMENT SYSTEMS AND PROCUREMENT

### Major Projects Accomplishments include:

- *Civil Service Commission* – All IT Equipment has been delivered to the Civil Service Commission; completed Civil Works Site Survey for Training Center.
- *Provincial Roll Out* – Contractor has started civil works to renovate the Provincial Office in Ramadi. Site Surveys completed for the Provincial Office in Hilla with scope of work developed into RFP documents.
- *KRG Ministry of Planning Training Center* – Project Design Process is ongoing for second Training Center in Erbil with cost-sharing agreed to by the KRG - Ministry of Planning.

### OVERVIEW OF DEVELOPMENT AND IMPLEMENTATION OF PROJECTS UNDER MANAGEMENT

#### Contractor Work-In Progress:

- DPMO Economic Affairs & Services IT Systems (2 Sites)
- Provincial Office – Ramadi
- Ministry of Health IT Training Center

#### Projects in Award Process:

- GOI Ministry IT Training Centers
- COSQC IT System
- NCCMD Bandwidth
- GIS Training Centers
- PMAC Infrastructure Upgrade



## C. FACILITIES, SYSTEMS, AND EQUIPMENT

VTC connections have proved beneficial in communicating throughout Iraq and with contractor headquarters in Washington, DC. Links have been established between the two offices in Baghdad (Mansour and Karada) and the office in Basra. We expect to include Mosul in the near future. There are now weekly VTC meetings with headquarters that greatly facilitate reporting and clarification of issues that previously required much more time.

There were slight disruptions to normal operations in January due to holidays and events surrounding Iraq Provincial Elections. Two election polling stations are located in close proximity to the Mansour compound and required blockage of one of our major entrance/exit gates during the election period.

The project is still experiencing difficulty in securing the release of two armored vehicles from Customs. Even with a stamped Customs clearance document, we have been subjected to an endless series of requirements and changing instructions. Attorneys from our personal security company (Sallyport) and USAID are assisting in securing the release of these vehicles.

The LOA for the new residential acquisition is ready for approval. It will require Westgate renovation, vacation of the Hamurabi House (PSD Residence), relocation of PSDs to the Westgate House and retrofitting the Hamurabi House for urgently-needed USAID/*Tatweer* office space.

Sallyport has advised all projects on the compound that we cannot risk another summer without a significant upgrade to our generators. Last summer, extremely hot days brought us dangerously close to brownouts or worse. Recently we were made aware of generators available from a closing program. An appeal to USAID yielded an encouraging response that could significantly advance not only our provincial efforts but also the Mansour Compound.

The Marble Hotel lease in Karada is signed and plans are proceeding for renovations and occupancy of the first floor by AECOM. Plans are being reviewed to enhance the living space for field staff and provide improved leisure time spaces. Decisions regarding the final cost share formula are being addressed and will include IT bandwidth, floor space in the Marble/Villa, and common space in the compound. Initial indications are that the addition of bandwidth has addressed the capacity problem experienced upon AECOM's arrival.

## D. SECURITY AND TRANSPORTATION

Trend reports from intelligence sources indicate a projected increase of about 30% in violence from now until the summer months. This seems to be related to the season, as well as a reaction to recently-completed provincial elections. Fortunately, our first expatriate forays into the provinces (Anbar/Hilla) have been uneventful. However, eight expats with two PSD teams narrowly escaped harm on the road to Najaf, when an IED targeted at the convoy detonated close to one of the vehicles that carried four expats. The extent of damage to the exterior and windows of the vehicle indicate that USAID/*Tatweer* was spared a major disaster. The increase in LDMs will, on the other hand, significantly impact the movements from the compounds to Red Zone and IZ locations. The need for additional PSD teams and its appropriate location is being explored.

The dust storm season has already impacted air and ground travel throughout the region. Intelligence reports indicate, as predicted, a gradual increase in violent incidents. Reports also warn of increased danger of kidnapping. This is a direct result of the dissolution of the IZ and the opening of more roads and corridors to local Iraqi traffic. Every effort is being made to ensure that all field staffers have appropriate credentials, personal protection equipment (PPE), and access to communication.



# ANNEX 1: USAID/TATWEER PERFORMANCE INDICATORS AT A GLANCE

## OUTPUT INDICATORS:

Output 1.2: Number of Civil Servants Trained (January through March 2009)

Civil Servants Trained in Core Admin Functions	Total
<b>Number of Individual Participants</b>	<b>12,440</b>
Male	8,784
Female	3,656
<b>Number of Classes Offered</b>	<b>624</b>
<b>Number of Class Enrollments</b>	<b>13,382</b>
Male Enrollments	9,458
Female Enrollments	3,924

Enrollments by Course (January- March 2009)

Program/Course	Classes	Enrollments		
		Total	Male	Female
<b>Project Management</b>	<b>105</b>	<b>2,168</b>	<b>1,645</b>	<b>523</b>
<b>Fundamentals of Project Management</b>	<b>86</b>	<b>1,863</b>	<b>1,438</b>	<b>425</b>
Competency	1	14	13	1
Advanced	5	92	75	17
Competency (Rollout)	72	1,596	1,227	369
Advanced (Rollout)	7	138	103	35
Advanced Refresher (ToT)	1	23	20	3
<b>ISO 9000</b>	<b>14</b>	<b>231</b>	<b>160</b>	<b>71</b>
Competency	11	169	125	44
Competency (Rollout)	3	62	35	27
<b>Feasibility Studies &amp; Evaluation of Project</b>	<b>5</b>	<b>74</b>	<b>47</b>	<b>27</b>
Expert	5	74	47	27
<b>Fiscal Management</b>	<b>130</b>	<b>2,806</b>	<b>1,874</b>	<b>932</b>
<b>Budgeting – Preparation, Execution, Controlling and Reporting</b>	<b>81</b>	<b>1,710</b>	<b>1,084</b>	<b>626</b>
Competency	8	138	85	53
Advanced	6	76	35	41
Competency (Rollout)	67	1,496	964	532
<b>Government Procurement</b>	<b>49</b>	<b>1,096</b>	<b>790</b>	<b>306</b>
Competency	3	54	41	13
Advanced	5	93	60	33
Competency (Rollout)	37	864	627	237
Advanced (Rollout)	3	63	51	12
Advanced Refresher (ToT)	1	22	11	11

Program/Course	Classes	Enrollments		
		Total	Male	Female
<b>Human Resources Management</b>	<b>91</b>	<b>2,099</b>	<b>1,377</b>	<b>722</b>
<b>Job Analysis, Job Descriptions, Specifications and Standards</b>	<b>91</b>	<b>2,099</b>	<b>1,377</b>	<b>722</b>
Competency	12	264	157	107
Advanced	5	96	64	32
Competency (Rollout)	65	1,524	1,044	480
Advanced (Rollout)	9	215	112	103
<b>Information Technology Management</b>	<b>77</b>	<b>1,548</b>	<b>1,075</b>	<b>473</b>
<b>ICDL</b>	<b>76</b>	<b>1,537</b>	<b>1,071</b>	<b>466</b>
Competency	40	815	595	220
Advanced	3	43	24	19
Competency (Rollout)	33	679	452	227
<b>Epi Info</b>	<b>1</b>	<b>11</b>	<b>4</b>	<b>7</b>
Competency	1	11	4	7
<b>Leadership and Communication</b>	<b>113</b>	<b>2,500</b>	<b>1,859</b>	<b>641</b>
<b>Communications 1</b>	<b>95</b>	<b>2,138</b>	<b>1,621</b>	<b>517</b>
Competency	13	238	178	60
Competency (Rollout)	63	1,497	1,155	342
Advanced (Rollout)	19	403	288	115
<b>Communications 2</b>	<b>8</b>	<b>204</b>	<b>132</b>	<b>72</b>
Advanced	8	204	132	72
<b>USAID/Tatweer Organizational Self-Assessment</b>	<b>5</b>	<b>55</b>	<b>29</b>	<b>26</b>
Advanced	5	55	29	26
<b>Strategic Planning</b>	<b>2</b>	<b>40</b>	<b>36</b>	<b>4</b>
Expert	2	40	36	4
<b>Governorate Communication</b>	<b>1</b>	<b>27</b>	<b>19</b>	<b>8</b>
Expert	1	27	19	8
<b>Business English -Special Purposes (ESP)</b>	<b>2</b>	<b>36</b>	<b>22</b>	<b>14</b>
Competency	2	36	22	14
<b>Anti-Corruption</b>	<b>12</b>	<b>250</b>	<b>173</b>	<b>77</b>
<b>Anti-Corruption Inspector General Workshop</b>	<b>12</b>	<b>250</b>	<b>173</b>	<b>77</b>
Competency	12	250	173	77
<b>Special Programs</b>	<b>94</b>	<b>1,991</b>	<b>1,438</b>	<b>553</b>
<b>Contract &amp; Project Management</b>	<b>1</b>	<b>13</b>	<b>13</b>	<b>0</b>
Special Workshop	1	13	13	0
<b>Statistical Management</b>	<b>8</b>	<b>121</b>	<b>83</b>	<b>38</b>
Competency	5	80	60	20
Advanced	3	41	23	18
<b>M&amp;E</b>	<b>2</b>	<b>52</b>	<b>34</b>	<b>18</b>
Special Workshop	2	52	34	18
<b>Project Management Workshop</b>	<b>1</b>	<b>19</b>	<b>17</b>	<b>2</b>
Special Workshop	1	19	17	2
<b>Integrated Supply Management</b>	<b>4</b>	<b>56</b>	<b>46</b>	<b>10</b>
Special Workshop	4	56	46	10
<b>GIS</b>	<b>6</b>	<b>113</b>	<b>87</b>	<b>26</b>
Special Workshop	6	113	87	26
<b>International Donor Assistance</b>	<b>1</b>	<b>20</b>	<b>9</b>	<b>11</b>
Special Workshop	1	20	9	11
<b>Team Building</b>	<b>33</b>	<b>864</b>	<b>682</b>	<b>182</b>
Special Workshop	33	864	682	182
<b>Organizational Design</b>	<b>1</b>	<b>9</b>	<b>7</b>	<b>2</b>
Special Workshop	1	9	7	2
<b>Primavera Awareness</b>	<b>12</b>	<b>228</b>	<b>163</b>	<b>65</b>
Special Workshop	12	228	163	65
<b>Process Analyses</b>	<b>2</b>	<b>12</b>	<b>8</b>	<b>4</b>
Special Workshop	2	12	8	4
<b>Accounting and Auditing</b>	<b>3</b>	<b>62</b>	<b>38</b>	<b>24</b>
Special Workshop	3	62	38	24
<b>IT Basic Training</b>	<b>2</b>	<b>32</b>	<b>13</b>	<b>19</b>

Program/Course	Classes	Enrollments		
		Total	Male	Female
Special Workshop	2	32	13	19
<b>Health Planning Project Management</b>	1	<b>28</b>	<b>20</b>	<b>8</b>
Special Workshop	1	28	20	8
<b>COMFAR III</b>	1	<b>13</b>	<b>8</b>	<b>5</b>
Special Workshop	1	13	8	5
<b>SharePoint Fundamentals</b>	1	<b>11</b>	<b>6</b>	<b>5</b>
Special Workshop	1	11	6	5
<b>Training Management System</b>	1	<b>25</b>	<b>16</b>	<b>9</b>
Competency	1	25	16	9
<b>Evaluation Process</b>	1	<b>26</b>	<b>17</b>	<b>9</b>
Special Workshop	1	26	17	9
<b>Taji Irrigation Canal 42 Project</b>	1	<b>28</b>	<b>16</b>	<b>12</b>
Special Workshop	1	28	16	12
<b>Oracle</b>	1	<b>8</b>	<b>2</b>	<b>6</b>
Special Workshop	1	8	2	6
<b>Standard Operating Procedures Instructions</b>	2	<b>45</b>	<b>32</b>	<b>13</b>
Special Workshop	2	45	32	13
<b>Chemical Treatment of Oil</b>	1	<b>10</b>	<b>8</b>	<b>2</b>
Special Workshop	1	10	8	2
<b>HSEMS</b>	1	<b>16</b>	<b>14</b>	<b>2</b>
Special Workshop	1	16	14	2
<b>Civil Service Awareness Racing</b>	1	<b>82</b>	<b>26</b>	<b>56</b>
Special Workshop	1	82	26	56
<b>Drilling Service Technology</b>	1	<b>15</b>	<b>15</b>	<b>0</b>
Special Workshop	1	15	15	0
<b>Visual Basic .Net</b>	1	<b>15</b>	<b>10</b>	<b>5</b>
Special Workshop	1	15	10	5
<b>Calculating of Human Rights Principles</b>	1	<b>12</b>	<b>12</b>	<b>0</b>
Special Workshop	1	12	12	0
<b>Web Site Fast-Track Training</b>	1	<b>11</b>	<b>5</b>	<b>6</b>
Special Workshop	1	11	5	6
<b>IT for Public Cycle Managers</b>	1	<b>18</b>	<b>15</b>	<b>3</b>
Special Workshop	1	18	15	3
<b>Performance Evaluation</b>	1	<b>27</b>	<b>16</b>	<b>11</b>
Special Workshop	1	27	16	11
<b>ToT Program</b>	2	<b>20</b>	<b>17</b>	<b>3</b>
<b>General</b>	2	<b>20</b>	<b>17</b>	<b>3</b>
Training of Trainers	2	20	17	3



## Participants/Enrollment by Ministry/Institution

Ministry	Enrollments			Participants		
	Total	Male	Female	Total	Male	Female
<b>Baghdad</b>						
Prime Minister's Office (PMO)	6	4	2	6	4	2
Council of Ministers Secretariat (COMSEC)	72	57	15	70	56	14
Ministry of Planning & Development Cooperation	442	224	218	392	194	198
Ministry of Finance	51	37	14	46	34	12
Ministry of Oil	579	445	134	529	404	125
Ministry of Electricity	551	401	150	504	364	140
Ministry of Water Resources	1,377	906	471	1,316	861	455
Ministry of Health	3,984	3,053	931	3,818	2,917	901
Ministry of Agriculture	1,006	752	254	960	714	246
Ministry of Justice	63	55	8	60	53	7
Ministry of Municipalities & Public Works	3,152	2,214	938	2,963	2,078	885
Ministry of Higher Education	7	3	4	6	3	3
Ministry of Education	156	98	58	151	95	56
Ministry of Interior	2	2	0	2	2	0
Ministry of Human Rights	48	37	11	44	33	11
Ministry of Environment	24	18	6	23	17	6
Ministry of Trade	19	7	12	18	7	11
Ministry of Industry	10	9	1	8	7	1
Ministry of Communication	18	12	6	18	12	6
Ministry of Displaced & Migrants	53	32	21	48	30	18
Ministry of Tourism	6	4	2	6	4	2
Ministry of Natural Resources	4	4	0	2	2	0
Ministry of Work	5	3	2	5	3	2
Ministry of Transportation	24	19	5	23	18	5
Ministry of Youth & Sports	19	11	8	19	11	8
Presidency Council ( PC )	14	10	4	13	9	4
Vice President of the Republic of Iraq ( VPO )	8	8	0	8	8	0
Construction/ Housing	17	8	9	17	8	9
Tameem Governorate	4	2	2	4	2	2
Muthana Governorate	1	1	0	1	1	0
Wassit Governorate	1	1	0	1	1	0
Diyala Governorate	15	15	0	12	12	0
Al Anbar Governorate	5	5	0	4	4	0
Others	178	128	50	154	110	44
<b>Kurdistan Regional Government</b>						
Council of Ministers Secretariat (COMSEC)	5	5	0	3	3	0
Ministry of Planning & Development Cooperation	49	28	21	39	23	16
Ministry of Finance	155	73	82	126	63	63
Ministry of Electricity	136	92	44	113	74	39
Ministry of Water Resources	65	38	27	55	31	24
Ministry of Health	168	90	78	143	80	63
Ministry of Agriculture	128	85	43	100	68	32
Ministry of Justice	53	39	14	41	30	11
Ministry of Municipalities & Public Works	275	187	88	236	159	77
Ministry of Higher Education	63	26	37	44	15	29
Ministry of Education	109	71	38	85	51	34
Ministry of Human Rights	17	7	10	11	5	6
Ministry of Environment	73	46	27	59	36	23
Ministry of Trade	5	2	3	5	2	3
Ministry of Industry	1	0	1	1	0	1
Ministry of Tourism	5	1	4	3	1	2



Ministry	Enrollments			Participants		
	Total	Male	Female	Total	Male	Female
Ministry of Natural Resources	70	32	38	57	27	30
Dahuk Governorate	9	2	7	7	2	5
Erbil Governorate	54	36	18	42	24	18
Sulaimany Governorate	9	5	4	7	4	3
Others	12	8	4	12	8	4
<b>TOTAL</b>	<b>13,382</b>	<b>9,458</b>	<b>3,924</b>	<b>12,440</b>	<b>8,784</b>	<b>3,656</b>



## PROJECT RESULT 1: STRENGTHENED CORE PUBLIC ADMINISTRATION SKILLS

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

Period	FY 2008	Quarter 1 Oct-Dec 08	Quarter 2 Jan-Mar 09
Frequently	NA	55%	59%
Sometimes	NA	45%	33%

**Project Indicator 1.2:** Proportion of training graduates reporting significant improvements or some improvements in the situation regarding their operational or training area in their unit/ministry (PE 2.2)

Period	FY 2008	Quarter 1 Oct-Dec 08	Quarter 2 Jan-Mar 09
Significant Improvements	NA	32%	34%
Some Improvements	NA	47%	51%

**Project Indicator 1.3:** Number of trained trainers [Cumulative] (PE 2.2)

FY 2008	Quarter 1 Oct-Dec 08	Quarter 2 Jan-Mar 09
358	95	65

**Project Indicator 1.4:** Number of trained trainers from anti-corruption agencies staff [Cumulative]\*(PE 2.4)

FY 2008	Quarter 1 Oct-Dec 08	Quarter 2 Jan-Mar 09
0	0	0

**Project Indicator 1.5:** Number of civil servants trained and certified [Cumulative] (PE 2.2)

FY 2008	Quarter 1 Oct-Dec 08	Quarter 2 Jan-Mar 09
18,469	13,142	13,332

**Project Indicator 1.6:** Number of anti-corruption agencies staff trained and certified [Cumulative] (PE 2.4)

FY 2008*	Quarter 1 Oct-Dec 08	Quarter 2 Jan-Mar 09
1,199	221	250

- Separate reporting began last quarter 2008

**Project Indicator 1.7:** Number of post-graduate scholarship recipients enrolled and studying in post-graduate university programs [Cumulative]

FY 2008	Quarter 1 Oct-Dec 08	Quarter 2 Jan-Mar 09
81	81	118



**Project Indicator 1.8:** Number of post-graduate scholarship recipients that complete courses of study [Cumulative]

<b>FY 2008</b>	<b>Quarter 1 Oct-Dec 08</b>	<b>Quarter 2 Jan-Mar 09</b>
1	1	0

## 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)

<b>FY 2008*</b>	<b>Quarter 1 Oct-Dec 08</b>	<b>Quarter 2 Jan-Mar 09</b>
45	39	35

- Indicator calculation began this quarter

**Project Indicator 2.2:** Number of anti-corruption agency offices implementing USAID/*Tatweer* recommended changes in administrative systems or procedures [Cumulative] (PE 2.4)

<b>FY 2008</b>	<b>Quarter 1 Oct-Dec 08</b>	<b>Quarter 2* Jan-Mar 09</b>
0	0	2

- Indicator calculation began this quarter

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

<b>FY 2008</b>	<b>Quarter 1 Oct-Dec 08</b>	<b>Quarter 2 Jan-Mar 09</b>
7	8	9

## PROJECT RESULT 3: PUBLIC ADMINISTRATION TRAINING CAPACITY EXPANDED

**Project Indicator 3.2:** Number of trainees enrolled at NCCMD

<b>FY 2008</b>	<b>Quarter 1 Oct-Dec 08</b>	<b>Quarter 2 Jan-Mar 09</b>
2,802	331	149

**Project Indicator 3.3:** Number of trained trainers at NCCMD

<b>FY 2008</b>	<b>Quarter 1 Oct-Dec 08</b>	<b>Quarter 2 Jan-Mar 09</b>
57	64	20



**Project Indicator 3.8:** Number of trainees enrolled at regional training centers [Cumulative].

<b>FY 2008</b>	<b>Quarter I Oct-Dec 08</b>	<b>Quarter 2 Jan-Mar 09</b>
16,571	6,467	8,948

**Project Indicator 3.9:** Number of trained trainers at regional training centers [Cumulative].

<b>FY 2008</b>	<b>Quarter I Oct-Dec 08</b>	<b>Quarter 2 Jan-Mar 09</b>
241	31	0

**Project Indicator 3.10:** Number of ministries that have established a public administration training program [Cumulative]

<b>FY 2008</b>	<b>Quarter I Oct-Dec 08</b>	<b>Quarter 2 Jan-Mar 09</b>
5	5	5

**Project Indicator 3.11:** Number of ministry trained trainers approved by NCCMD to conduct training in ministries [Cumulative].

<b>FY 2008</b>	<b>Quarter I Oct-Dec 08</b>	<b>Quarter 2* Jan-Mar 09</b>
52	27	0

- NCCMD stopped approval process until the organization gets certification as a master training institute

**Project Indicator 3.12:** Number of trainees trained by ministry training centers [Cumulative] (PE 2.2)

<b>FY 2008</b>	<b>Quarter I Oct-Dec 08</b>	<b>Quarter 2 Jan-Mar 09</b>
2,738	4,248	3,748

**Project Indicator 3.13:** Number of anti-corruption agency staff trained by ministry training centers [Cumulative]\* (PE 2.4)

<b>FY 2008</b>	<b>Quarter I Oct-Dec 08</b>	<b>Quarter 2 Jan-Mar 09</b>
0	0	0

