



**USAID** | **IRAQ**  
FROM THE AMERICAN PEOPLE

# USAID/*TATWEER* PROGRAM

QUARTERLY PROGRESS REPORT – 12  
APRIL – JUNE 2009

**31 July 2009**

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

# USAID/TATWEER PROGRAM

QUARTERLY PROGRESS REPORT - 12

APRIL – JUNE 2009

Contracted under DFD-I-00-05-00221-01  
National Capacity Development Program

**31 July 2009**



**Please do not circulate this report without due consideration of security issues in Iraq.**

**DISCLAIMER**

The author's views expressed in this publication do not necessarily reflect the views of the U.S. Agency for International Development or the United States Government.

# CONTENTS

|   |           |
|---|-----------|
| <b>Program Overview.....</b>  | <b>1</b>  |
| <b>I. Program Highlights .....</b>  | <b>2</b>  |
| A. Summary Highlights.....  | 2         |
| B. Strengthening Key Ministries.....  | 3         |
| C. Strengthening Executive Offices .....  | 31        |
| D. Cross-Cutting Technical Assistance .....                                       | 35        |
| E. Training Update .....  | 42        |
| <b>II. Program Management .....</b>   | <b>49</b> |
| A. Personnel.....   | 49        |
| B. Project Management Systems and Procurement.....                                | 50        |
| C. Facilities, Systems, and Equipment .....                                       | 51        |
| D. Security and Transportation.....   | 51        |
| <b>Annex I: USAID/Tatweer Performance Indicators at a Glance.....</b>             | <b>52</b> |
| Output Indicators: .....  | 52        |
| Project Result 1: Strengthened Core Public Administration Skills .....            | 58        |
| Project Result 2: Ministries Establish More Effective Administrative Systems..... | 59        |
| Project Result 3: Public Administration Training Capacity Expanded.....           | 60        |



# ACRONYMS

|          |  |       |   |
|----------|--|-------|---|
| AAA      | Association of Auditors and Accountants                        | GoI   | 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 Electricity                                    | 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                                 | TECC   | Technical Expert Conference Committee              |
| NCCMD | National Center for Consultancy and Management Development | TNA    | Training Needs Assessments                         |
| NCD   | National Capacity Development Program                      | TOT    | Training of Trainers                               |
| NGC   | North Gas Company  | U.A.E. | United Arab Emirates                               |
| NGOs  | Non-governmental organizations                             | UNAMI  | United Nations Assistance Mission for Iraq         |
| NOC   | North Oil Company  | UNDP   | United Nations Development Programme               |
| OGPCP | Office of Government Public Contract Policy                | UNIDO  | United Nation Industrial Development Organization  |
| OJT   | On-Job- Training   | U.S.   | United States                                      |
| OSTP  | Organizational Self Assessment and Transportation Program  | USAID  | United States Agency for International Development |
| PAF   | Procurement Application Form                               | USG    | United States Government                           |
| PARC  | Pan Arab Research Center                                   | VP-E   | Vice President for Economic Affairs                |
| PEU   | Perfromance Evaluation Unit                                | VP-S   | Vice President for Service                         |
| PIP   | Performance Improvement Plan                               | VPO    | Vice President Office                              |
| PLA   | Participatory Learning and Action                          | VSAT   | Very Small Aperture Terminal                       |
| PM    | Project Management   | VTC    | Video Tele-Conferencing                            |
| PMC   | Public Administration Cycle                                | WTO    | World Trade Organization                           |
| PMO   | Prime Minister's Office                                    | WUA    | Water Users Association                            |
| PMU   | Project Management Unit                                    |        |  |



# PROGRAM OVERVIEW

The USAID-funded *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 the use of information technology contributes significantly to our ultimate goal of helping the Iraqi government improve public service delivery for the benefit of its citizens.

**Engagement with Key Ministries and Executive Offices:** USAID/*Tatweer* works directly with ten central ministries plus the 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 to improve 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 over 58,000 civil servants in public administration training courses. All training is competency-based, geared towards practical skills, adult learner-centric and in Arabic. The training program relies heavily on training provided by ministry employees prepared for this task by a series of TOT courses. Additionally, USAID/*Tatweer* provides international post-graduate scholarships in programs related to public administration for 120 scholars (118 currently studying and two who have graduated).

**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 to develop the skill sets and tools needed to rebuild the Iraqi energy sector, from best practices in tendering for plants and services to the project management 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 strategic priorities.

**Provincial Outreach:** USAID/*Tatweer* reaches out 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. This work is facilitated by project offices in Erbil, Mosul, Hilla, Ramadi, Kirkuk, and Basra.

**Developing Government's Training Capacity:** USAID/*Tatweer* coordinates with the NCCMD, the Al Quds School of Computers, the KRG Ministry of Planning, Salahadin University, and ministerial training centers, to develop and sustain a vibrant public administration in-service training capacity in all regions of the country.

**Assistance with Civil Service Law:** USAID/*Tatweer* undertakes special projects at USAID direction, such as our extensive support for the new draft Federal Civil Service Commission Law. USAID/*Tatweer* advisors provide support via strategic planning, technical assistance and expert advice in specific areas where USAID has determined that specialist assistance maximizes the U.S. government's contribution to key GOI priorities. In the case of the Civil Service Commission, USAID/*Tatweer* assistance was directly requested by the Prime Minister.



# I. PROGRAM HIGHLIGHTS

## A. SUMMARY HIGHLIGHTS

### PROVINCIAL TECHNICAL ASSISTANCE

The provincial rollout was highly publicized during a conference co-sponsored by USAID/*Tatweer* and the Office of the Deputy Prime Minister–Services (DPMO-S). Deputy Prime Minister Dr. Rafe H. Al-Eissawi chaired the conference that brought together over 300 senior-level participants to reach consensus on improving basic service delivery and capacity building in Iraq’s Central Region provinces (Anbar, Babil, Diyala, Karbala, Najaf, and Wasit). USAID/*Tatweer* was given a full day of workshops and sessions with delegates to introduce provincial rollout activities. While USAID/*Tatweer*’s provincial rollout has been active since September 2008, this event served as a *de facto* grand opening of the activity. Television and print media were on hand and the wide- scale publicity and public affirmation of the program by the Deputy Prime Minister has been instrumental in launching sophisticated programs without the relationship-building period that can significantly delay startup.

As part of the provincial rollout, USAID/*Tatweer* team leaders are traveling to their counterparts’ provinces to meet with them in focused, highly productive meetings. This affords USAID/*Tatweer* the opportunity to understand the challenges that provincial DGs face with budget execution, human resource management, and communications. Typically, these meetings are facilitated by USAID/*Tatweer*’s regional offices and the Provincial Reconstruction Teams (PRTs). This quarter, USAID/*Tatweer* conducted missions to Ramadi, Hilla, Najaf, Diyala, Baghdad (Abu Ghraib), Kirkuk, and Wasit.

An excellent development in Babil Province took place in late June when the Governor and USAID/*Tatweer* jointly sponsored a conference to form a Planning Commission in the province. This Planning Commission will be responsible for coordinating the capital budget execution of each of the Ministries operating in Babil. USAID/*Tatweer* is taking an active role to assist the Governor’s office in its efforts to follow best practices in coordinating ministerial efforts.

This quarter, USAID/*Tatweer* completed most of the civil works necessary to open its provincial offices in Kirkuk, Basrah, Hilla, and Ramadi. These offices are staffed with professionals hired from their respective regions who are coordinating meetings for USAID/*Tatweer*’s team leaders with their counterparts in the provinces.

### OTHER SELECT SUMMARY HIGHLIGHTS

USAID/*Tatweer*’s provincial rollout activity facilitates the delivery of each individual ministry program’s provincial rollout strategy. Therefore, extra emphasis is placed on inter-ministerial communication and coordination. The following ministries provide examples of ministry and national government activities in support of provincial development:

**Ministry of Health:** USAID/*Tatweer* advisors held a meeting at the MoH with the IT Director to discuss assistance in a comprehensive network plan to connect all provincial directorates, hospitals, and primary health care clinics nationwide. The IT Director requested assistance in implementing pilot projects to connect health facilities with the provincial health offices and the ministry’s headquarters. USAID/*Tatweer* conducted a network design and management workshop for 19 IT specialists from several directorates during this quarter.

**Ministry of Oil and Ministry of Electricity:** USAID/*Tatweer* delivered an Integrated Supply Chain Management workshop focused on cost estimation to 22 participants from Baghdad, Kirkuk, Basrah, Salah ad Din, and Babil provinces. Participants came from the contracting, economics, and administration departments, and represented North Oil Company, North Gas Company, Oil Projects, Drilling, Exploration, North Refinery, Basrah Oil Institute, Inspector General, Baghdad Oil Institute, and Oil Products Distribution Company.



**Ministry of Agriculture:** A MoA GIS team, facilitated by USAID/*Tatweer* advisors, completed a survey of “Point Sampling” techniques at the Taji Irrigation Canal 42 area and is entering the results into specialized databases from which they can analyze agro-economic variables. This survey has helped to develop the capacity of MoA agricultural engineers to use GIS for inventory management of agricultural and water resources, thus helping with the ultimate goal of developing feasibility studies and rehabilitation plans.

**Ministry of Municipalities and Public Works:** USAID/*Tatweer* advisors completed the first series (Stage One) of workshops in Project Management, focusing on the execution and management of major projects. The participants will move on to the second series (Stage Two) as planned and will use what they studied in Stage One as a basis for more complex material in Stage Two.

**Civil Service Reform:** Following the recommendations of a recent workshop organized by USAID/*Tatweer*'s civil service team and the Prime Minister's Office for leaders of three key provinces—Basrah, Baghdad, and Salah ad Din, the Governor of Basrah issued an Administrative Order establishing a civil service/human resources unit within the governorate's administration. This is an important milestone initiating the establishment of independent provincial civil service institutions in anticipation of the new Civil Service Law. The governorate of Baghdad is issuing a similar order to establish its own civil service/human resources unit. The next workshop will bring together the governors or deputy governors, provincial council chairmen or deputy chairmen of three additional provinces to replicate this process, following the strong examples of Basrah and Baghdad. By year's end, USAID/*Tatweer* expects that the majority of provinces will have established the foundations for a provincial civil service apparatus, with USAID/*Tatweer* advisors providing follow-up hands-on assistance directly in the provincial locations.

## B. STRENGTHENING KEY MINISTRIES

### MINISTRY OF AGRICULTURE (MOA)

#### HIGHLIGHTS

The end of this quarter marks 28 months of fruitful cooperation between the MoA and USAID/*Tatweer*. The Ministry is working in harmony with USAID/*Tatweer* to affect the necessary transformation and institutional development following a very successful period of professional development in all of the core administrative areas. The new Minister of Agriculture met with USAID/*Tatweer* in April and May and showed a commitment to and appreciation for the program's efforts to help the Ministry.

This quarter, USAID/*Tatweer* launched several provincial rollout activities with a visit to five MoA provincial leadership teams to identify specific needs and plans for support. USAID/*Tatweer* also began providing coaching for the life cycle of strategic projects in Anbar, Diyala, Babil, Karbala, Diwaniyah, and Najaf. USAID/*Tatweer* coordinated with MoA leadership to form provincial teams that will be sustainable functional units. This includes support for MoA teams focused on each of the following areas: Organizational Self-assessment and Transformation (OSTP); Business Process Analysis; GIS; and Ethics and Transparency. USAID/*Tatweer* has provided technical support and training to MoA and MoWR teams engaged in GIS surveying and mapping of the Taji Canal 42 Project area and has helped to finalize data analysis of the information gathered through surveying and mapping activities.

USAID/*Tatweer* is coaching the MoA working group focused on implementation of the new civil service law. The arrival of a new Deputy Minister for Administration opened the door for the MoA to be the lead pilot ministry to establish a new Human Resources department, to meet in advance the requirements of the draft civil service law as well as international standards for HR management.

By the end of June 2009, more than 5,900 MoA participants have been enrolled in USAID/*Tatweer* training activities in all core areas of public management, throughout the life of the program. This represents more than 90% of USAID/*Tatweer*'s target segment of MoA employees holding BS and higher degrees. Although USAID/*Tatweer* has continued to provide targeted workshops and training for MoA staff, including strategic planning coaching, project management, and budget and auditing courses, the program's efforts with the MoA now focus on systemic change.





**Table 1: MoA Reporting Matrix**

| Performance Indicators   | Activities  | June 2009 Expected Results   | June 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 MoA to develop, recommend, and implement interim employee timesheet system (to be included in HRIS)                              | Timesheet system, discussed, developed and recommended                     | Not Achieved: Business Process Analysis team (BPA) still in process of developing timesheet system                         |
|  | Train HR staff in HR management (competency and advanced)   | 20 staff trained   | Achieved: 240 staff trained  |
| Proportion of priority systems improvements in fiscal management implemented by ministries                     | Assist MoA to streamline fiscal management (budget and procurement) processes and procedures in the Finance Directorate                 | Current process maps and report drafted                                    | Not Achieved: BPA team still in process of mapping fiscal management system  |
|  | Coach procurement specialists in Central Procurement Committee utilizing actual ministry procurement scenarios                          | Five coaching sessions held  | Achieved: Six coaching sessions with the Central Procurement Committee conducted   |
|  | Enroll procurement staff in procurement improvement workshops   | 20 staff trained   | Achieved: 74 staff trained   |
|  | Conduct assessment of budget preparation systems and procedures, map procedures, and implement recommendations                          | Assessment conducted and recommendations presented                         | Not Achieved: BPA team still in process of reviewing budget preparation system   |
| Proportion of priority systems improvements in project management implemented by ministries                    | Mentor MoA capital project managers to apply training skills acquired to existing field projects  | 20 project managers mentored on live projects                              | Not Achieved: Preliminary meetings with 5 project managers from Diyala, Anbar, Karbala, Najaf and Babylon conducted so far |
|  | Conduct GIS GPS training in Baghdad and provinces   | 10 staff trained   | Achieved: 65 staff trained   |
|  | Mentor MoA GIS trainees to develop skills in agricultural field surveys and data collection   | Agricultural engineers coached in applying GIS principles to field surveys | Achieved: 15 technical staff coached   |
| Proportion of priority systems improvements in leadership and communication implemented by ministries          | Conduct strategic planning and L/C mentoring workshops for DGs in Baghdad and provinces   | 10 senior staff mentored   | Achieved: 24 senior staff mentored   |
|  | Mentor provincial DGs towards better decision making, problem solving and budget execution in anticipation of upcoming decentralization | Three coaching sessions conducted  | Achieved: Five coaching sessions conducted   |
| Number of units/departments in ministries and executive offices with institutionalized self-assessment process | Assist MoA to launch self-assessment/action plan and implement OSTP transformation action plans in three provinces                      | One provincial self-assessment team formed                                 | Achieved: Two self-assessment teams established in Babylon and Anbar   |



## 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 | Coach and mentor MoA to establish two capacity development and training centers (e.g. planning, budgeting, project management) | Three coaching activities conducted | Not Achieved: The establishment of the four new training centers is postponed to 2010 due to 2009 MoA budget cuts |
|---|--|-------------------------------------|---|

#### Operational Effectiveness Indicators

|  |  |                                      |  |
|--|--|--------------------------------------|--|
|  | Assist MoA to procure, equip, and establish GIS Center | GIS equipment procured and installed | Not Achieved: GIS proposed site being prepared |
|--|--|--------------------------------------|--|

### CONTEXT AND OBSTACLES ENCOUNTERED

In 2008, the MoA responded positively to USAID/*Tatweer's* institutional development plans and facilitated a large number of their ToTs to deliver training sessions in all core areas to MoA employees as well as employees from other ministries. The MoA realized the value of professional development and decided to establish a Strategic Planning and Capacity Development Center to provide policy and strategic consultation to the GoI. The Ministry also decided to establish four regional training centers to utilize the large number of USAID/*Tatweer*-trained MoA ToTs. Unfortunately, the sharp reduction in oil prices and the corresponding severe cuts to the 2009 capital budget have forced the MoA to postpone plans for establishing the five centers.

### MINISTRY OF HEALTH (MOH)

#### HIGHLIGHTS

USAID/*Tatweer* presented a revised organizational structure to the MoH Human Resources Working Group (HRWG) for approval, pending passage of the new civil service law. The HRWG has attended several USAID/*Tatweer* HR workshops and has begun to prepare job descriptions and performance evaluation instruments. USAID/*Tatweer* held two workshops on Health Economics, which covered production functions and costs, health market structures, and data modeling. USAID/*Tatweer* also conducted workshops on budget preparation, budget execution, and accounting and auditing.

USAID/*Tatweer* procured nine handheld GPS devices to collect GPS data that will enhance the utilization and application of the GIS system already being applied in the Maysan Health Visitor Program as part of an overall knowledge transfer system. USAID/*Tatweer* IT advisors and MoH IT specialists have cooperated to assess IT needs and produce a technical assistance intervention strategy to improve IT operations.

MoH staff members from 16 Directorates have attended USAID/*Tatweer* project management workshops in preparation for preliminary feasibility studies for the capital investment budget. Data on three projects were gathered and reviewed. A Feasibility Study Model will be developed for the MoH in the next quarter. USAID/*Tatweer* also conducted several advanced strategic planning workshops and one workshop in interpersonal communication for staff from the MoH and provincial Departments of Health.

USAID/*Tatweer* and the MoH Human Resources Training and Development Center (HRTDC) are working in concert to establish an effective public administration training program. This quarter, two IT training centers were equipped at HRTDC and Al Rasafa Health Directorate and have begun functioning as training centers. HRTDC has developed training skills checklists, training data forms, scheduled ToT courses for the next quarter, and collected training data for incorporation into the Training Management System. HRTDC has also established a monitoring and evaluation (M&E) unit whose members have successfully completed a total of six USAID/*Tatweer* M&E workshops this quarter.



**Table 2: MoH Reporting Matrix**

| Performance Indicators   | Activities   | June 2009 Expected Results   | June 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 according to the draft civil service law  | Data analyzed and recommendations presented  | Achieved: Recommended organization structure presented to HRWG for approval, pending passage of civil service law |
|  | Assist MoH HQ to develop re-organization charts, job descriptions, and classifications   | Draft re-organization chart developed for two units; 14 job descriptions developed for units and staff | Not Achieved: Pending verification of 15 Job descriptions   |
|  | Assist MoH to develop Employee Performance Evaluation System and build skills of staff of the newly established Performance Evaluation Units (PEU) | Performance evaluation tools developed and PEU staff trained on performance improvement approaches     | Achieved: four workshops conducted; two PE instruments developed for DG and general employee evaluation           |
| Proportion of priority systems improvements in fiscal management implemented by ministries                 | Conduct workshops for MoH leadership on health economics, health financing and hospital management   | Two workshops on healthcare production costs, insurance, and financing conducted                       | Achieved: two workshops conducted   |
|  | 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: one workshop, several meetings and FGD conducted to improve budget preparation and execution            |
|  | Assist MoH to conduct health infrastructure rehabilitation survey to aid budget preparation process  | Survey team formed, survey methodology designed, and data collected                                    | Not Achieved: Process is ongoing. Team formed, and tool in design stage   |
|  | Conduct special workshops in government financial statistics (GFS) and international best practices of accounting and auditing procedures          | One GFS workshop conducted for Baghdad HQ  | Achieved: One workshop on accounting and auditing for Baghdad HQ conducted  |
| Proportion of priority systems improvements in information technology management implemented by ministries | Assist MoH to utilize existing GIS technology for effective decision-making  | Maysan GIS success reviewed and strategy adopted; GPS sourced/procured                                 | Not Achieved: Maysan GIS strategy reviewed, nine GPS units procured, but adoption by other provinces in process   |
|  | Assist the MoH IT Center to conduct effective IT operations (maintenance of network equipment, computer servers, software applications, etc)       | Situation analysis and report presented  | Achieved: MoH IT environment analyzed and report presented  |
|  | Provide technical assistance to MoH IT Center to draft 5-year Information and Communication Technology (ICT) Strategic Plan                        | ICT Strategic Planning Unit designed and approved  | Achieved: ICT Strategic Planning Committee formed, one ICT strategic planning workshop conducted                  |



| Performance Indicators   | Activities   | June 2009 Expected Results  | June 2009 Actual Results   |
|--|--|---|--|
|  | Assist MoH to raise awareness of IT staff and high-level officials on understanding the concepts and standards of information management (Enterprise Architecture) | Introductory workshop for IT staff and MoH DGs conducted on Enterprise Architecture | Not Achieved: Internal organizational changes in MoH IT Department being implemented   |
| Proportion of priority systems improvements in project management implemented by ministries                    | Assist MoH leadership to establish a Project Management Work Group (PMWG), select two projects, and map a capital project management process                       | Projects data gathered and analyzed   | Achieved: Data on three projects gathered and reviewed   |
|  | Assist MoH to conduct preliminary project feasibility studies (FS)   | MoH Capital Project Preliminary Feasibility Study conducted                         | Achieved: Three Workshops conducted with 16 MoH Directorates to conduct preliminary feasibility studies for capital investment budget. |
|  | Conduct specialized PM training courses for MoH engineers (health project planning)  | 10 staff in provincial offices trained  | Achieved: 18 Staff trained in specialized PM Health Planning in Dhi Qar Directorate  |
| Proportion of priority systems improvements in leadership and communication implemented by ministries          | Facilitate continuous review and revision of the MoH five-year strategic plan to enhance strategic thinking and planning in all provinces                          | Strategic planning workshop conducted for SPU staff in all provinces                | Achieved: Workshop conducted   |
|  | Conduct team building and problem solving (TBPS) skills workshops for clinic managers (to serve as trained trainers)   | One TBPS refresher ToT workshop conducted for five provinces                        | Achieved: TB&PS conducted for provinces  |
|  | Conduct advanced strategic planning workshops for MoH leadership and SPU staff   | Two advanced workshops conducted  | Achieved: two workshops conducted  |
|  | Facilitate interpersonal communication (IPC) among provincial and central MoH staff  | One IPC mentoring workshop conducted  | Achieved: Workshop conducted   |
| Number of units/departments in ministries and executive offices with institutionalized self-assessment process | Support MoH Human Resources and Training Development Center (HRTDC) to establish organizational self-assessment process  | Two solutions implemented   | Not Achieved: Implementation in process  |
|  | Assist MoH OSTP team to conduct self assessment in other governorates  | One priority province identified  | Not Achieved: Governorates not yet identified  |

### 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 | Assist MoH to establish two IT Training centers in 2 sites                                 | One IT Training Center equipped and utilized                                   | Achieved: IT Training center functional   |
|   | Assist HRTDC to assess trained trainers and select best trainers for master trainer course | Two refresher ToT courses conducted; Trained trainers assessed and 15 selected | Not Achieved: ToT meetings conducted. Training skills checklist developed and approved. ToT courses scheduled for next quarter. |



| Performance Indicators               | Activities   | June 2009 Expected Results   | June 2009 Actual Results  |
|--------------------------------------|--|--|---|
|                                      | Assist MoH to implement Training Management System (TMS) to be applied at central and provincial levels  | Workshop on TMS components conducted for training directors (selection criteria, notification, implementation) | Achieved: Workshop conducted  |
|                                      | Support MoH IT department to develop HRTDC training database   | Training data forms developed; Training data collected   | Achieved: Forms developed and training data collected                           |
|                                      | Provide technical assistance to the Continuous Professional Development (CPD) Council to conduct the MoH sponsored National Conference for Health Research and Development | Participate in expert panel to plan and organize conference  | Achieved: Identified conference themes, will peer review papers to be presented |
| Operational Effectiveness Indicators |  |  |   |
|                                      | Assist MoH to establish Monitoring and Evaluation (M&E) Unit for the HRTDC   | Two M&E workshops conducted  | Achieved: Two workshops conducted   |

## CONTEXT AND OBSTACLES ENCOUNTERED

USAID/*Tatweer's* relationship with the MoH remains stable and is well positioned to evolve to include extended capacity-building efforts to answer critical needs in the Ministry. USAID/*Tatweer* is well placed to assist the MoH to update strategic plans to reflect changing budget constraints that fluctuate as the international environment impacts oil prices and Iraqi oil revenues.

## MINISTRY OF HUMAN RIGHTS (MOHR)

### HIGHLIGHTS

USAID/*Tatweer* worked with the MoHR to contribute to their goal of effectively circulating the principles of Human Rights among MoHR staff and other relevant ministries. MoHR staff successfully completed OSTP Phase 3, Step 2 training, as well as training courses in human resources, leadership and communication, strategic planning, and budget. USAID/*Tatweer* assisted with development of a database containing information and statistics about training activities.

**Table 3: MoHR Reporting Matrix**

| Performance Indicators  | Activities   | June 2009 Expected Results          | June 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 MoHR to implement Oracle-based Human Resource Management System (HRMS)   | HRMS workshop conducted             | Achieved: Workshop conducted and HRMS initiated |
|   | Conduct HR training courses (competency, advanced, and specialized on HRMS) for HR and general staff                   | 20 staff trained                    | Achieved: Training completed                    |
|   | Assist MoHR to develop a modern Performance Appraisal System (PAS), develop forms and guidelines, and implement system | PAS structure designed and approved | Achieved: PAS approved to start use in 2010     |



| Performance Indicators   | Activities   | June 2009 Expected Results             | June 2009 Actual Results                         |
|--|--|--|--|
|  | Assist MoHR to develop and implement organizational plans for 3 departments (Humanitarian Affairs, Human Resources, and Library) | Recommendations presented and approved | Achieved: Recommendations presented and approved |
| Proportion of priority systems improvements in fiscal management implemented by ministries                     | Assist MoHR to prepare 2010 annual budget  | Budget preparation workshop conducted  | Achieved: Workshop conducted                     |
| Proportion of priority systems improvements in leadership and communication implemented by ministries          | Conduct strategic planning training courses for Director Generals and their deputies   | Three senior staff trained             | Achieved: Training completed                     |
|  | Conduct leadership and communication training courses for administrative and legal staff   | 10 staff trained                       | Achieved: Training completed                     |
| Number of units/departments in ministries and executive offices with institutionalized self-assessment process | Assist MoHR to conduct self-assessment survey and establish self-assessment process  | Self-assessment workshops conducted    | Achieved: Workshops completed                    |

#### CONTEXT AND OBSTACLES ENCOUNTERED

The uncertainty of the future of the MoHR is impacting Ministry staff and performance. This will continue until the Ministry's future is resolved later in the year.

#### 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 120 participants have attended USAID/*Tatweer* training courses. The Ministry now has two fully-trained leadership and communication ToTs who are planning courses for other MoDM staff in the near future. The Ministry's OSTP Team has completed all data collection, surveys, and interviews and is finalizing the assessment report for delivery to MoDM management.

USAID/*Tatweer* IT advisors completed the new MoDM website and Iraqi registration system, but were not able to complete installation because of technical issues with the web hosting service and internal MoDM administrative issues. HRMS implementation was likewise stalled because of technical issues related to networking within the ministry. MoDM IT staff is working with the MoMPW to fix the problems.

**Table 4: MoDM Reporting Matrix**

| Performance Indicators  | Activities  | June 2009 Expected Results                           | June 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  | Provide technical assistance for implementation of new HRMS and conduct HRMS training courses for IT and HR staff | System tested and functional; 10 HR/IT staff trained | Achieved: System is ready to be utilized once the ministry corrects networking problem. |
|   | Assist MoDM to develop and implement human resource training plan   | Training plan drafted and presented                  | Achieved: Training plan is approved by the ministry                                     |
| Proportion of priority systems improvements in fiscal management implemented by                     | Conduct assessment of existing budget and procurement systems   | Recommendations prioritized and implemented          | Not Achieved: Only parts done due to workload at MoDM                                   |



| Performance Indicators   | Activities  | June 2009 Expected Results  | June 2009 Actual Results   |
|--|---|---|--|
| ministries   | Conduct training on budget systems and payroll, and assist MoDM to prepare 2010 budget  | 10 staff trained; Mentoring workshops on budget preparation conducted | Not Achieved: Shifted to the next quarter  |
|  | Conduct training on procurement and inventory management, and assist MoDM to implement new inventory system for relief supply | 10 staff trained; Inventory system proposal developed and approved    | Not Achieved: Only five staff attended training  |
| Proportion of priority systems improvements in information technology management implemented by ministries     | Assist MoDM to assess Internally Displaced Persons (IDP) database system, present solutions and facilitate database upgrade   | Database assessment conducted; Solutions presented                    | Not Achieved: The plan was to connect the database to the website, but ministry is not ready yet |
|  | Assist MoDM to design and implement registration system for Iraqis abroad   | System design completed and tested                                    | Achieved: System is tested and functional, even linked to the MoDM website for public use now.   |
|  | Assist MoDM to review and upgrade existing website and train IT staff in web design and network security                      | Improvements implemented and website upgraded                         | Not Achieved: Website upgrade shifted to next quarter  |
| Proportion of priority systems improvements in project management implemented by ministries                    | Conduct project management training for ministry project managers   | 10 staff trained  | Not Achieved: Only six staff trained this quarter  |
|  | Conduct project management training for ministry project managers   | 10 staff trained  | Achieved: Staff training target for last quarter completed                                       |
| Proportion of priority systems improvements in leadership and communication implemented by ministries          | Assist MoDM to prepare five-year strategic plan (SP)  | SP mentoring workshop conducted                                       | Achieved: Workshop conducted   |
|  | Train middle management in leadership and communication (competency and advanced)   | 15 staff trained  | Achieved: Staff trained  |
| Number of units/departments in ministries and executive offices with institutionalized self-assessment process | Introduce OSTP concept and create self-assessment function within planning department   | Self-assessment survey conducted                                      | Achieved: Survey completed   |

### 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 | Assist MoDM to implement IT upgrade in newly constructed training center | Training center construction completed | Not Achieved: MoDM had problems with contractor |
|---|--|--|---|

##### Operational Effectiveness Indicators

|  |  |                            |  |
|--|--|----------------------------|--|
|  | Facilitate MoDM coordination with NGOs & international organizations | Coordination meetings held | Achieved: Meetings regularly conducted |
|--|--|----------------------------|--|

### CONTEXT AND OBSTACLES ENCOUNTERED

The new MoDM Training Center has not been completed due to issues with their contractor and no completion date is available. This will impact USAID/*Tatweer's* plans with MoDM's training department. A shortage of manpower, and changing workloads and priorities, continue to impact the progress of implementation of new systems and procedures within the Ministry. The consultant identified by USAID/*Tatweer* to work with the MoDM



in the development of a five-year strategic plan has delayed arrival to Baghdad. Activities related to the consultant's work have been rescheduled.

## MINISTRY OF MUNICIPALITIES AND PUBLIC WORKS (MOMPW)

### HIGHLIGHTS

The MoMPW, with USAID/*Tatweer* training and mentoring, completed the final draft of all 680 job descriptions for the Ministry's central ministry and its affiliated entities. With work groups already formed in the provinces, these job descriptions are being adopted at the provincial level, and a limited number of unique job descriptions will be developed specifically for positions at the provincial level. The MoMPW has also renovated its former HQ building in Mansour to be utilized as a Training Center. The former training center in Tel Mohammed was moved to the new building. USAID/*Tatweer* provided two IT Training Centers, used to conduct ICDL, Primavera, COMFAR III, AutoCAD, and other technical computer courses.

USAID/*Tatweer*-trained MoMPW ToTs have conducted procurement workshops in 13 provinces for members of the MoMPW Procurement Unit in each province. The workshops covered a range of advanced procurement topics including cycle management, planning, prequalification, bid evaluation, and contract management. In addition, a small group of MoMPW staff have been participating in USAID/*Tatweer* Business Process Analysis workshops to study and enhance the procurement process at various stages from feasibility studies to project implementation. The group has mapped several Contract Administration processes and is currently documenting forms. USAID/*Tatweer* provided GIS Awareness courses for MoMPW staff from 15 provinces who will work on GIS mapping.

USAID/*Tatweer* provincial project management advisors have conducted numerous project management workshops in Anbar, Baghdad, Kirkuk, Babil, Najaf, and Basrah for members of Project Management Units in each province. Participants are utilizing real MoMPW projects as case studies for the workshops, which will be ongoing in the next quarter. The workshops consist of training, group discussion, and site visits to the case study locations to see first-hand the impact of project management issues that have been discussed in the workshop.

**Table 5: MoMPW Reporting Matrix**

| Performance Indicators  | Activities  | June 2009 Expected Results  | June 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 MoMPW to establish human resource work groups in five provincial offices (Anbar, Babil, Baghdad, Basrah, and Najaf) and mentor staff to develop job descriptions | Workshops conducted; Job descriptions developed in Baghdad                              | Achieved: 680 job descriptions developed for central ministry and all affiliated companies |
|   | Conduct workshops and assist MoMPW to establish Performance Appraisal System (PAS) in five provinces  | Two PAS workshops conducted in Baghdad; PAS system developed                            | Not Achieved: PAS workshop conducted, but PAS system will be developed next quarter        |
|   | Conduct workshops and assist MoMPW to implement Manpower Planning System (MPS) in five provinces  | Two Manpower planning workshops conducted (Baghdad); Manpower Planning System developed | Not Achieved: Set up of MPS system requires PAS system, which is not yet delivered         |
|   | Conduct HR training courses (competency and advanced) for HR personnel in 15 provinces  | 300 staff trained   | Achieved: 400 staff in 14 provinces  |
|   | Conduct HR administrative and legal issues workshops for HQ and provinces   | Four workshops conducted with 100 staff   | Achieved: 200 staff from six provinces trained in External and Internal Auditing           |
| Proportion of priority systems improvements in fiscal management implemented by                     | Assist MoMPW HQ to create and staff procurement work groups   | 12 procurement workshops conducted  | Not Achieved: six workshops conducted in HQ, Baghdad, Basrah, Anbar, Babil, and Najaf      |





| Performance Indicators   | Activities  | June 2009 Expected Results  | June 2009 Actual Results  |
|--|---|---|---|
| ministries   | Provide technical assistance and mentoring in specialized procurement and contracts issues  | Six coaching sessions conducted   | Not Achieved: Sessions not conducted due to time constraints  |
| Proportion of priority systems improvements in information technology management implemented by ministries     | Assist MoMPW to upgrade and utilize website   | Website designed and approved   | Not Achieved: Website is designed but awaiting approval   |
|  | Conduct ICDL training (competency and ToT) in MoMPW HQ and five provinces   | 300 Staff trained in two provinces; 30 trained trainers in northern provinces | Achieved: 1,181 staff of MoMPW trained in ICDL; however, only one trainer trained   |
|  | Provide technical assistance to MoMPW IT staff in data migration from Oracle 8i to 11g  | Gather needs and requirements   | Not Achieved: Activity during next quarter depends on the hiring of an Oracle specialist  |
| Proportion of priority systems improvements in project management implemented by ministries                    | Conduct workshops on PM, utilizing Primavera in all provinces   | 30 workshops conducted  | Achieved: Workshops conducted according to the monthly schedule in six provinces  |
|  | Conduct PM training for staff from all departments in the provinces and headquarters  | 200 staff trained   | Achieved: 410 staff trained in competency and advanced PM courses   |
|  | Conduct Public Manager Cycle training for trained trainers in provinces and identify projects for implementation                    | Six provincial trained trainers selected                                      | Not Achieved: MoMPW DGs refused to attend the sessions.   |
| Proportion of priority systems improvements in leadership and communication implemented by ministries          | Assist MoMPW to document communication and reporting methods, towards developing standard operating procedures (SOPs)               | Communications and reporting processes documented in Najaf and Babil          | Achieved: Three workshops conducted in Babel, Basrah, and Anbar   |
|  | Assist MoMPW to establish HQ Strategic Planning Unit  | Selected staff trained in strategic planning                                  | Achieved: Six Planners (Planning and Follow up Directors) and six ToT facilitators (one from each of the six provinces) trained in strategic planning |
| Number of units/departments in ministries and executive offices with institutionalized self-assessment process | Assist MoMPW to conduct self-assessment surveys, form self assessment teams, and develop action plans in Baghdad and five provinces | Surveys conducted in three provinces; Report presented                        | Not Achieved: Self-assessment survey conducted in Baghdad/HQ only   |
| <b>Operational Effectiveness Indicators</b>  |   |   |   |
|  | Procure, equip, and establish GIS Center for MoMPW  | GIS center rehabilitated, equipped, and staffed                               | Not Achieved: Procurement in process  |

## CONTEXT AND OBSTACLES ENCOUNTERED

USAID/*Tatweer* has discontinued MoMPW training programs in Diyala province until the Ministry is ready to commit to train in this province. USAID/*Tatweer* has stopped rollout procurement workshops until procurement ToTs can receive further training and become more qualified to deliver the courses. ToTs are scheduled to attend a six-day USAID/*Tatweer* workshop in Najaf to refresh their skills.

## MINISTRY OF PLANNING AND DEVELOPMENT COORDINATION (MOPDC)

### HIGHLIGHTS

USAID/*Tatweer* assisted the MoPDC to finalize 14 working papers that identify the current situation and opportunities in key sectors in Iraq, in preparation for the Five Year National Development Plan (NDP). USAID/*Tatweer* sponsored a conference to present these papers to more than 500 stakeholders from the GoI, civil society, and international organizations. After the conference, USAID/*Tatweer* engaged all ministries, the provinces, and program advisors in finalizing sectoral background studies to be included in the NDP. USAID/*Tatweer* advisors traveled to Erbil to discuss the NDP with the KRG Ministry of Planning to assure that the KRG strategic planning process is carried out in a parallel approach to the process in the remainder of Iraq.

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 Database (GAD), a comprehensive database comprised of six modules that will contain information about all capital investment projects. The GAD conceptual design, validation rules, coding files, forms, and outputs have been completed. USAID/*Tatweer* finalized the design and programming of a computerized Training Management System (TMS), an essential step in the program's efforts to hand over training planning and implementation to the MoPDC by the end of this year.

USAID/*Tatweer* completed a Communication Strategy for MoPDC and COSQC, which included a new organizational structure of the media and communications units at those two entities, as well as new awareness messages and tools to better communicate with the public and others. This strategy is now being implemented. USAID/*Tatweer* hired a specialized graphics-design firm to help the MoPDC change its image.

USAID/*Tatweer* hired a senior advisor to work directly with the MoPDC Provincial Planning Units (PPU) and complete *Hammurabi*, a knowledge base of all laws and regulations pertaining to capital investment projects. A specialized training course for using *Hammurabi* is being designed and will be introduced to all GoI institutions in Baghdad and the provinces. PPU staff members have continued to take USAID/*Tatweer* core courses and have been trained by MoPDC advisors in the use of the online capital project application forms.

USAID/*Tatweer* has compiled contact, project, and funding information on donors working in Iraq to assist the MoPDC International Cooperation Directorate (ICD) to serve as an information source for other GoI entities. USAID/*Tatweer* has designed a course on Protocol and Donor Communication that will be delivered to all ministries to aid in relationship-building between ICD and the ministries, and open channels to donors.

### Central Organization for Standardization and Quality Control (COSQC)

USAID/*Tatweer* assisted COSQC to establish a new unit for Monitoring and Follow-Up that has been tasked with monitoring capital investment projects. The Monitoring and Follow-up Unit was urgently needed after the failure of COSQC to spend its allocated capital investment project budget in 2008. The unit consists of five staff members who receive regular on-the-job training from USAID/*Tatweer*. USAID/*Tatweer* has procured, delivered, and installed local area network equipment in two COSQC buildings. The network infrastructure is tested and operational, providing COSQC staff with access to a high-speed internet connection as well as email accounts.

### Central Organization for Statistics and Information Technology (COSIT)

USAID/*Tatweer*, in coordination with COSIT, completed the first phase (agricultural and mining products) of the first Iraqi Central Product Classification Manual, which will include all domestic and imported products according to the United Nations Central Product Classification Rev. 1.1. This manual is essential to prepare the 2010 Economic Census Questionnaire, which is the first stage of the three-year plan for National Accounts described in the 2009-Q1 report. USAID/*Tatweer* also provided assistance to merge 55% of GoI civil servants' records into the newly-designed National Employee Database.

### National Center for Consultation and Management Development (NCCMD)

USAID/*Tatweer* completed equipping NCCMD offices in Basrah and Mosul with VTC facilities and increased bandwidth to enhance VTC connection performance. USAID/*Tatweer* increased the capacity of NCCMD staff to administer their website ([www.nccmd.org](http://www.nccmd.org)) email system, networks, and databases.



## Al Quds School

USAID/*Tatweer* has completed the design of Al Quds School's website ([www.alquds-school.gov.iq](http://www.alquds-school.gov.iq)) and formed a Website Working Group to maintain and update the website. USAID/*Tatweer* assisted Al Quds School to identify the requirements to become a certified training institute for ICDL, CISCO, Oracle, MS, CIW, and CompTIA. Al Quds School is currently pursuing certification.

**Table 6: MoPDC Reporting Matrix**

| Performance Indicators   | Activities  | June 2009 Expected Results  | June 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 MoPDC to implement Human Resources Management System   | HRMS customization completed  | Achieved: HRMS customized   |
|  | Conduct HR training courses (competency and advanced)   | 31 HQ HR staff trained in HRMS; 30 PU staff trained   | Achieved: Staff trained as targeted                                 |
| Proportion of priority systems improvements in fiscal management implemented by ministries                 | Conduct Procurement training courses (advanced)   | Seven HQ procurement staff trained; Trained PU staff coached in improved procurement processes                              | Achieved: Staff trained in advanced procurement tools               |
|  | Conduct Budget training course (competency and advanced)  | 10 HQ finance staff trained; 40 PU staff trained  | Achieved: Staff trained in budgeting                                |
| Proportion of priority systems improvements in information technology management implemented by ministries | Assist MoPDC to develop an e-Government strategy  | e-Government workshop conducted with 20 staff   | Achieved: Workshop conducted  |
|  | Make operational 300 email addresses for MoPDC staff on existing domain - mopdc.gov.iq              | 200 email accounts opened and operational   | Achieved: 200 email accounts operational                            |
|  | Conduct Oracle training courses (beginners form, reports, DBA, PL SQL,)                             | 10 IT staff trained   | Not Achieved: Trainer not available                                 |
|  | Conduct specialized IT Training courses (Dream weaver, Advanced ICDL, CCNA, MCSI, ASP.Net Training) | 20 IT staff trained   | Not Achieved: Trainer not available                                 |
|  | Conduct IT training courses (competency)  | 40 HQ non-IT staff trained; 20 IT PU staff trained  | Achieved: Staff trained in IT competency                            |
| Proportion of priority systems improvements in project management implemented by ministries                | Assist MoPDC to develop a Five Year National Investment Plan (NIP)                                  | Strategic Framework developed and reviewed; 20 participants (sectoral depts.) trained to prepare Level Three economic plans | Achieved: Strategic Framework developed and reviewed; staff trained |
|  | Assist MoPDC to develop Government Assistance Database (GAD) comprised of 6sixsub-systems below:    | Validation rules and functional requirements finalized  | Achieved: Validation rules and requirements finalized               |
|  | 1. Assist MoPDC to develop budget execution knowledge subsystem                                     | Instructions and laws input into knowledge dataset  | Achieved: Instructions and laws entered into knowledge dataset      |
|  | 2. Assist MoPDC to design projects planning subsystem   | Capital project planning database designed  | Achieved: Database designed and presented                           |



| Performance Indicators   | Activities  | June 2009 Expected Results   | June 2009 Actual Results   |
|--|---|--|--|
|  | 3. Assist MoPDC implement Contractor Classification Management Information subsystem          | MoPDC staff coached in employing system for contractors verification   | Not Achieved: MoPDC tackling some internal issues  |
|  | 4. Assist MoPDC to design unified capital and donor project follow-up subsystem               | Sector monitoring indicators selected  | Not Achieved: Follow-up system not designed yet  |
|  | 5. Assist MoPDC to re-design the Capital Investment Projects Land Allocation subsystem        | Redesign the capital investment projects land allocation subsystem   | Achieved: Subsystem redesigned; will now be programmed into GAD  |
|  | 6. Assist MoPDC to design the performance monitoring subsystem                                | Implement the Performance Monitoring subsystem   | Not Achieved: This is still in process   |
|  | Install and utilize 200 COMFAR III software licenses in seven Key Ministries                  | One ministry utilizing COMFAR III  | Achieved: COMFAR III in use by one ministry  |
|  | Conduct Capital Investment Project training courses   | 50 projects planners trained on filling capital investment projects proposal form  | Achieved: 50 project planners trained  |
|  | Conduct project management training courses (competency and advanced)                         | 90 HQ project managers trained; 15 PU project managers trained   | Achieved: Project managers from HQ and PU trained  |
| Proportion of priority systems improvements in leadership and communication implemented by ministries          | Assist MoPDC to develop and implement communication strategy with updated tools and materials | New communication policies developed and adopted; Staff trained in message development; Branding and logo material developed; Website usability assessment completed | Not Achieved: Policies adopted, staff trained, and website usability assessed. Branding and logo materials not developed; procurement in process |
|  | Conduct leadership and communication training courses for HQ and PU staff                     | 10 HQ staff from different departments trained; six PU managers and staff trained  | Achieved: HQ and PU Staff trained  |
| Number of units/departments in ministries and executive offices with institutionalized self-assessment process | Assist MoPDC to conduct self-assessment survey and establish self-assessment process          | Self-assessment survey conducted   | Achieved: Survey 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 | Assist the MoPDC to design a Training Management System (TMS) | TMS completed and implemented. | Achieved: TMS implemented |
|---|---|--------------------------------|---------------------------|

#### Operational Effectiveness Indicators

|  |   |   |   |
|--|---|---|---|
|  | Assist MoPDC to re-organize Planning Units and develop job descriptions | 15 PU organization charts developed; All job descriptions in 15 PUs developed | Not Achieved: PUs in the reorganization process |
|--|---|---|---|



| Performance Indicators | Activities  | June 2009 Expected Results   | June 2009 Actual Results                                   |
|------------------------|---|--|--|
|                        | Conduct mentoring workshops on international agreements and international donor cooperation for MoPDC International Cooperation Directorate (ICD) staff | Mentoring workshop on international agreements and donor cooperation conducted | Achieved: Workshop conducted                               |
|                        | Assist MoPDC to conduct donor project screening, monitoring and evaluation workshops  | Workshop conducted with 20 ICD and PU staff                                    | Achieved: Workshop conducted                               |
|                        | Conduct MINITAB Statistics program training courses   | 20 statistics staff trained  | Achieved: 20 staff trained in MINITAB                      |
|                        | Conduct specialized M&E workshops and assist MoPDC to create M&E system for sectoral department staff   | Three workshops conducted (frameworks, indicators, stakeholder involvement)    | Not Achieved: Staff not available, shifted to next quarter |
|                        | Conduct Inventory control system mentoring workshops  | Participants coached in inventory control                                      | Achieved: Participants coached                             |
|                        | Conduct government ethics workshops for HQ procurement staff and PU legal staff   | Two workshops conducted  | Achieved: two workshops conducted                          |
|                        | Conduct anti-corruption training courses for HQ and PU senior staff   | 10 senior staff from both HQ and PUs trained                                   | Achieved: 10 staff from HQ and PU trained                  |
|                        | Conduct Auditing & Accounting course  | Six fiscal management staff trained  | Not Achieved: Staff not available                          |

**Table 7: MoPDC / COSIT Reporting Matrix**

| Performance Indicators   | Activities   | June 2009 Expected Results                      | June 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 COSIT to implement Human Resources Management System (HRMS)                                   | HRMS customized to meet COSIT requirements      | Achieved: HRMS customized                           |
|  | Assist COSIT to finalize and utilize the Gol Employee Data Bank                                      | 50 governmental officials trained to use system | Achieved: Gol officials trained                     |
|  | Conduct HR training courses (competency) for HR staff  | Two HR staff trained                            | Achieved: two HR staff trained                      |
| Proportion of priority systems improvements in fiscal management implemented by ministries                 | Assist COSIT to develop 2009 procurement plan  | 2009 Procurement plan prepared and approved     | Achieved: 2009 Procurement plan approved            |
|  | Assist COSIT to establish procurement management system  | Procurement procedures identified and mapped    | Not Achieved: Consultant not available this quarter |
| Proportion of priority systems improvements in information technology management implemented by ministries | Conduct IT training courses (competency)   | 20 non-IT staff trained                         | Achieved: 20 non-IT staff trained                   |
|  | Conduct specialized IT Training courses (Dream weaver, Advanced IC DL, CCNA, MCSI, ASP.Net Training) | 15 IT staff trained                             | Not Achieved: Trainer not available                 |



| Performance Indicators   | Activities   | June 2009 Expected Results   | June 2009 Actual Results   |
|--|--|--|--|
|  | Conduct Oracle training (forms, reports, PL SQL, beginner, PL SQL) courses   | 20 IT staff trained  | Not Achieved: Trainer not available  |
| Proportion of priority systems improvements in project management implemented by ministries                    | Assist COSIT to upgrade the national accounts system   | Preliminary design and methodology for 2010 economic surveys prepared  | Achieved: Preliminary 2010 economic surveys designed and methodology prepared  |
|  | Assist COSIT to implement and train 10 statisticians on the Regression Analysis of Time Series (RATS) & the Co integration Analysis of Time Series (CATS) econometric software | COSIT staff coached in operation and application of RATS & CATS  | Achieved: Staff coached in RATS & CATS applications  |
|  | Assist COSIT to install and utilize Statistical Package for the Social Sciences (SPSS) Statistical software and train 10 statisticians to use software                         | SPSS Statistical software functional and utilized  | Achieved: SPSS operational   |
|  | Assist COSIT to implement the E-Views econometric software and train 10 statisticians on E-View  | Econometric software installed; 10 statisticians trained   | Achieved: Software installed and 10 staff trained  |
|  | Conduct project management training courses (competency, advanced, ToT, refresher, master)   | Five project managers trained  | Achieved: five project staff trained   |
| Proportion of priority systems improvements in leadership and communication implemented by ministries          | Assist COSIT to develop and implement communication strategy with updated tools and materials  | New communication policies developed and adopted; Staff trained in message development; Branding and logo material developed; Website usability assessment completed | Not Achieved: Policies adopted, staff trained, and website usability assessed. Branding and logo materials not developed; procurement in process |
|  | Conduct leadership and communication training courses (advanced)   | 10 staff from different departments trained  | Achieved: 10 staff trained   |
| Number of units/departments in ministries and executive offices with institutionalized self-assessment process | Assist COSIT conduct self-assessment survey and establish self-assessment process  | Self-assessment survey conducted   | Achieved: Survey 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 | Assist COSIT to design a Training Management System (TMS) | TMS completed and implemented | Achieved: TMS implemented |
|---|---|-------------------------------|---------------------------|

##### Operational Effectiveness Indicators

|  |   |  |   |
|--|---|--|---|
|  | Assist COSIT to develop two statistical applications: Parallel Education and Heavy Industries               | Applications developed   | Achieved: Developed and delivered to users            |
|  | Conduct mentoring workshops on international agreements and international donor cooperation for COSIT staff | Mentoring workshop on international agreements and donor cooperation conducted | Not Achieved: Time constraints and staff availability |



| Performance Indicators | Activities  | June 2009 Expected Results | June 2009 Actual Results          |
|------------------------|---|----------------------------|-----------------------------------|
|                        | Conduct government ethics workshops for legal and procurement staff | One workshop conducted     | Achieved: Workshop conducted      |
|                        | Conduct anti-corruption training courses                            | 10 senior staff trained    | Achieved: 10 senior staff trained |

**Table 8: MoPDC / COSQC Reporting Matrix**

| Performance Indicators   | Activities  | June 2009 Expected Results                       | June 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 COSQC to implement Human Resources Management System (HRMS)  | HRMS customized to meet COSQC requirements       | Not Achieved: System customized but not yet installed                     |
|  | Conduct HR training courses (competency and advanced) for COSQC HR staff  | 10 HR staff trained                              | Achieved: 10 HR Staff trained   |
| Proportion of priority systems improvements in fiscal management implemented by ministries                 | Assist COSQC to develop 2009 procurement plan   | 2009 Procurement plan prepared and approved      | Not Achieved: Staff still working on plan                                 |
|  | Assist COSQC to establish procurement management system   | Procurement procedures identified and mapped     | Not Achieved: Training conducted, but processes and procedures not mapped |
|  | Conduct procurement training courses (advanced) for procurement staff   | Five procurement staff trained                   | Achieved: five staff equipped to develop procurement plan                 |
|  | Conduct budget training courses (competency and advanced) for budgeting staff                                   | 10 budgeting staff trained                       | Achieved : 10 budgeting staff trained                                     |
| Proportion of priority systems improvements in information technology management implemented by ministries | Equip COSQC with a Local Area Network (LAN) and provide related hardware and software                           | LAN equipment procured, delivered, and installed | Not Achieved: Completion date set for July 20                             |
|  | Assist COSQC to electronically archive patents and standards files  | Indexing software developed                      | Not Achieved: Software development in process                             |
|  | Assist COSQC to launch website with feature to sell standards online  | New website launched and fully operational       | Achieved: Website operational   |
|  | Assist COSQC to create staff email addresses using national domain name and implement standardized email system | 50 email addresses opened and operational        | Achieved: 50 email addresses operational                                  |
|  | Conduct specialized IT Training (Dream weaver, advanced IC DL, CCNA, MCSI, ASP.Net training)                    | 15 IT staff trained                              | Not Achieved: Only 5 IT staff trained                                     |
|  | Conduct Oracle training courses (beginners, reports, DBA, PL, and SQL)  | 15 IT staff trained                              | Not Achieved: Only 5 IT staff trained                                     |
|  | Conduct IT training courses (competency)  | 10 non-IT staff trained                          | Achieved: 10 non-IT staff trained   |



| Performance Indicators   | Activities   | June 2009 Expected Results   | June 2009 Actual Results  |
|--|--|--|---|
| Proportion of priority systems improvements in project management implemented by ministries                    | Assist COSQC to improve its Metrology System   | COSQC's current metrology activities assessed  | Not Achieved: Consultant not yet available  |
|  | Assist COSQC to improve the quality and safety of imported goods   | Expressions of interest published and interested and qualified companies shortlisted   | Not Achieved: Waiting for MoPDC approval  |
|  | Assist COSQC to conduct first conference on Quality Management Systems for private and public sectors                | Conference preparation completed   | Not Achieved: Cancelled by MoPDC  |
|  | Assist COSQC to establish a new unit for project monitoring to ensure complete capital investment budget is executed | Plan to execute capital investment projects implemented and staff trained on project monitoring  | Achieved: Plan implemented and staff trained  |
| Proportion of priority systems improvements in leadership and communication implemented by ministries          | Assist COSQC to develop and implement communication strategy with updated tools and materials                        | New communication policies developed and adopted; Staff trained in message development; Branding and logo material developed; Website usability assessment completed | Not Achieved: Policies adopted , staff trained, and website usability assessed. Branding and logo materials not developed; procurement in process |
|  | Conduct leadership and communication training courses (advanced)   | Five communication staff trained   | Achieved: five staff trained  |
|  | Assist COSQC to develop and implement Five-Year Strategic Plan   | Plan drafted and senior management buy-in obtained   | Achieved: Plan drafted and presented to senior management   |
| Number of units/departments in ministries and executive offices with institutionalized self-assessment process | Assist COSQC to conduct self-assessment survey and establish self-assessment process                                 | Self-assessment survey conducted   | Not Achieved: Shifted to next quarter   |
| <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                            | Assist COSQC to design a Training Management System (TMS)  | TMS completed and implemented  | Achieved: TMS implemented   |
| <b>Operational Effectiveness Indicators</b>  |  |  |   |
|  | Assist COSQC to implement an inventory management system   | One mentoring workshop with Administration staff conducted   | Achieved: Workshop conducted  |
|  | Conduct mentoring workshops on international agreements and international donor cooperation for COSQC staff          | Mentoring workshop on international agreements and donor cooperation conducted   | Achieved: Workshop conducted  |
|  | Conduct government ethics workshops for DGs  | One workshop conducted   | Achieved: Workshop conducted  |
|  | Conduct anti-corruption training courses for senior staff  | 10 senior staff trained  | Achieved: 10 senior staff trained   |





**Table 9: MoPDC / NCCMD Reporting Matrix**

| Performance Indicators   | Activities  | June 2009 Expected Results   | June 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     | Equip NCCMD offices in Mosul, and Basrah with VTC facilities and increase internet bandwidth for VTC operations   | Internet bandwidth increased at Baghdad, Mosul, and Basrah sites   | Achieved: Additional bandwidth procured for Baghdad, Mosul, and Basrah sites            |
|  | Conduct specialized mentoring sessions in web administration, e-mail, networking, database management, and systems administration   | Mentoring sessions on email accounts conducted   | Achieved: Sessions conducted  |
|  | Assist NCCMD to launch website  | Website finalized and launched   | Achieved: Website operational   |
| Proportion of priority systems improvements in leadership and communication implemented by ministries          | Conduct strategic planning mentoring sessions and assist NCCMD to develop and implement five-year strategic plan  | Strategic planning workshop for senior management conducted  | Not Achieved: Team formed and training scheduled for next quarter                       |
| Number of units/departments in ministries and executive offices with institutionalized self-assessment process | Assist NCCMD to establish self-assessment process in GoI ministries and support NCCMD to internally implement Transformation Action Plan  | OSTP workshops (Phases 1 and 2) for MoMPW co-facilitated with NCCMD OSTP team  | Not Achieved: Shifted to next quarter   |
| <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                            | Assist NCCMD to implement Training Management System (TMS)  | Workshop on TMS components conducted for training directors (needs assessment, timing, selection criteria, notification, implementation) | Not Achieved: Presentation on TMS for NCCMD conducted; workshop arrangements in process |
| <b>Operational Effectiveness Indicators</b>  |   |  |   |
|  | Assist NCCMD Civil Service Unit to conduct civil service workshops in collaboration with FCSC on the new civil service law  | Workshop conducted on draft civil service law  | Achieved: Workshop conducted  |
|  | Assist NCCMD to prepare for ISO certification by conducting a gap analysis and developing ISO-required documentation (quality policy statement, work instructions manual, internal procedures manual, and quality manual) | Work instructions manual drafted; Quality manual drafted   | Achieved: Drafts of instruction manual and quality manual completed                     |
|  | Assist NCCMD to obtain NAPA validation for eight NCCMD curricula in HR, FM, PM, L/C, SP, IT for Public Managers, anti-corruption, and procurement   | Training curricula reviewed by NCCMD and NAPA; NCCMD feedback provided to NAPA   | Not Achieved: Training curricula reviewed by NCCMD, not by NAPA                         |



**Table 10: MoPDC / AI Quds School Reporting Matrix**

| Performance Indicators   | Activities  | June 2009 Expected Results                               | June 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 AI Quds to conduct HR assessment and, based on findings, revise organization structure and develop job descriptions  | Organization chart approved                              | Achieved: Organizational chart improved and approved   |
| Proportion of priority systems improvements in information technology management implemented by ministries | Assist AI Quds to publicize website, and train staff to maintain and update website as appropriate  | Website Working Group (WWG) formed                       | Achieved: Website Working Group (WWG) Formed   |
|  | Assist AI Quds to become certified training center in ICDL, CISCO, Oracle, Microsoft, CIW, and CompTIA  | Certification requirements identified and satisfied      | Not Achieved: Certification requirements identified, fulfilling the requirements is in process |
|  | Conduct specialized workshops in database management, data modeling, and web network security for AI Quds staff   | Linux and Database management workshop conducted         | Achieved: Database management workshop conducted   |
| Proportion of priority systems improvements in leadership and communication implemented by ministries      | Assist AI Quds to conduct training (strategic planning, government communications, SOP development), form committee, and develop five-year strategic plan   | Senior management staff trained                          | Not Achieved: Strategic planning team formed and training scheduled                            |
| <b>Operational Effectiveness Indicators</b>  |   |  |  |
|  | Assist AI Quds School to develop advertisement materials  | Designing and printing materials as required             | Not Achieved: Material design complete; printing in process                                    |
|  | Assist AI Quds to prepare for ISO certification by conducting a gap analysis and developing ISO-required documentation (quality policy statement, work instructions manual, internal procedures manual, and quality manual) | Work instructions manual drafted; Quality manual drafted | Achieved: Drafts of the instructions manual and quality manual completed                       |

## MINISTRY OF WATER RESOURCES (MOWR)

### HIGHLIGHTS

This quarter, USAID/*Tatweer* provided support for the MoWR-sponsored First Scientific Water Conference held in Sulaymaniyah that was attended by 300 participants from various countries. USAID/*Tatweer* provided technical and management support, evaluated papers received for presentation, and compiled conference proceedings which were turned over to the Ministry for publication. The program also prepared a paper based on MoWR inputs, "The Joint International Waters and Iraq's Relationship to Neighboring Countries," at the request of the Ministry.

USAID/*Tatweer's* MoWR team leader, at the Minister's behest, accompanied the MoWR delegation to the First Meeting of Arab Ministers of Water Resources held in Algeria and presented a special paper on the proposed Center for Water Policies and Data Bank of Arab Countries.

USAID/*Tatweer* provided training and mentoring for MoWR staff involved in creating job descriptions for the Ministry. Job descriptions for 420 jobs have been received from the Ministry, reviewed by the program's HR core advisor, and submitted to the Ministry with USAID/*Tatweer*'s final comments. The MoWR now has a full set of job descriptions and a core of staff trained to develop descriptions that may arise for any job created in the future. As part of the systematic change in MoWR HR policy, the Ministry has tasked 15 HR managers to implement employee performance evaluations. USAID/*Tatweer* conducted a performance appraisal workshop for the group and will provide coaching and mentoring as needed.

The MoWR, with USAID/*Tatweer* assistance, continues to move forward with ISO implementation. Draft versions of Quality Policy manuals have been prepared in nine General Directorates, and processes for standardization as per ISO standards have been identified. USAID/*Tatweer* has prepared an ISO Manual to be used for training purposes. MoWR's OSTP Team completed initial USAID/*Tatweer* OSTP training, finished the self-assessment survey in three Directorates, and is awaiting implementation of its recommendations.

USAID/*Tatweer* provided support to the MoWR and the MoA to complete mapping of agricultural and water resource data for the Taji Canal 42 Project. USAID/*Tatweer* trained MoWR and MoA staff members in the use of GPS equipment and survey techniques, and provided technical support to validate and finalize collected data into usable maps. The effort was supported by USAID/*Inma* and the 56<sup>th</sup> Battalion of the U.S. Army. The data and maps will help with planning of water resource usage and agricultural practices.

USAID/*Tatweer* completed an IT needs assessment study at MoWR HQ and neared completion on the procurement to upgrade the GIS Center computer network. The MoWR also received 22 computers from USAID to equip the new MoWR Training Center to conduct training activities. USAID/*Tatweer* received permission to conduct four AutoCAD training courses for MoWR staff to provide them with the skills necessary to manage engineering drawings. The first AutoCAD courses were completed this quarter.

USAID/*Tatweer* analyzed Rapid Assessment Survey Reports for 54 provincial MoWR Director's offices, compiled the results, and delivered a report with recommendations to the Ministry. Program advisors met with the Director of Water Resources in Diyala province and PRT personnel to discuss issues related to USAID/*Tatweer*'s scope of work and assistance needed from the program to develop a strategy for improved management of the limited water resources available for domestic and irrigation usage. USAID/*Tatweer* also met with 13 Directors of Water Resources from Hilla, Ramadi, Najaf, and Karbala to discuss the program's scope of work in the provinces and develop a roadmap for the extension of program activities.

USAID/*Tatweer* and the MoWR developed an intensive project management training program for Najaf, Dhi Qar, and Anbar Water Resources Directorates. Each Directorate has nominated a team of 25 civil servants directly involved in civil works projects in their respective province to participate in the program, which has been designed to provide skills and training necessary to improve project management, execution, and delivery.

**Table I I: MoWR Reporting Matrix**

| Performance Indicators  | Activities   | June 2009 Expected Results | June 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) in central ministries and provincial directorates | 125 staff trained          | Achieved: Training conducted  |
|   | Assist MoWR to design and implement Performance Appraisal System (PAS) in two MoWR directorates              | PAS designed and approved  | Not Achieved: Interaction with Ministry hampered by security issues and availability of ministry top management |
|   | Assist MoWR to implement HRMS in two directorates (Baghdad and in one province)                              | HRMS approved and adapted  | Not Achieved: Technical compatibility problems with HRMS system to be implemented                               |



| Performance Indicators   | Activities   | June 2009 Expected Results                                   | June 2009 Actual Results  |
|--|--|--|---|
|  | Assist MoWR to design and implement Performance Appraisal System (PAS) in two (2) MoWR directorates  | PAS design workshop conducted                                | Achieved: Workshop conducted and PAS designed   |
| Proportion of priority systems improvements in fiscal management implemented by ministries                 | Conduct budget and procurement training (competency and advanced)  | 125 staff trained  | Achieved: Staff trained in basics of budget and procurement   |
|  | Assist MoWR to develop and implement Performance Improvement Plan (PIP) for procurement and budget processes                                 | PIP developed and approved                                   | Not Achieved: Procurement PIP under development. Budget PIP cannot be developed due to MoPDC restrictions     |
| Proportion of priority systems improvements in information technology management implemented by ministries | Conduct ICDL training for MoWR HQ staff  | 25 staff trained   | Achieved: Staff trained in ICDL   |
|  | Provide technical assistance to MoWR to develop IT strategic plan  | Results analyzed and recommendations presented               | Achieved: Recommendations presented   |
| Proportion of priority systems improvements in project management implemented by ministries                | Train staff in different levels of project management including use of Primavera and AutoCAD   | 125 staff trained  | Achieved: Staff trained in advanced PM tools  |
|  | Assist MoWR to develop Contract/Project Management (C/PM) processes, train staff, and implement processes on Al-Garaf East and West Projects | 10 workshops to document processes conducted                 | Not Achieved: Consultant not available this quarter   |
|  | Coach MoWR staff to document and revise current construction planning and corrective/preventive maintenance processes                        | Selected staff coached                                       | Not Achieved: Consultant not available this quarter   |
|  | Assist MoWR to conduct feasibility studies for two projects (one central and one provincial)   | Feasibility study design and methods developed               | Not Achieved: two projects identified, but feasibility study design and methodology in process                |
|  | Provide technical assistance to MoWR to identify and conduct GIS field inventory in two project areas to map Gol irrigation infrastructure   | Inventory conducted in Taji Irrigation District Canal 42     | Achieved: Taji Canal 42 inventory completed   |
|  | Facilitate integration of inventory data into existing MoWR GIS system   | GIS database developed and Al Saboor project data integrated | Achieved: Project data generated and database incorporated into larger GIS system                             |
|  | Assist MoWR in capital project improvement for South Rashidiya Irrigation Systems  | One IKVA line approved and procured                          | Not Achieved: Work stopped by Ministry  |
|  | Assist MoWR to conduct economic feasibility study for two projects (one central and one provincial)  | Two projects identified                                      | Achieved: two projects identified: Irrigation Project for Middle of Tigris River and Bani Hassan Canal Lining |



| Performance Indicators   | Activities  | June 2009 Expected Results   | June 2009 Actual Results   |
|--|---|--|--|
| Proportion of priority systems improvements in leadership and communication implemented by ministries          | Train staff in leadership and communication (competency and advanced) and government communications   | 125 staff trained  | Achieved: 125 staff trained  |
|  | Support MoWR to advocate for budget allocation to implement action plans contained in Training Development Center (TDC) strategic plan                                      | Advocacy visits conducted to MoWR leadership; Strategic plan of TDC approved | Not Achieved: Ministry has revised strategic plans                                       |
|  | Conduct strategic planning workshops and develop strategic plans in two Baghdad directorates and two provincial directorates  | Five mentoring workshops conducted; Strategic plan developed in Baghdad      | Not Achieved: Numerous mentoring workshops conducted, but SPs not completed              |
|  | 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: Ministry has revised strategic plans                                       |
|  | Conduct strategic planning workshops and develop strategic plans in two Baghdad directorates and two provincial directorates  | Five workshops conducted and strategic plan developed in Baghdad             | Not Achieved: Numerous mentoring workshops conducted, but SPs not completed              |
| Number of units/departments in ministries and executive offices with institutionalized self-assessment process | Assist MoWR self-assessment teams to develop and implement action plans   | Action plan for Directorate of Commercial Affairs developed                  | Achieved: Self-assessment surveys updated, and action plan developed for transformation  |
| Operational Effectiveness Indicators   |   |  |  |
|  | Assist MoWR to conduct gap analysis and develop quality/operation manuals in line with ISO 9001:2000 standards in three sections, in three directorates and training center | Project plan developed and training conducted                                | Achieved: Project planning training conducted; nine manuals developed for 9 directorates |
|  | Assist MoWR to upgrade Sadr Qanat GIS center by installing GIS equipment and implementing PIP   | GIS equipment procured and installed   | Not Achieved: Procurement in process   |
|  | Assist MoWR to implement MoA compatible irrigation and farmland databases   | Data migration software procured and installed (Quarter I Activity)          | Not Achieved: Procurement in process   |
|  | Assist MoWR to implement MoA compatible irrigation and farmland databases   | Data integration equipment procured and installed                            | Not Achieved: Procurement in process   |

### CONTEXT AND OBSTACLES ENCOUNTERED

USAID/*Tatweer* has encountered several obstacles in its coordination of efforts with the MoWR. The Ministry has been slow to respond to some requests, and has been reluctant to become involved in organization-strengthening activities, especially as compared to its willingness to participate in training activities. The Ministry has not been responsive to requests for cost-sharing for USAID/*Tatweer* activities and has shown limited interest in activities



related to fiscal management and procurement. USAID/*Tatweer's* provincial assistance activities have been somewhat curtailed by security concerns, which has required cancellation of some trips and meetings on short notice.

## MINISTRY OF ELECTRICITY (MOE)

### HIGHLIGHTS

USAID/*Tatweer* has been actively providing technical expertise and training, at the specific request of the MoE, to MoE managers and staff throughout this quarter. In May, 14 MoE middle managers graduated from USAID/*Tatweer's* Public Manager Cycle (PMC) program, a comprehensive six-month training program consisting of one week of training per month in each of the core administrative areas. USAID/*Tatweer* conducted two follow-up workshops for PMC graduates and has agreed to a systematic follow-up procedure to continue to provide mentoring for those graduates.

USAID/*Tatweer* has also conducted Health, Safety, and Environment (HSE) workshops for MoE senior managers as part of an ongoing process to introduce HSE management systems throughout the MoE with official approval from the Minister. In addition to the training provided under the HSE program, USAID/*Tatweer* has provided second-level training in supervisory safety skills to 40 MoE staff.

The MoE, with USAID/*Tatweer* HR training and technical assistance, successfully completed preparation of draft job descriptions for the four selected pilot areas. The MoE must now decide whether to continue with USAID/*Tatweer* assistance in developing job descriptions for other provincial directorates.

**Table 12: MoE Reporting Matrix**

| Performance Indicators   | Activities  | June 2009 Expected Results   | June 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 MoE to develop job descriptions for positions in provincial directorates                                   | Job description template drafted and presented in 3 pilot provincial directorates            | Not Achieved: MoE to decide whether to continue with USAID/ <i>Tatweer</i> assistance in developing job descriptions |
|  | Assist training department to develop organization chart, job descriptions, HR policies and procedures.           | Training policies and procedures drafted; Organizational chart and job descriptions approved | Not Achieved: Draft training policy developed; chart and job descriptions not started                                |
| Proportion of priority systems improvements in fiscal management implemented by ministries                 | Train and mentor MoE staff to draft standard operating procedures (SOP) for budgeting                             | 20 MoE Budget Department employees trained in advanced budgeting                             | Not Achieved: MoE does not fully support; deferred until next quarter  |
|  | Conduct specialized workshops for MoE billing and tariffs   | Two workshops delivered for 20 staff   | Not Achieved: MoE does not fully support; deferred until next quarter  |
| Proportion of priority systems improvements in information technology management implemented by ministries | Assist MoE to implement software component of Computerized Maintenance & Inventory Management (CMMS) Systems      | Asset coding workshop conducted  | Achieved: Warehouse database organization workshop on asset coding held  |
| Proportion of priority systems improvements in project management implemented by ministries                | Assist MoE to develop the New Projects Directorate by establishing an organizational chart and SOPs               | Organizational chart developed and approved  | Not Achieved: New Projects Directorate is currently operating as GPPP (Gas Power Production Projects) Directorate    |
|  | Conduct project management training courses for senior managers, site managers, and New Projects Department staff | 45 project managers trained  | Not Achieved: 10 senior staff from MoE's GPPP and Production Directorates trained in project management              |



| Performance Indicators   | Activities  | June 2009 Expected Results                      | June 2009 Actual Results   |
|--|---|---|--|
|  | Conduct workshops to develop project management indicators for all new projects in the Ministry                                     | Workshop conducted to develop new indicators    | Not Achieved: Workshop plans under discussion with MoE because other priorities have taken precedence          |
| Proportion of priority systems improvements in leadership and communication implemented by ministries          | Conduct six-month PMC program for middle management in the MoE and establish internal MoE training capacity to continue PMC program | Class of MoE middle managers graduated from PMC | Achieved: 14 MoE middle managers graduated from the PMC program and agreement reached on a follow-up procedure |
|  | Assist MoE to establish communications system between central ministry and provincial DGs   | Communications needs analysis conducted         | Achieved: Communications needs analysis drafted  |
| Number of units/departments in ministries and executive offices with institutionalized self-assessment process | Assist MoE to establish Organizational Self-Assessment and Transformation Program   | Self-assessment team formed                     | Achieved: Self-assessment team formed and orientation workshop 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 | Rehabilitate and equip IT training center to conduct IT training | IT equipment installed and functional | Achieved: IT equipment installed and IT training center in Baghdad functional |
|---|--|---------------------------------------|---|

##### Operational Effectiveness Indicators

|  |   |  |  |
|--|---|--|--|
|  | Conduct safety training for supervisory and safety expert personnel across the MoE  | 60 staff trained in (2nd level - supervisory) safety skills        | Not Achieved: 40 MoE staff trained in supervisory safety skills  |
|  | Assist MoE to establish Problem Solving Units in provincial offices   | Five people trained in two or three pilot sites in problem solving | Not Achieved: Security and transport constraints prevented start-up; work scheduled for next quarter         |
|  | Assist MoE to develop Fuel Supply Manual  | Workshops to draft fuel supply manual conducted                    | Not Achieved: Initial workshop on fuel supply for MoE's Fast Track units conducted                           |
|  | Assist MoE to develop identification system for power plants (ISP) and key performance indicators (KPI) for Operations Directorates | ISP and KPI workshops conducted                                    | Not Achieved: ISP and KPI are still under discussion with MoE  |
|  | Assist MoE to adopt internationally acceptable health, safety and environmental (HSE) management system                             | HSE workshops conducted for MoE senior managers                    | Achieved: HSE workshops for senior MoE managers conducted  |
|  | Assist the Training Directorate to implement a quality manual with steps towards becoming ISO 9001 compliant                        | 260 staff trained on TQM and ISO Awareness                         | Achieved: 314 staff trained in ISO awareness<br>203 - MoE training directorate<br>111-Other MoE directorates |

### CONTEXT AND OBSTACLES ENCOUNTERED

The MoE is under pressure to improve the capacity of the Iraqi electrical grid to deliver consistent power to households during a time of increased demand due to rising temperatures. As the Ministry's relationship with USAID/*Tatweer* has reached a consistent level of cooperation through joint working groups and delivery of high-



need training programs, such as Safety and the Public Manager Cycle, USAID/*Tatweer* has gained significant credibility at the upper levels. The Minister has made increasingly challenging requests of USAID/*Tatweer* advisors, specifically high-need trainings such as comprehensive project management and mentoring on critical projects.

Despite this dynamic relationship between USAID/*Tatweer* and the MoE, there have been some obstacles to full acceptance of the program's technical expertise. Although USAID/*Tatweer* advisors have discussed possible training assistance with Computerized Maintenance and Inventory Management (CMMS) systems, the Ministry has not yet decided which CMMS system it is willing to adopt. In addition, training in budgeting, tariffs, and billing has not been fully supported by the MoE, thus deferring it until the next quarter.

## MINISTRY OF OIL (MOO)

### HIGHLIGHTS

USAID/*Tatweer* prepared a comprehensive work plan for developing job descriptions in response to MoO requests for improving the capacity of that ministry's staff in specific areas. The MoO reviewed the work plan and requested that USAID/*Tatweer* provide training courses in specific topics related to employee performance evaluation and creation of job descriptions. USAID/*Tatweer* provided training for MoO employees from several HQ directorates and state oil companies, and developed a work plan for creating job descriptions in all MoO directorates and state oil companies.

USAID/*Tatweer*'s procurement and contracts advisors have continued to provide Integrated Supply Chain Management (ISCM) workshops and coaching to the MoO directorates and state oil companies. This quarter, workshop topics have covered cost estimating, letters of credit, contracts, and "Strengths, Weaknesses, Opportunities and Threats" (SWOT) analysis. USAID/*Tatweer* has also held a series of meetings with senior State Company for Oil Projects (SCOP) procurement staff to review SCOP's existing procurement process and provide guidance in preparing a standard and systematic Operational Procurement Procedures Manual that is in line with best international practices.

In May, 18 MoO middle managers graduated from USAID/*Tatweer*'s Public Manager Cycle (PMC) program, a comprehensive six-month training program consisting of one week of training per month in each of the core administrative areas. USAID/*Tatweer* conducted two follow-up workshops for PMC graduates and has agreed to a systematic follow-up procedure to continue to provide mentoring for PMC graduates as they utilize skills learned in the PMC program.

USAID/*Tatweer* conducted workshops and seminars as part of the New Project Managers (NPM) program, a training series held in conjunction with the training center at Middle Refinery Company (MRC). The NPM program pairs young engineers with experienced senior engineers and covers topics such as project management, procurement and contracting, and health, safety and environmental systems management. The NPM courses are conducted in English and provide participants with excellent networking opportunities as well as the chance to interact in a learning environment with more experienced colleagues. With the fifth training cycle now complete, MRC has largely taken over responsibility for the NPM program, although USAID/*Tatweer* advisors participate in the training at various stages, as requested.

Based on the success of the OSTP program in several of the oil companies, notably North Oil, SCOP, and North Gas, the Minister of Oil sent a special letter to the Mission Director of USAID requesting that the OSTP program be expanded and delivered to all 16 petroleum companies. In subsequent discussions, senior MoO management has offered its support to this OSTP rollout. Discussions are on-going regarding the establishment of a Ministry unit that will take responsibility for this activity, with the support of the USAID/*Tatweer* OSTP team.





**Table 13: MoO Reporting Matrix**

| Performance Indicators   | Activities   | June 2009 Expected Results  | June 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 MoO to develop job descriptions for staff in three pilot directorates   | Job descriptions reviewed in three directorates   | Not Achieved: Workplan to develop all HQ job descriptions and state oil companies drafted and approved                                     |
| Proportion of priority systems improvements in fiscal management implemented by ministries                 | Assist MoO to establish a metering resource library with API and ASTM standards and procedures and mentor staff on use of standards and procedures   | Mentoring sessions on API and ASTM standards and procedures conducted                                   | Not Achieved: Material delivered, but mentoring sessions and workshops not yet conducted   |
|  | Mentor MoO HQ and oil companies' staff on Integrated Supply Chain Management (ISCM)  | ISCM mentoring workshops on cost estimating, letters of credit, contracts and vendor lists conducted    | Achieved: four ISCM mentoring workshops conducted with 72 participants   |
|  | Mentor MoO to document new standard operating procedures (SOP) for procurement   | Existing SOPs reviewed  | Achieved: Existing processes reviewed through seven meetings with senior SCOP procurement staff  |
|  | Conduct mentoring workshops with North Gas Company (NGC) staff in tendering process skills using plant instrumentation and control modernization as a model  | Workshop on procurement and contracts conducted; NGC staff mentored on methods of identifying suppliers | Achieved: Workshops conducted; Staff from NGC and other operating companies mentored in tender processing and service contract preparation |
| 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.  | Action plan developed and approved  | Achieved: Action plan developed and approved by the Ministry   |
|  | Assist NRC to create an information management system to compile project listings for resource planning and prioritization as a pilot project to be extended to all companies operating in the North | Projects identified, listed and prioritized; Resources needed defined                                   | Not Achieved: Security and transport constraints prevented travel to NRC for meetings  |
| Proportion of priority systems improvements in project management implemented by ministries                | Conduct PM workshops (risk analysis methodology, scopes of work, and customized project management) for the planning department and engineers of all oil companies operating in the North            | Project management workshop with 12 engineers conducted   | Achieved: Project management workshop for 12 engineers conducted   |
|  | Support all oil companies operating in the North to access international technical training resources to improve operations, project planning and management.  | Staff trained in Share Point software and project planning and management                               | Achieved: 49 staff trained and mentored  |

| Performance Indicators   | Activities  | June 2009 Expected Results   | June 2009 Actual Results   |
|--|---|--|--|
|  | Conduct PM workshops (risk analysis methodology, scopes of work, and customized project management) for NRC planning department and engineers   | Project management workshop with 12 engineers conducted  | Achieved: Workshop conducted with 12 engineers   |
|  | Conduct project management workshops for NRC engineers and upgrade PM procedures  | Project management workshops provided to 12 engineers  | Achieved: Workshops conducted with 12 engineers  |
|  | Develop the skills of SCOP employees and assist SCOP to implement project management systems and tools.   | Owner oversight duties, and project management systems needs defined.  | Achieved: PM systems and owner oversight engineering control functions defined                             |
|  | Provide workshops and task-based training on project management to Midlands Refinery Company (MRC) employees  | PM workshops held for 70 MRC staff   | Achieved: 80 MRC staff participated in PM workshops  |
|  | Mentor North Gas Company (NGC) staff in PM using hands-on installation of nine gas compression turbines to represent a task-based training exercise   | Project Management workshop using turbines installation as case study conducted                                    | Achieved: Workshop using gas turbines installation as case study conducted                                 |
|  | Assist training institutes in Baghdad, Kirkuk and Basrah to develop project execution skills using actual hands-on assembly and commissioning of training simulators to develop practical project execution skills using simulators as case studies | Kirkuk Oil Training Institutes staff mentored on project execution using drilling simulator assembly as case study | Not Achieved: KOTI personnel have set up equipment for use; Firm to complete installation being contracted |
| Proportion of priority systems improvements in leadership and communication implemented by ministries          | Assist MoO to standardize terminology and improve the quality of translations to improve communications with foreign oil industry firms.  | Glossary of commonly used oil, gas, and electricity terms compiled in English and Arabic                           | Not Achieved: In process and expected to be completed during the next quarter                              |
|  | Implement the Public Manager Cycle (PMC) in the MoO and embed the program for sustainability in the Training Directorate  | Class of middle managers from MoO graduated  | Achieved: 18 MoO middle managers graduated from the PMC program  |
|  | Mentor PMC trainees through continuous on-the-job coaching and monitor professional development of trainees   | Trainee support and follow up program designed   | Achieved: Follow-up system designed through two workshops with PMC graduates                               |
| Number of units/departments in ministries and executive offices with institutionalized self-assessment process | Assist OPDC to complete self-assessment survey and establish self-assessment process  | Survey report presented and discussed  | Achieved: Survey report presented and discussed with the OPDC DG   |
|  | Assist NOC self-assessment team to implement transformation solutions   | Two priority solutions identified for implementation   | Achieved: four priority solutions identified and work plans drafted  |
|  | Assist NRC self-assessment team to implement transformation solutions   | Two priority solutions identified for implementation   | Achieved: two priority solutions identified and work plans drafted   |



**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 | Rehabilitate and equip three IT training centers in NOC, Kirkuk Training Center, and Daura refineries | Training center equipment delivered and installed | Achieved: Training center equipment delivered and installed at the three IT centers noted |
|---|---|---|---|

**Operational Effectiveness Indicators**

|  |  |  |   |
|--|--|--|---|
|  | Upgrade HSE system at MoO operations through oil and gas environment safety training, and propose establishment of safety performance unit | 50 safety officers trained (1st Level Safety training)             | Not Achieved: 25 MoO staff representing 10 state oil companies received 1st Level Safety training |
|  | Assist Midlands Refinery Company (MRC) to adopt internationally acceptable health, safety and environmental (HSE) practices.               | PM workshop held with strong HSE component for 40 project managers | Achieved: PM workshops with a strong HSE component conducted for 40 project managers              |
|  | Procure, equip, and establish GIS Center for North Oil Company in Kirkuk   | GIS equipment procured and installed                               | Achieved: GIS equipment delivered and installed at NOC  |

**CONTEXT AND OBSTACLES ENCOUNTERED**

During this quarter, USAID/*Tatweer* continued to receive increasingly challenging requests to assist with problems central to Iraq's oil producing and refining concerns, while continuing to provide technical assistance and mentoring to MoO staff in the development of sustainable, long-term projects. USAID/*Tatweer's* reputation for consistent excellence and responsiveness in delivery has won Ministry approval for comprehensive higher-level training based upon previous USAID/*Tatweer* skill-building assistance. This increases USAID/*Tatweer's* geographical range and impact, as well as providing access into more MoO directorates and state oil companies.

Despite the successes that USAID/*Tatweer* has experienced with MoO, there have been challenges as well. This quarter, USAID/*Tatweer's* attempt to expand its presence in Basrah was met with serious security-related issues. In addition, although USAID/*Tatweer* delivered the foundation for a metering resource library to MoO, the program has not yet conducted mentoring sessions or metering workshops due to political sensitivities and other concerns of the Ministry.



## C. STRENGTHENING EXECUTIVE OFFICES

### COUNCIL OF MINISTERS SECRETARIAT (COMSEC)

#### HIGHLIGHTS

This quarter, USAID/*Tatweer* focused on providing support to COMSEC as it undergoes systems change in human resources development to comply with a mandate from the Prime Minister's Office to ensure that all civil servants have a properly developed job description. COMSEC's Secretary General issued an executive order to form an HR committee comprised of members from 14 directorates, to create job descriptions in line with international best practices. USAID/*Tatweer* delivered two job description workshops and provided standard data collection forms to facilitate this process.

COMSEC has begun to approach systems change more methodically and is employing tools to manage information more efficiently. With USAID/*Tatweer* coaching and mentoring, COMSEC has adopted guidelines for creating Standard Operating Procedures (SOP) for key units, including the Internal Audit and Monitoring, Security, Human Resources, and Training and Development departments. COMSEC is institutionalizing monitoring systems for training courses delivered on-site and has continued to disseminate a quarterly schedule of all training courses and services to all GoI executive offices. COMSEC is also using the DocuShare archival program to automate document control systems and functions, and has archived material from 2007 to the present.

**Table 14: COMSEC Reporting Matrix**

| Performance Indicators   | Activities  | June 2009 Expected Results   | June 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  | Eight working sessions conducted; 2nd quarter training plan developed and approved | Achieved: eight working sessions conducted, and training plan disseminated                             |
|  | Conduct HR (job description) training for staff from 14 departments and assist COMSEC to develop job descriptions   | 15 HR staff trained  | Achieved: 15 staff trained to develop job descriptions   |
| Proportion of priority systems improvements in fiscal management implemented by ministries                 | Conduct training in procurement for mid to high level staff of COMSEC   | 10 staff trained; Procurement process mapped                                       | Not Achieved: Rescheduled  |
| Proportion of priority systems improvements in information technology management implemented by ministries | Assist COMSEC to conduct IT assessment, train IT staff in Oracle 10g network administration and development, and implement e-learning applications in Training and Development Unit | IT assessment completed; three IT staff trained in Oracle                          | Not Achieved: Assessment completed; staff training awaiting approval                                   |
|  | Assist COMSEC to develop a research and development unit and select e-Library applications and reference books  | Research and Development unit created  | Not Achieved: Study is under way to expand the 10th floor training area and provide space for R&D Unit |
| 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 and COMFAR III application procured                               | Achieved: 10 staff trained on ComFar III awareness and application procured                            |



| Performance Indicators   | Activities  | June 2009 Expected Results  | June 2009 Actual Results  |
|--|---|---|---|
| Proportion of priority systems improvements in leadership and communication implemented by ministries          | Conduct training in leadership/ communication and government communication with staff from all 14 COMSEC directorates   | 20 staff trained  | Achieved: 20 staff trained from 14 different directorate and state ministry offices   |
|  | Train staff in strategic planning   | Five senior staff trained   | Achieved: five staff trained  |
|  | Assist COMSEC to identify strategists, form a strategic unit, and develop strategic plan  | Five strategists identified; 1 strategic plan finalized   | Not Achieved: five strategists identified, draft strategic plan for Training and Development is in process  |
|  | Assist COMSEC to develop Government Communication Strategy and conduct workshops with 15 staff from National Media Center (NMC) and Press Office on Government Communications | 15 staff trained in public affairs and media management; Strategic workshops on media campaigns conducted | Not Achieved: Activity still in planning process  |
|  | Assist COMSEC to identify strategists, form strategic unit, and develop strategic plan  | 10 strategists identified, one strategic unit formed, and one strategic plan drafted                      | Not Achieved: Unit not formed; other criteria fulfilled from quarter one  |
| Number of units/departments in ministries and executive offices with institutionalized self-assessment process | Assist COMSEC Training and Development Department to conduct self-assessment survey and establish self-assessment process   | Self-assessment survey conducted  | Not Achieved: Self-assessment survey is in process  |
|  | Assist COMSEC IT Department to conduct self-assessment survey and establish self-assessment process   | Self-assessment survey conducted  | Not Achieved: Self-assessment survey is in process  |
| <b>Operational Effectiveness Indicators</b>  |   |   |   |
|  | Conduct process mapping workshops for four units, generate process maps, and draft SOP (manuals and guidelines)   | One process mapping workshop conducted; process maps created; one SOP drafted                             | Achieved: one process mapping workshop conducted, four process maps generated, and manual on guidelines for developing SOP adopted by the internal audit and central contracting unit |
|  | Conduct process mapping workshops for four units, generate process maps, and draft SOP (manuals and guidelines)   | One process mapping workshop conducted; Process maps created; one SOP drafted                             | Achieved: One process mapping workshop delivered, 10 process maps created and SOP manual is developed for the Training and Development unit;  |
|  | Assist COMSEC to report on response time changes in provision of services to the general public using DocuShare pilot program provided by State Department                    | Monitoring report completed; three ministries' services improved  | Achieved: Report completed, indicating service improvements in three ministries   |
|  | Assist COMSEC to report on response time changes in provision of services to the general public using DocuShare pilot program provided by State Department                    | Monitoring report completed; three ministries' services improved  | Achieved: Report completed, indicating service improvements in three ministries   |



## CONTEXT AND OBSTACLES ENCOUNTERED

COMSEC increased its ability to provide training services to other National Executive offices and has expanded its efforts to effect systems change; however, drastic cuts in its operational budget could limit the strides COMSEC has made. USAID/*Tatweer* continues to work with COMSEC to reduce the negative impact of the budget cuts on strategic objectives for the remainder of 2009-2010, and to provide technical assistance to help COMSEC capitalize on its existing resources.

## PRESIDENCY COUNCIL (PC)

### HIGHLIGHTS

USAID/*Tatweer* is fully engaged with two of the four offices of the Presidency Council—Vice President's Office-Tariq Al-Hashimi (VPO-TH) and the Presidency Diwan (PD). The other two offices, the President's Office (PO) and Vice President's Office-Adel Abdulmehdi (VPO-AM) are not participating in USAID/*Tatweer* activities despite repeated attempts at engagement by program advisors.

USAID/*Tatweer* has provided VPO-TH and PD employees with extensive training in the program's five core areas as well as training in anti-corruption. Several courses were hosted by the PD and VPO-TH at their training centers, which were established with USAID/*Tatweer* technical assistance. Vice President Tariq Al-Hashimi visited one of the courses held at the VPO facility to lend his personal support and encouragement to trainees and USAID/*Tatweer*'s training efforts. Two VPO-TH trainees have become ToTs and have begun rolling out Leadership and Government Communication courses for the PC and other executive offices. The USAID/*Tatweer* OSTP Team presented the OSTP process to staff of the two offices and received approval to proceed with OSTP in both offices although commencement of the sessions has been delayed until the next quarter.

**Table 15: PC Reporting Matrix**

| Performance Indicators   | Activities  | June 2009 Expected Results   | June 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 Management System (HRMS) workshop and facilitate HRMS implementation in PC offices                                 | HRMS workshop conducted  | Not Achieved: The PC's HR system is not compatible with HRMS system developed by MoMPW |
|  | Conduct HRMS training for selected HR staff   | Five staff trained   | Achieved: seven staff trained  |
|  | Assist PC to develop and implement a re-organization plan   | Re-organization plan developed   | Achieved: Re-organization plan developed this quarter                                  |
| Proportion of priority systems improvements in information technology management implemented by ministries     | Assist PC to conduct needs assessment, develop and implement IT management plan, and procure IT equipment in line with IT management plan | IT management plan with budget approved and re-organization with new structure conducted | Not Achieved: IT management under review   |
|  | Conduct specialized technical IT training for IT unit staff   | Five staff trained in CCNA   | Not Achieved: Training re-scheduled  |
|  | Conduct general computer training (ICDL) for staff  | 20 staff trained   | Not Achieved: 16 staff presented by PC trained (from last quarter)                     |
| Proportion of priority systems improvements in leadership and communication implemented by ministries          | Conduct strategic planning training for senior-level staff  | 10 staff trained   | Achieved: 12 staff participated in SP training   |
|  | Assist PC to develop and implement strategic plan   | Strategic plan workshop conducted  | Achieved: Workshop conducted   |
| Number of units/departments in ministries and executive offices with institutionalized self-assessment process | Assist PC to conduct self-assessment survey, form self-assessment team, and develop action plan for transformation                        | Self-assessment workshop conducted and PC approval obtained                              | Not Achieved: PC requested postponement  |



**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 | Equip PC IT training center and train IT staff | IT equipment procured and installed                | Not Achieved: IT plan still under review      |
|   | Equip PC IT training center and train IT staff | Design completed and approved (Quarter I Activity) | Achieved: Design completed and being reviewed |
| <b>Operational Effectiveness Indicators</b>   |  |  |   |
|   | Conduct anti-corruption workshops              | One workshop conducted                             | Achieved: Workshop conducted                  |



## D. CROSS-CUTTING TECHNICAL ASSISTANCE

### CIVIL SERVICE REFORM (CSR)

#### HIGHLIGHTS

USAID/*Tatweer's* civil service reform program has been assisting the GoI enact civil service reform in accordance with Article 107 of the Iraqi Constitution. Last quarter, the GoI approved the creation of a Federal Civil Service Commission (FCSC) and passed the FCSC law, an important first step in creating lasting civil service reform. This quarter, the GoI, with technical support and input from USAID/*Tatweer*, expedited the process of appointing the chairman and commissioners to the FCSC. The GoI advertised the positions in the media, received and processed a number of applications, and has begun selecting candidates for chairman, deputy chairman, and seven FCSC member positions. When the selection process is complete, the candidates will be submitted for confirmation by Parliament in accordance with FCSC law and the FCSC will be operational.

While the process of creating the FCSC has been underway, the Civil Service Committee (CSC), which includes a USAID/*Tatweer* advisor, finalized a first draft of the civil service law and sent it to the Prime Minister with a recommendation to distribute the draft to all ministries and government agencies for comments and suggestions. The CSC received comments and suggestions on this draft of the new civil service law from ministries, government agencies, and governorates, analyzed the input, and has integrated many suggestions into the draft law. The CSC is finalizing the draft civil service law that will be submitted to the Council of Ministers for approval and then presented to Parliament for enactment. The committee analyzed these comments and integrated part of them into the draft.

The FCSC law calls for the creation of civil service commissions in each province and the draft civil service law calls for the creation of a provincial civil service system alongside the federal civil service system regulated by the same legislation and principles. The USAID/*Tatweer* civil service reform team is working with ministries to streamline implementation of the new civil service system. With this in mind, USAID/*Tatweer* conducted a civil service reform workshop for provincial representatives from Basrah, Baghdad, and Salah ad Din. Following the workshop, the governorate of Basrah issued an Administrative Directive to establish a civil service and HR unit within its administration, a first step toward establishing an independent provincial civil service. In addition, human resources working groups have been established in two ministries and one government agency. USAID/*Tatweer* provided training on modern HR techniques and principles, structure of HR functions, job descriptions, and HR management. The working groups completed training on job descriptions and have started writing job descriptions for their ministries.

**Table 16: CSC Reporting Matrix**

| Performance Indicators  | Activities  | June 2009 Expected Results                              | June 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 three ministries (MoA, MoH, and NIC)   | HR standards and procedures established; Staff selected | Achieved: HR procedures and standards established; Staff selected and trained in three ministries |
|   | Work with two other ministries/agencies on civil service reform implementation and train ministry staff on new civil service system including setting up human resource departments | Two Ministry-level CSR work plans developed             | Achieved: Work plans developed in two ministries  |
|   | Support implementation of HRMS in FCSC and three pilot ministries above   | HR needs and requirements confirmed and approved        | Not Achieved: FCSC in process of being established  |





| Performance Indicators   | Activities   | June 2009 Expected Results   | June 2009 Actual Results   |
|--|--|--|--|
| Proportion of priority systems improvements in information technology management implemented by ministries | Assist FCSC to establish two MIS/IT units for internal operations and external coordination of IT  | MIS/IT Scope of work developed and approved                                    | Not Achieved: FCSC in process of being established   |
|  | Assist Commission members to draft three-year IT Strategic Plan  | IT strategic objectives drafted  | Not Achieved: FCSC in process of being established   |
|  | Assist Commission members to draft FY2010 IT Budget  | FY2010 IT Budget drafted   | Not Achieved: FCSC in process of being established   |
| Operational Effectiveness Indicators   |  |  |  |
|  | In collaboration with NAPA, assist CSC to design and conduct workshop on draft civil service law   | Workshop designed and approved   | Not Achieved: Work shop is being designed  |
|  | Assist CSC to set up, staff and begin operating the Federal Civil Service Commission as per FCSC law   | Commission members and chair appointed; Draft work plan developed              | Not Achieved: Gol advertised the positions of chairman and members of Civil Service Commission. Gol started the selection process                                      |
|  | Assist CSC and provincial governments to establish Provincial Civil Service Commissions (PCSCs) and train staff on operations  | Provincial counterparts identified and plans defined; Legal frameworks drafted | Achieved: Provincial counterparts identified, legal framework drafted, issued, and in force to establish civil service and human resources department in the provinces |
|  | Assist FCSC to draft enabling regulations, rules, and procedures for Commission operations based on FCSC Law   | Required regulations, rules and procedures identified                          | Not Achieved: FCSC not operational yet   |
|  | 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 | Feedback analyzed and presented for inclusion in draft law                     | Achieved: Feedback analyzed and included in draft law  |
|  | Conduct review workshop on draft civil service law, finalize draft civil service law, and transmit to COMSEC and Parliament for approval and enactment                                     | Workshop conducted and draft law revised                                       | Achieved: Workshop conducted to revise draft law   |
|  | Assist FCSC to develop regulations, rules, and procedures for implementation of new civil service law  | Required regulations, rules, procedures identified from draft law              | Not Achieved: FCSC not operational yet   |
|  | Conduct training on the new civil service law for federal and provincial government employees  | Training resources identified  | Achieved: Training resources identified  |
|  | Assist FCSC to design and implement strategic communications and outreach program  | Strategic communications resources identified                                  | Not Achieved: FCSC not operational yet   |



| Performance Indicators | Activities  | June 2009 Expected Results                | June 2009 Actual Results               |
|------------------------|---|---|--|
|                        | Assist FCSC to design and implement strategic communications and outreach program | Strategic communications needs identified | Not Achieved: FCSC not operational yet |

## CONTEXT AND OBSTACLES ENCOUNTERED

Civil service reform in Iraq is a fast-moving project. The GoI is encouraged by the success of the FCSC law and is pushing to get the new civil service law enacted by the end of 2009.

## ORGANIZATIONAL SELF ASSESSMENT AND TRANSFORMATION PROGRAM (OSTP)

### HIGHLIGHTS

This quarter, USAID/*Tatweer* OSTP continued to focus on the two primary components of its program: Phases 1 and 2: Self-Assessment; and Phases 3 and 4: Transformation. Significant developments in both areas resulted in critical steps being taken toward the program's ultimate objective: the institutionalization of OSTP, its tools, and organizational development methodology within USAID/*Tatweer*'s key GOI counterpart organizations in order to enable ongoing, locally-led, and internally-driven organizational reform initiatives. Though the process toward this goal remains challenging, steps taken by many GoI OSTP teams, with USAID/*Tatweer* support, clearly indicate increased momentum and support in a widening group of GoI counterparts. Highlights include continued Phase 1 and 2 successes with the MoPDC, MoMPW, and MoE, and successful Phase 3 initiatives at the MoO, MoH, MoDM, and MoWR. Most important, the MoA OSTP Team successfully engaged the leadership of the Baghdad Agricultural Directorate and obtained support for the implementation of several MoA OSTP team-owned reform initiatives.

In an effort to maintain the growing momentum for OSTP initiatives within several counterpart organizations throughout this quarter and to apply important lessons learned from experience to-date, the USAID/*Tatweer* OSTP team invested a substantial portion of its limited resources this quarter to improve internal coordination and communications systems, strengthen technical material and workshop content, and focus on reinforcing internal USAID/*Tatweer* relationships with each relevant ministry Team Leader. These efforts, in many cases, have helped overcome the GoI OSTP Team's primary challenge—a lack of understanding among organizational leadership of the value of OSTP concepts and tools and an according reluctance to support the respective organization's OSTP team initiatives. Through improved communication and more effective technical interactions and discussions, along with more targeted and frequent support from Team Leaders, USAID/*Tatweer* OSTP has been able to assist MoO, MoWR, MoH, MoE, MoDM, MoA, and MoHR OSTP teams to wholly or at least partially overcome significant resistance to various aspects of the OSTP program.

Of particular note this quarter are confirmed commitments taken by MoH, MoWR, MoO, and MoA to their respective OSTP teams through the dedication of OSTP team member work hours each week to the program, the contribution of funds to enable teams to attend workshop events, the use of internal resources to disseminate OSTP concepts and to improve awareness of OSTP activities across all levels of the organizations, the commitment to continue rolling out self-assessment initiatives to greater numbers of administrative units, and continued requests via USAID/*Tatweer* Team Leaders, the USAID/*Tatweer* OSTP team, and USAID for expanded support.

Currently, the following organizations continue work in Phases 1 and 2, leading to the production of the Self-Assessment Benchmark Report for each respective unit: COMSEC, MoE, MoMPW, and MoPDC (al Quds and Central Directorate). While the first steps toward gaining leadership support within the Presidency Council were taken successfully during the previous quarter, scheduling conflicts have delayed the initiative of Phase 1 activities numerous times during the current quarter. The same is true of the nascent COMSEC OSTP team which may ultimately join Presidency Council participants during the coming quarter to review and renew their own Phase 1 efforts. The following organizations have begun or are continuing Phase 3: Transformation Planning activities: the MoH, MoO (OPDC, NOC, and ONRS), MoWR, MoHR, MoDM and NCCMD. Finally, MoA formally initiated Phase 4: Transformation Implementation activities this quarter; it will continue this work over the coming months.



**Table 17: OSTP Progress Matrix**

| Ministry/Organization                        | Phase -1-<br>(Team Orientation) |    | Phase -2-<br>(Self-Assessment) |    |    | Phase -3-<br>(Transformation Planning) |    |    |    |    | Phase -4-<br>(Transformation Implementation) |    |    |
|--|---------------------------------|----|--------------------------------|----|----|--|----|----|----|----|--|----|----|
|  | S1                              | S2 | S1                             | S2 | S3 | S1                                     | S2 | S3 | S4 | S5 | S1   | S2 | S3 |
| NCCMD  |                                 |    |                                |    |    |  |    | √  |    |    |  |    |    |
| MoA (Baghdad Agricultural Directorate)       |                                 |    |                                |    |    |  |    |    |    |    |  | √  |    |
| MoO (NOC - Whole company)                    |                                 |    |                                |    |    |  |    |    |    | √  |  |    |    |
| MoO (NRC - Beiji - Whole company)            |                                 |    |                                |    |    |  |    |    |    | √  |  |    |    |
| MoO (OPDC - Supply Division)                 |                                 |    |                                |    |    |  |    |    | √  |    |  |    |    |
| MoWR (Engineering Designs, Legal/Commercial) |                                 |    |                                |    |    |  |    |    |    | √  |  |    |    |
| MoWR (Groundwater Directorates)              |                                 |    |                                |    |    |  |    |    |    | √  |  |    |    |
| MoH (Training Center)                        |                                 |    |                                |    |    |  |    |    |    | √  |  |    |    |
| MoMPW (Water Services Directorate)           |                                 |    |                                |    | √  |  |    |    |    |    |  |    |    |
| MoHR (Whole Ministry)                        |                                 |    |                                |    |    |  |    |    | √  |    |  |    |    |
| MoPDC (Al-Quds School & Central Directorate) |                                 |    |                                |    | √  |  |    |    |    |    |  |    |    |
| COMSEC                                       |                                 |    | √                              |    |    |  |    |    |    |    |  |    |    |
| MoE (Central)                                |                                 |    |                                | √  |    |  |    |    |    |    |  |    |    |
| MoDM   |                                 |    |                                |    |    |  | √  |    |    |    |  |    |    |
| PC (Diwan & VPO)                             | √                               |    |                                |    |    |  |    |    |    |    |  |    |    |

\* S refers to Step, i.e., Step 1, Step 2, etc. The MOHR is treated as one unit because of the ministry's small size

## ANTI-CORRUPTION (AC)

### HIGHLIGHTS

This quarter, the USAID/*Tatweer* AC team hired trainers/advisors to provide anti-corruption courses and activities in the provinces as part of the program's expanding provincial coverage. Courses are already being provided in Muthanna, Basrah, Maysan, and Babil.

AC advisors also finished materials for the new "Ethics and Transparency" workshop that is designed to bring senior management and IG personnel of a ministry together to discuss and address these critical corruption-related issues as they relate, in general, to their ministry. This workshop is aimed at improving the mutual understanding of transparency and ethics in government, and creates links between IG and non-IG personnel in each ministry.

By the end of the second quarter, anti-corruption training had been delivered to all IG offices in all 35 GoI ministries and agencies. Basic anti-corruption training for IG staff of all ministries is now complete.

**Table 18: AC Reporting Matrix**

| Performance Indicators  | Activities   | June 2009 Expected Results                 | June 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 resources training courses for IG staff from 36 ministries   | 88 IG staff trained (5% of total IG staff) | Not Achieved: Only 17 IG staff trained due to busy HR schedule   |
|   | Assist IG Offices to conduct business process analysis, process design, process implementation, and develop SOPs for all IG operations | Business process analysis completed        | Not Achieved: Methodology for process analysis developed at the Ministry of Health as a precursor to SOP development |

| Performance Indicators   | Activities   | June 2009 Expected Results  | June 2009 Actual Results   |
|--|--|---|--|
|  | Conduct human resources training courses for IG staff from 36 ministries   | 73 IG staff trained (4% of total IG staff)  | Achieved: 103 IG staff trained in first quarter  |
| Proportion of priority systems improvements in fiscal management implemented by ministries                 | Conduct procurement courses for IG staff from 36 ministries  | 50 IG staff trained (15.6% of total IG staff trained to date)                                     | Not Achieved: Procurement courses re-scheduled   |
|  | Conduct procurement courses for IG staff from 36 ministries  | 61 IG staff trained (13.1% of total IG staff trained to date)                                     | Not Achieved: Only 46 IG staff trained due to busy schedule of Procurement Unit  |
| Proportion of priority systems improvements in information technology management implemented by ministries | Conduct competency computer courses (ICDL) for new IG staff from 36 ministries   | 15 IG staff trained   | Not Achieved: nine IG staff trained thus far   |
|  | Assist AIG to design and launch website to facilitate online public complaints, secure document storage, and communication between the IG offices and the public                                       | Website designed and tested   | Not Achieved: Awaiting website design approval from PMO  |
|  | Conduct competency computer courses (ICDL) for new IG staff from 36 ministries   | 15 IG staff trained   | Not Achieved: No IG staff trained  |
|  | Assist AIG to design and launch website to facilitate online public complaints, secure document storage, and communication between the IG offices and the public                                       | Website requirements identified   | Achieved: Requirements identified in second quarter not the first quarter  |
| <b>Operational Effectiveness Indicators</b>  |  |   |  |
|  | Develop capacity of citizen Watch Dog Organizations (WDO) through organizational development and training to take on oversight role at local council level   | Organizational, process and capacity analysis of WDO completed                                    | Not Achieved: Local NGO to serve as WDO not selected yet   |
|  | Conduct anti-corruption courses (competency) for IG staff from 36 ministries, train AIG staff as trainers, and transfer teaching responsibilities to AIG   | 240 IG staff trained in anti-corruption (13% of total IG staff); 4 AIG trainers trained           | Not Achieved: 170 IG staff trained   |
|  | Develop and conduct specialized anti-corruption training courses for senior government officials in the executive and legislative branches of government and transfer teaching responsibility to NCCMD | 50 senior officials trained and 3 NCCMD trainers trained  | Achieved: Courses delivered to 64 senior government officials of Vice President's Office and COMSEC. No trained trainers yet |
|  | Assist AIG to develop ethics training for non-IG staff, integrate training into standard annual requirement, and train AIG staff as trainers in ethics   | Course materials developed for ethics training; two AIG and 38 ministry staff trained as trainers | Not Achieved: Course materials already developed for ethics training; the first course is scheduled for July 2009            |



| Performance Indicators | Activities   | June 2009 Expected Results   | June 2009 Actual Results   |
|------------------------|--|--|--|
|                        | Collaborate with Iraqi Association of Auditors and Accountants (AAA) to develop an auditor certification course and certify IG auditors from 36 ministries   | Memorandum of Understanding (MOU) signed (USAID-AAA)   | Not Achieved: AAA is currently unable to make any decision due to internal leadership elections; AC team will develop the auditing course for IG staff |
|                        | Collaborate with the Baghdad Law School to conduct a "Petty Corruption Survey" to estimate the financial burden of petty corruption  | Three working sessions with the Baghdad Law School conducted; Survey methodology (mode of data collection, sampling technique, and sample size) finalized and approved | Achieved: Survey Proposal has been delivered to USAID/Tatweer management for decision  |
|                        | Conduct anti-corruption courses (competency) for IG staff from 36 ministries, train AIG staff as trainers, and transfer teaching responsibilities to AIG   | 270 IG staff trained (14% of total IG staff)   | Not Achieved: 183 IG staff trained in the first quarter  |
|                        | Develop and conduct specialized anti-corruption training courses for senior government officials in the executive and legislative branches of government and transfer teaching responsibility to NCCMD | Training materials developed and approved  | Achieved: Training materials developed and approved  |
|                        | Assist MoO (in collaboration with COSQC) to develop metering office's training and accreditation capability in accordance with one internationally recognized standard                                 | Metering workshop conducted with MoO and COSQC staff   | Not Achieved: MoO and COSQC did not conduct workshop   |

## CONTEXT AND OBSTACLES ENCOUNTERED

The advanced-level AC audit course for IG personnel is currently on hold awaiting a decision by the Iraqi Association of Auditors and Accountants (IAAA) regarding their level of technical participation in the project. The IAAA dissolved its Board Council, for which election of new members will occur soon. Outstanding issues, including IAAA assistance and participation with USAID/Tatweer AC activities, will not be resolved until the Board Council is re-established. In the meantime, USAID/Tatweer AC advisors have assumed responsibility for developing and delivering this course.

There has been a delay in designing and establishing an IG website. The approval form (PAF) for the website was submitted to the PMO, but action has not yet been taken by that office. USAID/Tatweer is prepared to begin implementation immediately upon receiving approval of the PAF from the PMO.

## USAID/TATWEER SCHOLARSHIP PROGRAM

With 118 USAID/Tatweer scholars currently enrolled in regional universities in Jordan, Egypt, and Lebanon, and two scholars having recently completed their degrees, the USAID/Tatweer scholarship program is turning its attention to planning for the re-integration of scholars back to their ministries with the completion of their studies. During this quarter, the project DCOP for Training and Consulting visited Jordan and met with the scholars, with the university authorities, and with the responsible subcontractor to sort out an array of issues pertaining to the scholars' completion of their studies. Among the issues are inclusion in thesis programs (where appropriate) and other



requirements for a smooth transition back to Iraq. On the Iraq side, USAID/*Tatweer* advisors are working with the Government regarding the reintegration of the scholars to their ministries with full credit for their advanced degree status.

**Table 19: 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>                |

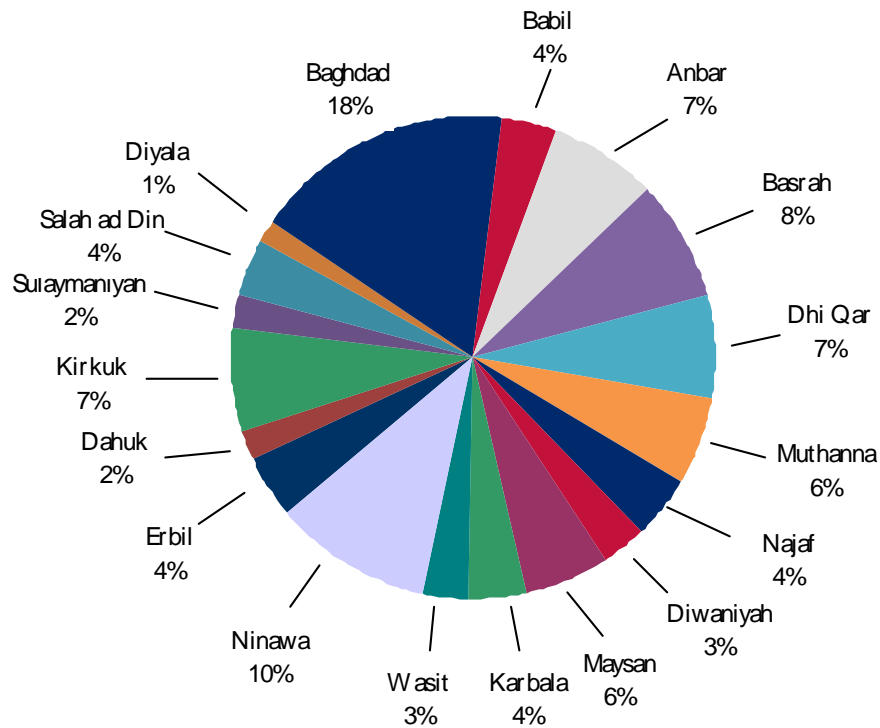


## E. TRAINING UPDATE

**Training:** Between April and June 2009, **14,953** civil servants enrolled in and received USAID/*Tatweer* training programs in public administration. In comparison with last quarter, the difference in the number of civil servants enrolled is not significant (1,571). However, USAID/*Tatweer* is close to achieving the program's target to train a critical mass of staff from the key ministries' management cadre. A total of **70,739** GoI staff was trained by the end of this quarter, with some individuals enrolling in more than one training program. The life of program (LOP) 2009 target for individual participants is 58,000.

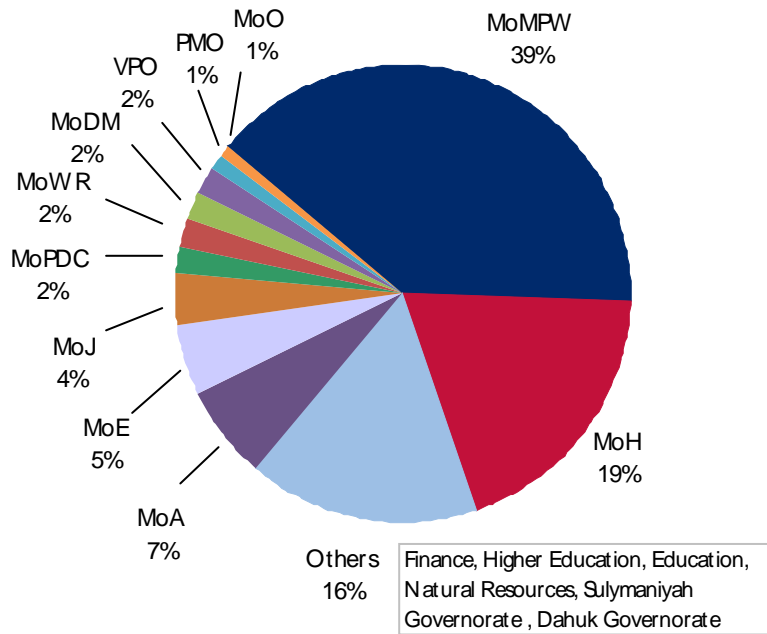
**Geographic Outreach:** USAID/*Tatweer* continues to deliver training in all eighteen Iraqi provinces. Eighty-two (82%) percent of all USAID/*Tatweer* trainees work in ministry directorate offices outside of Baghdad (Figure 1).

**Figure 1: Geographic Outreach of Training Courses**

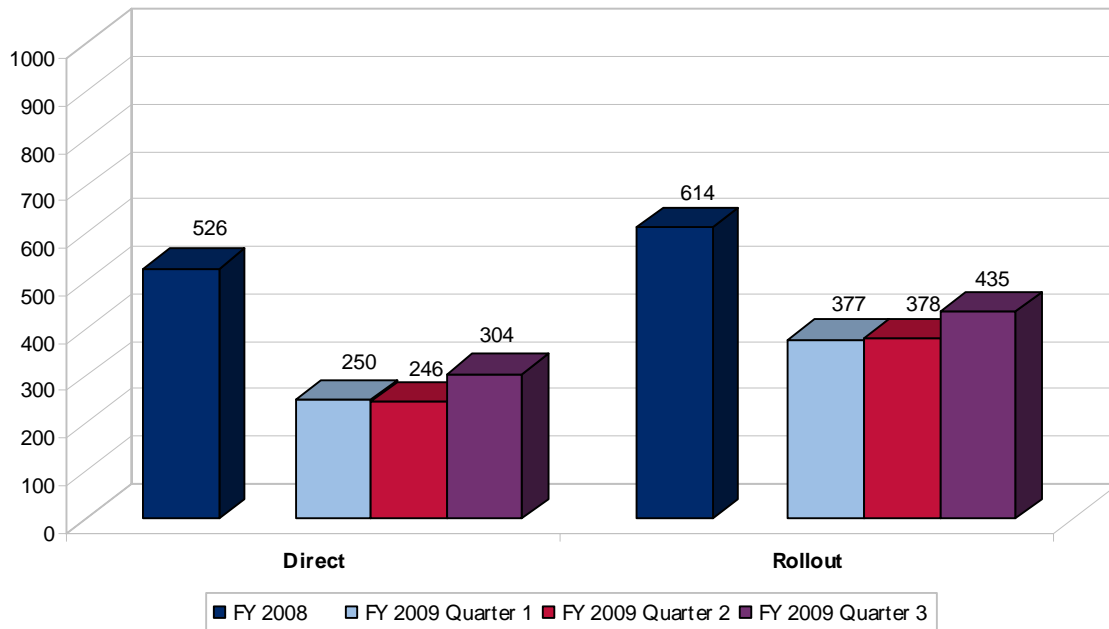


**Ministry Training by ToTs:** USAID/*Tatweer*-trained trainers from most ministries are now conducting classes with ministry staff. The numbers of courses conducted by ToTs continue to increase as the program grows. The MoMPW has the largest number of courses conducted by trained trainers this quarter.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

**Figure 2: Ministry Training by ToTs**

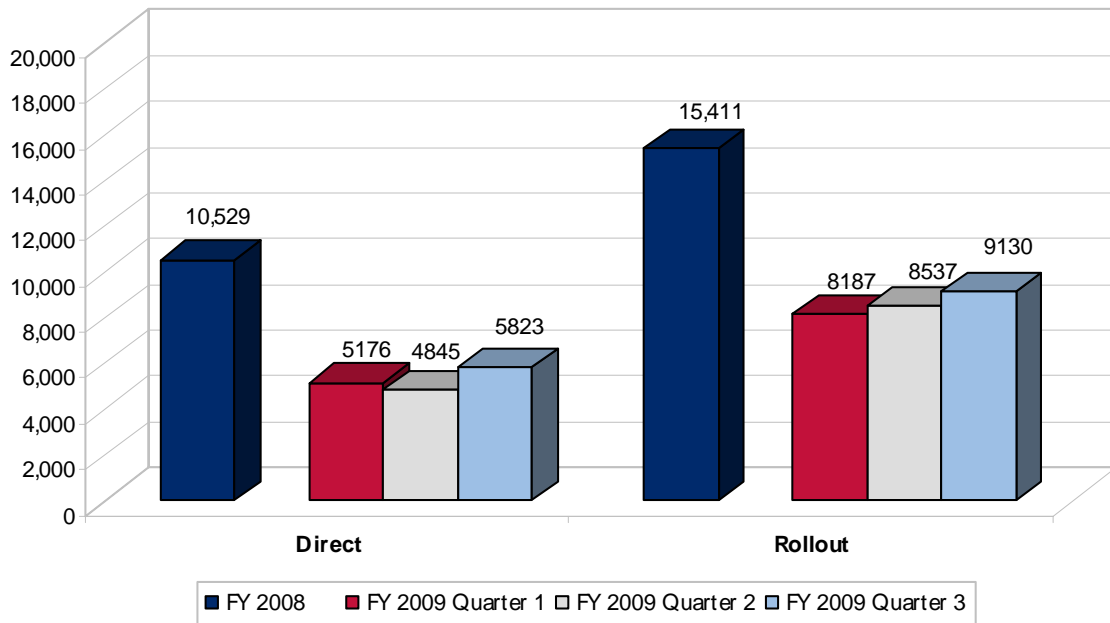


**Figure 3: Number of Courses by Type through FY2009**





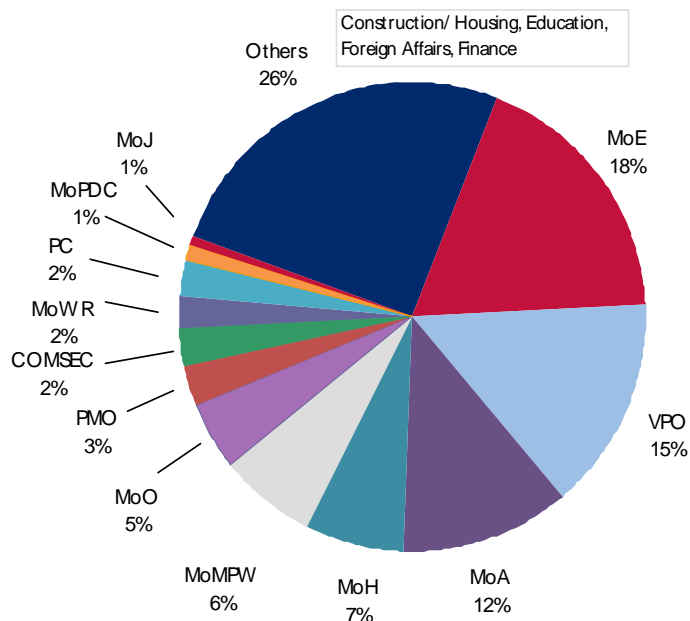
**Figure 4: Number of Participants by Type of Courses through FY2009**



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

**Anti-Corruption Program:** USAID/*Tatweer* continues its outreach to Inspector-General (IG) offices in all ministries in Iraq. This quarter, **170** IG staff members were trained on the roles and responsibilities of the IG office. A breakdown of this number is contained in Annex I, while Figure 5 below shows the breakdown by ministry.

**Figure 5: Number of Anti-Corruption Courses by Ministry**



The summary contained in Table 20, below, depicts the number of courses and enrollments from April through the end of the quarter in June. There is an 18% increase in the number of courses conducted, and a 12% increase in the total enrollments this quarter, compared with the January – March 2009 period. A breakdown of numbers and enrollments this reporting quarter are presented in Tables 21 and 22, below.

**Table 20: Total Number of Courses and Enrollments**

|                 | April | May   | June  | Total         |
|-----------------|-------|-------|-------|---------------|
| Classes Offered | 300   | 239   | 200   | <b>739</b>    |
| Enrollments     | 6,141 | 4,874 | 3,938 | <b>14,953</b> |

**Table 21: Number of Enrollments by Program Levels**

| Training Program Level         | Courses    | Enrollments   |               |              |
|--------------------------------|------------|---------------|---------------|--------------|
|                                |            | Total         | Male          | Female       |
| Competency                     | 99         | 1,904         | 1,460         | 444          |
| Advanced                       | 30         | 442           | 271           | 171          |
| Expert                         | 22         | 468           | 347           | 121          |
| Training of Trainers           | 4          | 104           | 84            | 20           |
| Competency (Rollout)           | 350        | 7,579         | 5,455         | 2,124        |
| Advanced (Rollout)             | 85         | 1,551         | 1,063         | 488          |
| Training of Trainers (Rollout) | 0          | 0             | 0             | 0            |
| Advanced ToT ( Refresher )     | 7          | 99            | 67            | 32           |
| Special Workshop               | 142        | 2,806         | 2,058         | 748          |
| <b>Total</b>                   | <b>739</b> | <b>14,953</b> | <b>10,805</b> | <b>4,148</b> |

**Table 22: Number of Enrollments by Training Program Area**

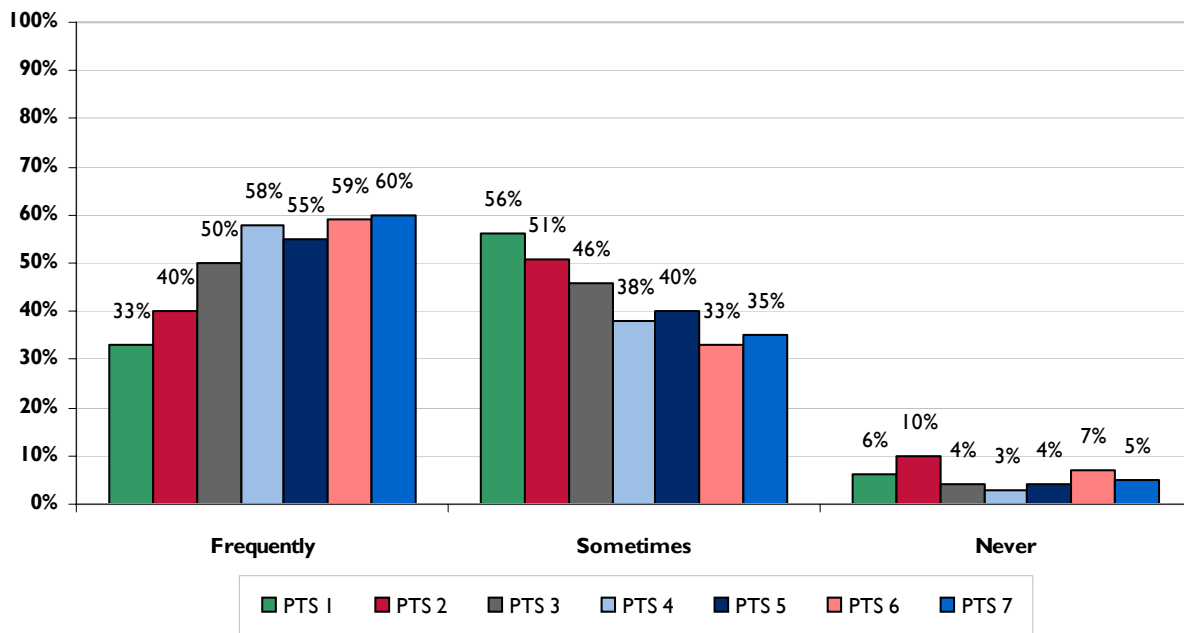
| Training Program Areas            | Courses    | Enrollments   |               |              |
|-----------------------------------|------------|---------------|---------------|--------------|
|                                   |            | Total         | Male          | Female       |
| Project Management                | 116        | 2,333         | 1,757         | 576          |
| Fiscal Management                 | 108        | 2,156         | 1,458         | 698          |
| Human Resources Management        | 89         | 1,935         | 1,303         | 632          |
| Information Technology Management | 112        | 2,286         | 1,598         | 688          |
| Leadership and Communication      | 142        | 2,881         | 2,226         | 655          |
| Anti-Corruption                   | 12         | 170           | 135           | 35           |
| Special Programs                  | 157        | 3,110         | 2,264         | 846          |
| ToT Program                       | 3          | 82            | 64            | 18           |
| <b>Total</b>                      | <b>739</b> | <b>14,953</b> | <b>10,805</b> | <b>4,148</b> |



**Post-Training Surveys (PTS):** The post-training surveys are conducted with questionnaires administered to a national sample of training graduates. The sample design provides for random selection among trainees who have taken training courses over a three-month period, selected at least three months after completing the training courses. A seventh round of surveys (PTS 7) was conducted during this quarter and included graduates who received training between January and March 2009.

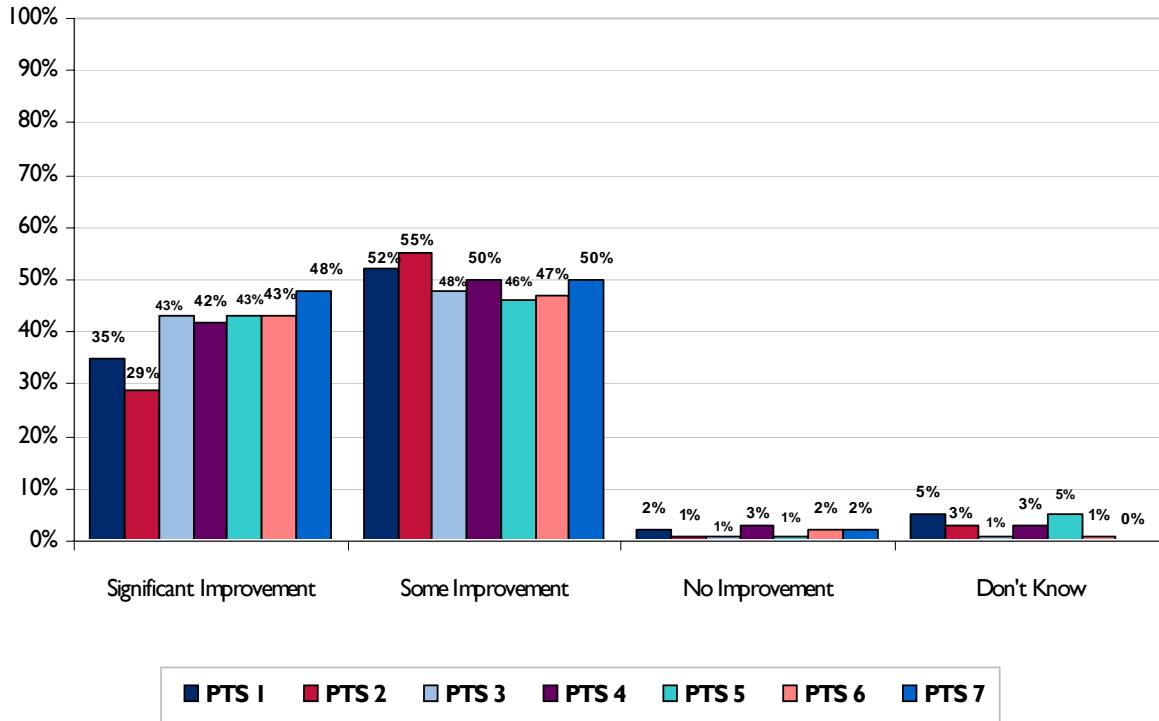
In PTS 7, questionnaires were administered to a selected sample of 903 training graduates, representing a 12% sample of the total of 7,564 enrollees in core courses during this period. Of this number, 752 respondents completed and returned questionnaires. The survey, therefore, achieved a response rate of approximately 83%. It is important to note that, for the first time, PTS 7 included interviews conducted in all 18 provinces of Iraq. We also included a sample of respondents from the IG offices (Ministry of Education, Ministry of Environments, Shi'ite Endowment, and Sunni Endowment) who completed the anti-corruption course. Figures 6, 7, and 8 provide findings from PTS 7, at a glance.

**Figure 6: Level of Utilization of Acquired Skills by Respondents**



In PTS 7, the expected trend of results is maintained among training graduates who report on the utilization of skills acquired through training (Figure 6). As in the previous PTS reports, there is again an increase in the proportion of training graduates who report that they “frequently” utilize skills acquired. Thirty-five percent in PTS 7, similar to the previous PTS 6 (33%) indicate that they “sometimes” utilize the skills acquired. Overall, the pyramid structure of increase in “frequent” use of skills and utilizing skills “sometimes” is being sustained by USAID/Tatweer training courses. Generally, 95% of training graduates utilize the knowledge and skills they acquired through training. There is also an expected decrease in the proportion reporting that they “never” use their skills in their work places. A description of reasons why training graduates never use the skills acquired is contained in a separate detailed survey report.

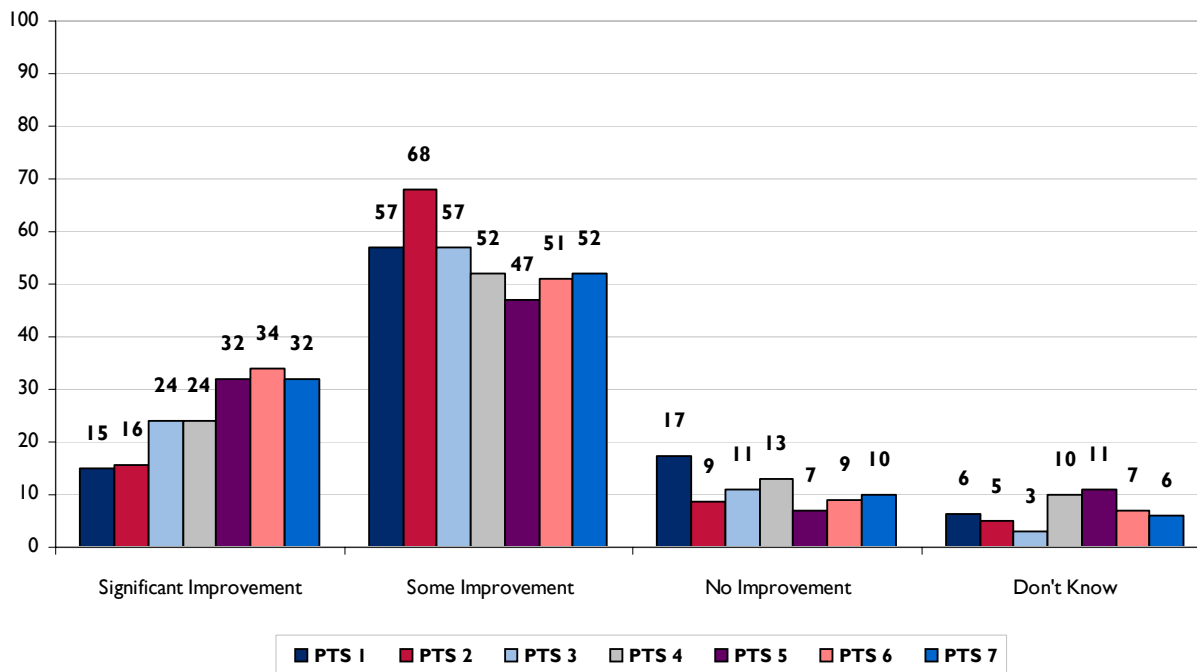
**Figure 7: Level of Improvement based on Acquired Skills/Knowledge by Respondents**



In PTS 7, half of the respondents (50%) signify that there are “*some improvements*” in their work. This is an increase from the PTS 6 (47%). There is also a significant increase in the proportion (48%) of respondents indicating that skills have led to a “*significant improvement*.” There has been a steady increase in training graduates indicating that there has been “*significant improvement*,” from the initial survey result of 35% to 48% at PTS 7. Overall, some or “*significant improvement*” represent 98% of responses. While, for some reason, 2% report “*no improvement*,” no respondent indicated not knowing if there are improvements or not. With 98% concentrated in the improvement trend, it is possible to posit that changes have occurred in training graduates’ work based on the knowledge and skills acquired from USAID/*Tatweer* training.



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



Between PTS 6 and PTS 7, there is no significant difference in the proportion of respondents indicating “*significant*” or “*some improvement*” in their administrative units. Over half of respondents (52%) indicate “*some improvement*” and one-third (32%) report “*significant improvement*.” Nonetheless, an overall proportion of 84% report some level of improvement in their administrative units as a result of skills and knowledge from the USAID/*Tatweer* training. While the proportions indicating “*no improvement*” and “*don't know*” are still relatively significant, data above indicate a steady decline in these proportions. A description of reasons why training graduates perceive either “*no improvement*” or “*don't know*” that there are improvements, is contained in a separate detailed survey report.



# II. PROGRAM MANAGEMENT

## A. PERSONNEL

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

### Administration

- Richard Huntington, Chief of Party
- Wylie Williams, DCOP Administration & Finance
- Sagal Mohamoud, Chief Administrative Officer
- Douglas Treadwell, Operations Manager
- James Foley, Communications & Outreach Officer
- Tom Petocz, Procurement Manager
- Geoffrey Makaza, Procurement Accounting Specialist
- Calvin Madzorera, Controller
- Amy Ubana, Finance & Administration Manager - Karada
- Flora Gitari, Finance Manager
- Menen Wondwosen, Executive Officer
- Temple Jagha, Director of Monitoring & Evaluation
- Kristin Humbert, Reporting Officer
- Devrin Weiss, Director of Communications
- Martin Mayerchak, Organizational Development Advisor
- Moiz Zainuddin, Fiscal Management Advisor
- Kevin Wheeler, Organizational Development Advisor
- Stephen Metzger, Knowledge Management Officer
- James Freer, Procurement Director
- William Casti, Strategic Advisor of ISO/IT
- Virginia Jurika, Assistant to DCOP for Admin & Finance

### Institutional Development

- Marc Shiman, DCOP Institutional Development
- Zohair Mohsen, Senior Advisor, MoA
- Ali Allabadi, Senior Advisor, MoWR
- Robert Kirkman, Senior Advisor, MoWR
- Mysore Ranganath, Advisor of Project Management, MoWR
- Saad Muhey, Senior Advisor of Project Management, MoMPW
- Mohammed Nasir, Advisor of Applications, MoPDC
- Bushra Abbasi, Senior Advisor, MoH
- Nael Shabaro, DCOP Government Coordinating Institutions
- Randal Thompson, Senior Advisor International Cooperation
- Muntaha Haddad, Sr. Advisor of L/C-COMSEC Advisor
- Touhami Rhaïem, Advisor, CSC & PMAC
- Munther Shar'e, Senior Advisor, PC
- Mostafa A. El-Erian, Senior Legal Advisor, DPMO-S
- Emilio Matuk, Senior Advisor to COSIT, MoPDC
- Bassim Hilmi, Senior Advisor, MoDM
- Teddy Ryan, Project Management Advisor
- Roy Badaro, Advisor, PMO
- Khader Abusway, GOI Executive Offices Advisor
- Michael Heydari, Quality Assurance Advisor
- Andras (Andy) Tamas, Public Administration Advisor
- Talib Al-Hamdani, Senior Advisor, MoMPW

### Provincial DG Assistance

- Basil Haddad, Team Leader, Provincial Rollout
- Ezzeldin Shoukry, Senior Project Management Advisor

### Training and Consulting

- Catherine Trebes, DCOP Training & Consulting
- Faisal Adel Nasr, Senior Advisor, Fiscal Management
- Mohammed Hussain, Fiscal Management Advisor
- Ibrahim Kassab, Senior Advisor, Human Resource Management
- Ali Kazan, Senior Advisor, Project Management
- Pedro Votruba, Senior Anti-Corruption Advisor
- Jeffrey Coonjohn, Senior Anti-Corruption Advisor
- Randall Martin, Director of Training
- Riad Imam, Senior Procurement Advisor
- Ali Alani, Senior Advisor, NCCMD & Al Quds School
- Abduljabbar Salman, Director of Regional Training – Erbil
- Atia Moor, Director of Regional Training – Basrah and Mosul
- Thomas Rousseau, Curriculum Development Specialist

### Ministries of Oil and Electricity Advisors

- Charles Hall, Acting Director, MoO & MoE
- 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, Deputy Director, MoO
- Bijoy Misra, Project Management Advisor
- David Mullholand, Deputy Director, MoE
- Milton Troconis Villareal, Procurement Advisor
- Pavanendra Verma, Procurement Advisor
- 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

- George Awwad, Senior Procurement Advisor
- Andy Griminger, Technical Director (MSI-DC)
- James Lea, Strategic Planning Advisor to MoH
- Sawsan Al-Nahawi, Team Building & Problem Solving Advisor, MoH
- Moiz Zainuddin, Fiscal Management Consultant
- Tim Colbert, Curriculum Development Specialist
- Kate Head, Communication & Media Consultant, MoPDC
- Joe Caulkins, Project Manager (EMG-DC)
- Nathan Olah, Project Manager (MSI-DC)
- Jamie Arnett, Project Manager (MSI-DC)
- Andrei Sinioukov, Senior Project Manager (MSI-DC)

### Administration

All necessary documentation has been prepared for MSI registration and processing by the GoI. These documents will be presented to the GoI by an MSI-retained attorney, who will usher them through the legal process to obtain USAID/*Tatweer's* official registration as a corporation authorized to do business in Iraq. This will facilitate all transactions relating to obtaining visas for staff and matters relating to vehicle registration.

Attorneys retained to secure the release of the armored vehicles have made significant progress but vehicle registration issues continue to provide a challenge to completion of the process. USAID/*Tatweer* originally retained legal help in securing release of the new vehicles from GoI Customs; however, registration and plating (tags) for all nineteen of the program's vehicles must be resolved before the new vehicles can be released.

USAID/*Tatweer's* increased activity in the provinces has attracted the notice of PRTs, implementing partners, and federal agencies, which have all requested or tasked USAID/*Tatweer* to provide assistance or information. While the program welcomes the recognition of its effectiveness in the Iraqi capacity building arena, the additional time commitment necessary to respond to these requests could hinder USAID/*Tatweer's* ability to devote attention and resources to GoI partners. USAID has been attentive to this development and has been very helpful in minimizing the impact of these requests on the program's effectiveness.

The USAID/*Tatweer* program's website, [www.tatweer-iraq.com](http://www.tatweer-iraq.com), was regularly updated and refreshed, including the addition of a feature on the OSTP process.

## B. PROJECT MANAGEMENT SYSTEMS AND PROCUREMENT

### Major Projects Accomplishments include:

During this reporting period, project procurements totaling \$3,110,168 were delivered and presented.

- **NCCMD VSAT Bandwidth Infrastructure** - Linked two regional NCCMD Training Centers to NCCMD Baghdad Training Center with increased bandwidth infrastructure for remote training and VTC capabilities.
- **GOI Ministry IT Training Center** –Nine IT Training Centers have been completed and accepted:
  - *MoH* – Baghdad
  - *MoO* – Daura Refinery; North Oil Company; Kirkuk Oil Institute
  - *MoE* – Baghdad
  - *Al Quds School* – Baghdad
  - *MoWR* – Sadr Al-Qanat
  - *MoMPW* – two Baghdad Sites
- **Provincial Rollout** – USAID/*Tatweer* Provincial Offices in Ramadi and Hilla are now operational with the delivery of three generators, including one received from USAID via the Reutilization Program.
- **MoWR** – A Site Survey and IT Assessment have been completed for MoWR Headquarters. The MoWR – USAID/*Tatweer* IT Working Group is developing a Post-Implementation Training and Strategic Plan.
- **Training Center Civil Works** – Civil works renovations have started at the MoHR Training Center and PMAC Training Center.

## C. FACILITIES, SYSTEMS, AND EQUIPMENT

The program saw the grand opening of the Erbil Training Center on May 4, 2009. The celebrations were experienced, via live VTC linkage, in four program office locations: Baghdad-Karada, Baghdad-Mansour, Erbil and Washington, DC. Technology took center stage as visitors from USAID, the Kurdistan Regional Government, and MSI/HQ in Washington participated in the event.

PSDs have totally vacated the Hammurabi House and moved to the newly renovated Westgate House. Quotes have been received to prepare the Hammurabi for additional residential space and work is underway. Designs for additional meeting and office space in Mansour have been drawn and preparations for construction are underway. The program has also secured and renovated office space in Karada to accommodate the Social Safety Net project assigned to USAID/*Tatweer* by USAID.

USAID/*Tatweer* has received seven generators from USAID, ranging from 100KVA to 500KVA, through the reutilization program. These generators fill a critical functional role for the provincial offices including Basrah and Hilla, as well as the primary compounds at Mansour and Karada. The significant cost savings to the program realized through receipt of these generators is a testament to the continual support of USAID.

## D. SECURITY AND TRANSPORTATION

This reporting period has been characterized by challenges of violence, weather, and politics. An April attack on one of the program's convoys to the provinces resulted in a temporary halt of overland trips along that route, as well as another route that was reporting security problems. Although there were no injuries in this incident, similar missions along the same routes within a relatively short timeframe were not as fortunate, resulting in injuries and loss of life. This quarter saw some remaining contested issues and areas from the previous provincial elections and the beginning of competition for the upcoming (January 2010) national parliamentary elections. Dust storms impeded travel and mission planning for several days, stranding both inbound and outbound travelers. Local and long-distance missions had to be rescheduled due to severely reduced visibility. Visibility is critical for convoy movements as well as emergency air support, if needed. The process of Iraqi assertion of authority and responsibility for new areas, including the International Zone, has resulted in some glitches as new regulations are worked out and enforcement procedures implemented.

June 30, 2009, was a landmark date and a national holiday celebrating the withdrawal of U.S. troops from the streets and cities of Iraq. The period leading up to the date was unexpectedly calm. The date itself was placid in most of the country, with the tragic exceptions of bombs in Kirkuk.





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

## OUTPUT INDICATORS:

### Output I.2: Number of Civil Servants Trained (April through June 2009)

| Civil Servants Trained in Core Admin Functions       | Total         |
|--|---------------|
| <b>Number of Individual Participants<sup>1</sup></b> | <b>14,060</b> |
| Male   | 10,193        |
| Female   | 3,867         |
| <b>Number of Classes Offered</b>                     | <b>739</b>    |
| <b>Number of Class Enrollments</b>                   | <b>14,953</b> |
| Male Enrollments                                     | 10,807        |
| Female Enrollments                                   | 4,146         |

### Enrollments by Course (April - June 2009)

| Program/Course   | Classes    | Enrollments  |              |            |
|--|------------|--------------|--------------|------------|
|  |            | Total        | Male         | Female     |
| <b>Project Management</b>  | <b>116</b> | <b>2,333</b> | <b>1,757</b> | <b>576</b> |
| <b>Fundamentals of Project Management</b>                            | <b>95</b>  | <b>1,875</b> | <b>1,469</b> | <b>406</b> |
| Advanced   | 4          | 82           | 59           | 23         |
| Competency (Rollout)   | 56         | 1186         | 960          | 226        |
| Advanced (Rollout)   | 33         | 574          | 430          | 144        |
| Advanced ToT ( Refresher )   | 2          | 33           | 20           | 13         |
| <b>ISO 9000</b>  | <b>13</b>  | <b>307</b>   | <b>176</b>   | <b>131</b> |
| Competency   | 2          | 35           | 19           | 16         |
| Competency (Rollout)   | 11         | 272          | 157          | 115        |
| <b>Feasibility Studies &amp; Evaluation of Project</b>               | <b>8</b>   | <b>151</b>   | <b>112</b>   | <b>39</b>  |
| Expert   | 8          | 151          | 112          | 39         |
| <b>Fiscal Management</b>   | <b>108</b> | <b>2,156</b> | <b>1,458</b> | <b>698</b> |
| <b>Budgeting – Preparation, Execution, Controlling and Reporting</b> | <b>69</b>  | <b>1,341</b> | <b>859</b>   | <b>482</b> |
| Competency   | 7          | 113          | 82           | 31         |
| Advanced   | 6          | 91           | 48           | 43         |
| Expert   | 1          | 20           | 7            | 13         |
| Competency (Rollout)   | 41         | 874          | 573          | 301        |
| Advanced (Rollout)   | 13         | 227          | 137          | 90         |
| Advanced ToT ( Refresher )   | 1          | 16           | 12           | 4          |
| <b>Government Procurement</b>  | <b>39</b>  | <b>815</b>   | <b>599</b>   | <b>216</b> |

<sup>1</sup> The difference between the number of "individual participants" and "class enrollments" reflects that some of the in participants (up to 893) took more than one course during this quarter.



| Program/Course   | Classes    | Enrollments  |              |            |
|--|------------|--------------|--------------|------------|
|  |            | Total        | Male         | Female     |
| Competency   | 1          | 13           | 11           | 2          |
| Training of Trainers   | 1          | 22           | 20           | 2          |
| Competency (Rollout)   | 32         | 692          | 510          | 182        |
| Advanced (Rollout)   | 2          | 44           | 26           | 18         |
| Advanced ToT ( Refresher )   | 3          | 44           | 32           | 12         |
| <b>Human Resources Management</b>  | <b>89</b>  | <b>1,935</b> | <b>1,303</b> | <b>632</b> |
| <b>Job Analysis, Job Descriptions, Specifications and Standards</b>      | <b>89</b>  | <b>1,935</b> | <b>1,303</b> | <b>632</b> |
| Competency   | 4          | 94           | 48           | 46         |
| Advanced   | 1          | 22           | 8            | 14         |
| Competency (Rollout)   | 65         | 1452         | 1014         | 438        |
| Advanced (Rollout)   | 18         | 361          | 230          | 131        |
| Advanced ToT ( Refresher )   | 1          | 6            | 3            | 3          |
| <b>Information Technology Management</b>                                 | <b>112</b> | <b>2,286</b> | <b>1,598</b> | <b>688</b> |
| <b>ICDL</b>  | <b>112</b> | <b>2,286</b> | <b>1,598</b> | <b>688</b> |
| Competency   | 43         | 843          | 686          | 157        |
| Advanced   | 4          | 60           | 31           | 29         |
| Competency (Rollout)   | 65         | 1383         | 881          | 502        |
| <b>Leadership and Communication</b>                                      | <b>142</b> | <b>2,881</b> | <b>2,227</b> | <b>654</b> |
| <b>Communications 1</b>  | <b>118</b> | <b>2,468</b> | <b>1,922</b> | <b>546</b> |
| Competency   | 19         | 403          | 321          | 82         |
| Competency (Rollout)   | 80         | 1720         | 1361         | 359        |
| Advanced (Rollout)   | 19         | 345          | 240          | 105        |
| <b>Communications 2</b>  | <b>3</b>   | <b>41</b>    | <b>30</b>    | <b>11</b>  |
| Advanced   | 3          | 41           | 30           | 11         |
| <b>Tatweer Organizational Self-Assessment and Transformation Program</b> | <b>10</b>  | <b>111</b>   | <b>72</b>    | <b>39</b>  |
| Advanced   | 10         | 111          | 72           | 39         |
| <b>Strategic Planning</b>  | <b>6</b>   | <b>129</b>   | <b>93</b>    | <b>36</b>  |
| Expert   | 6          | 129          | 93           | 36         |
| <b>Governorate Communication</b>   | <b>5</b>   | <b>132</b>   | <b>110</b>   | <b>22</b>  |
| Expert   | 5          | 132          | 110          | 22         |
| <b>Anti-Corruption</b>   | <b>12</b>  | <b>170</b>   | <b>135</b>   | <b>35</b>  |
| <b>Anti-Corruption Inspector General Workshop</b>                        | <b>10</b>  | <b>134</b>   | <b>110</b>   | <b>24</b>  |
| Competency   | 10         | 134          | 110          | 24         |
| <b>Administrative Anti-Corruption</b>                                    | <b>2</b>   | <b>36</b>    | <b>25</b>    | <b>11</b>  |
| Expert   | 2          | 36           | 25           | 11         |
| <b>Special Programs</b>  | <b>157</b> | <b>3,110</b> | <b>2,265</b> | <b>845</b> |
| <b>Statistical Management</b>  | <b>15</b>  | <b>304</b>   | <b>207</b>   | <b>97</b>  |
| Competency   | 13         | 269          | 184          | 85         |
| Advanced   | 2          | 35           | 23           | 12         |
| <b>Monitoring and Evaluation</b>   | <b>2</b>   | <b>32</b>    | <b>21</b>    | <b>11</b>  |
| Special Workshop   | 2          | 32           | 21           | 11         |
| <b>Project Management Workshop</b>                                       | <b>3</b>   | <b>67</b>    | <b>53</b>    | <b>14</b>  |
| Special Workshop   | 3          | 67           | 53           | 14         |
| <b>Integrated Supply Management</b>                                      | <b>2</b>   | <b>14</b>    | <b>11</b>    | <b>3</b>   |
| Special Workshop   | 2          | 14           | 11           | 3          |
| <b>GIS</b>   | <b>6</b>   | <b>129</b>   | <b>96</b>    | <b>33</b>  |
| Special Workshop   | 6          | 129          | 96           | 33         |
| <b>Team Building</b>   | <b>42</b>  | <b>1,067</b> | <b>809</b>   | <b>258</b> |



| Program/Course  | Classes   | Enrollments |            |           |
|---|-----------|-------------|------------|-----------|
|   |           | Total       | Male       | Female    |
| Special Workshop  | 42        | 1067        | 809        | 258       |
| <b>Organizational Design</b>  | <b>1</b>  | <b>26</b>   | <b>17</b>  | <b>9</b>  |
| Special Workshop  | 1         | 26          | 17         | 9         |
| <b>Primavera Awareness</b>  | <b>23</b> | <b>352</b>  | <b>264</b> | <b>88</b> |
| Special Workshop  | 23        | 352         | 264        | 88        |
| <b>Process Analyses</b>   | <b>3</b>  | <b>24</b>   | <b>20</b>  | <b>4</b>  |
| Special Workshop  | 3         | 24          | 20         | 4         |
| <b>Accounting and Auditing</b>  | <b>3</b>  | <b>70</b>   | <b>49</b>  | <b>21</b> |
| Special Workshop  | 3         | 70          | 49         | 21        |
| <b>Health Planning Project Management</b>   | <b>1</b>  | <b>17</b>   | <b>16</b>  | <b>1</b>  |
| Special Workshop  | 1         | 17          | 16         | 1         |
| <b>COMFAR III</b>   | <b>4</b>  | <b>40</b>   | <b>26</b>  | <b>14</b> |
| Special Workshop  | 4         | 40          | 26         | 14        |
| <b>Sharepoint Fundamentals</b>  | <b>3</b>  | <b>53</b>   | <b>43</b>  | <b>10</b> |
| Special Workshop  | 3         | 53          | 43         | 10        |
| <b>Training Management System</b>   | <b>1</b>  | <b>28</b>   | <b>20</b>  | <b>8</b>  |
| Special Workshop  | 1         | 28          | 20         | 8         |
| <b>Standard Operating Procedures Instructions</b>                                 | <b>2</b>  | <b>60</b>   | <b>45</b>  | <b>15</b> |
| Special Workshop  | 2         | 60          | 45         | 15        |
| <b>Chemical Treatment of Oil</b>  | <b>1</b>  | <b>17</b>   | <b>15</b>  | <b>2</b>  |
| Special Workshop  | 1         | 17          | 15         | 2         |
| <b>HSEMS</b>  | <b>1</b>  | <b>21</b>   | <b>18</b>  | <b>3</b>  |
| Special Workshop  | 1         | 21          | 18         | 3         |
| <b>Civil Service Awareness Raising</b>  | <b>1</b>  | <b>51</b>   | <b>26</b>  | <b>25</b> |
| Special Workshop  | 1         | 51          | 26         | 25        |
| <b>ISCM</b>   | <b>1</b>  | <b>22</b>   | <b>13</b>  | <b>9</b>  |
| Special Workshop  | 1         | 22          | 13         | 9         |
| <b>E-Learning Workshop</b>  | <b>1</b>  | <b>8</b>    | <b>7</b>   | <b>1</b>  |
| Special Workshop  | 1         | 8           | 7          | 1         |
| <b>Unified Accounting System</b>  | <b>2</b>  | <b>36</b>   | <b>25</b>  | <b>11</b> |
| Special Workshop  | 2         | 36          | 25         | 11        |
| <b>Drilling Service Technology</b>  | <b>1</b>  | <b>14</b>   | <b>12</b>  | <b>2</b>  |
| Special Workshop  | 1         | 14          | 12         | 2         |
| <b>IT for Public Cycle Managers</b>   | <b>1</b>  | <b>17</b>   | <b>16</b>  | <b>1</b>  |
| Special Workshop  | 1         | 17          | 16         | 1         |
| <b>Performance Evaluation</b>   | <b>1</b>  | <b>39</b>   | <b>25</b>  | <b>14</b> |
| Special Workshop  | 1         | 39          | 25         | 14        |
| <b>Auditing &amp; Internal ( External Control )</b>                               | <b>6</b>  | <b>115</b>  | <b>61</b>  | <b>54</b> |
| Special Workshop  | 6         | 115         | 61         | 54        |
| <b>Financial Accounting</b>   | <b>2</b>  | <b>30</b>   | <b>17</b>  | <b>13</b> |
| Special Workshop  | 2         | 30          | 17         | 13        |
| <b>Methods of Administration &amp; its relationship with administer sociology</b> | <b>1</b>  | <b>22</b>   | <b>13</b>  | <b>9</b>  |
| Special Workshop  | 1         | 22          | 13         | 9         |
| <b>Database Introductory</b>  | <b>1</b>  | <b>10</b>   | <b>6</b>   | <b>4</b>  |
| Special Workshop  | 1         | 10          | 6          | 4         |
| <b>Vouchers cycle &amp; financial reporting &amp; Posting</b>                     | <b>1</b>  | <b>15</b>   | <b>13</b>  | <b>2</b>  |
| Special Workshop  | 1         | 15          | 13         | 2         |
| <b>Health Economic</b>  | <b>2</b>  | <b>58</b>   | <b>36</b>  | <b>22</b> |
| Special Workshop  | 2         | 58          | 36         | 22        |



| Program/Course   | Classes  | Enrollments |           |           |
|--|----------|-------------|-----------|-----------|
|  |          | Total       | Male      | Female    |
| <b>Proactive Safety Process</b>  | <b>6</b> | <b>71</b>   | <b>56</b> | <b>15</b> |
| Special Workshop   | 6        | 71          | 56        | 15        |
| <b>Quality Assurance</b>   | <b>2</b> | <b>45</b>   | <b>31</b> | <b>14</b> |
| Special Workshop   | 2        | 45          | 31        | 14        |
| <b>Accounting</b>  | <b>1</b> | <b>19</b>   | <b>12</b> | <b>7</b>  |
| Special Workshop   | 1        | 19          | 12        | 7         |
| <b>Safety Level II for ME</b>  | <b>3</b> | <b>64</b>   | <b>59</b> | <b>5</b>  |
| Special Workshop   | 3        | 64          | 59        | 5         |
| <b>Computerized Maintenance Management</b>                                 | <b>2</b> | <b>18</b>   | <b>18</b> | <b>0</b>  |
| Special Workshop   | 2        | 18          | 18        | 0         |
| <b>Network Design and Management</b>                                       | <b>3</b> | <b>57</b>   | <b>35</b> | <b>22</b> |
| Special Workshop   | 3        | 57          | 35        | 22        |
| <b>Developing Employee Data Bank</b>                                       | <b>1</b> | <b>16</b>   | <b>7</b>  | <b>9</b>  |
| Special Workshop   | 1        | 16          | 7         | 9         |
| <b>Management &amp; Maintenance the Environment of Windows Server 2003</b> | <b>1</b> | <b>10</b>   | <b>10</b> | <b>0</b>  |
| Special Workshop   | 1        | 10          | 10        | 0         |
| <b>CISCO Network Fundamentals</b>  | <b>1</b> | <b>9</b>    | <b>8</b>  | <b>1</b>  |
| Special Workshop   | 1        | 9           | 8         | 1         |
| <b>MS Access Training</b>  | <b>1</b> | <b>8</b>    | <b>7</b>  | <b>1</b>  |
| Special Workshop   | 1        | 8           | 7         | 1         |
| <b>Cost Estimating</b>   | <b>1</b> | <b>18</b>   | <b>14</b> | <b>4</b>  |
| Special Workshop   | 1        | 18          | 14        | 4         |
| <b>Contracts/ Letters of Credit</b>  | <b>1</b> | <b>17</b>   | <b>8</b>  | <b>9</b>  |
| Special Workshop   | 1        | 17          | 8         | 9         |
| <b>ToT Program</b>   | <b>3</b> | <b>82</b>   | <b>64</b> | <b>18</b> |
| <b>General</b>   | <b>3</b> | <b>82</b>   | <b>64</b> | <b>18</b> |
| Training of Trainers   | 3        | 82          | 64        | 18        |



## Participants/Enrollment by Ministry/Institution

| Ministry/ Executive Office                       | Enrollments |      |        | Participants |      |        |
|--|-------------|------|--------|--------------|------|--------|
|  | Total       | Male | Female | Total        | Male | Female |
| <b>National Government Baghdad</b>               |             |      |        |              |      |        |
| Ministry of Oil                                  | 621         | 495  | 126    | 592          | 471  | 121    |
| Ministry of Electricity                          | 815         | 605  | 210    | 786          | 582  | 204    |
| Ministry of Water Resources                      | 1326        | 854  | 472    | 1243         | 807  | 436    |
| Ministry of Municipalities & Public Works        | 3642        | 2543 | 1099   | 3456         | 2424 | 1032   |
| Ministry of Planning & Development Cooperation   | 371         | 200  | 171    | 319          | 169  | 150    |
| Ministry of Health                               | 4690        | 3612 | 1078   | 4538         | 3502 | 1036   |
| Ministry of Agriculture                          | 1325        | 1032 | 293    | 1257         | 978  | 279    |
| Ministry of Justice                              | 81          | 70   | 11     | 76           | 66   | 10     |
| Ministry of Education                            | 171         | 130  | 41     | 168          | 128  | 40     |
| Ministry of Interior                             | 6           | 4    | 2      | 6            | 4    | 2      |
| Ministry of Finance                              | 76          | 48   | 28     | 74           | 46   | 28     |
| Ministry of Displaced & Migrants                 | 90          | 59   | 31     | 86           | 56   | 30     |
| Ministry of Human Rights                         | 54          | 34   | 20     | 54           | 34   | 20     |
| Ministry of Environment                          | 8           | 7    | 1      | 8            | 7    | 1      |
| Ministry of Tourism                              | 4           | 2    | 2      | 4            | 2    | 2      |
| Ministry of Trade                                | 9           | 5    | 4      | 9            | 5    | 4      |
| Ministry of Natural Resources                    | 7           | 4    | 3      | 7            | 4    | 3      |
| Ministry of Work                                 | 3           | 2    | 1      | 3            | 2    | 1      |
| Ministry of Transportation                       | 14          | 10   | 4      | 14           | 10   | 4      |
| Ministry of Youth & Sports                       | 16          | 12   | 4      | 16           | 12   | 4      |
| Ministry of Industry                             | 9           | 6    | 3      | 9            | 6    | 3      |
| Ministry of Higher Education                     | 2           | 1    | 1      | 2            | 1    | 1      |
| Ministry of Communication                        | 6           | 3    | 3      | 6            | 3    | 3      |
| Ministry of Defense                              | 1           | 1    | 0      | 1            | 1    | 0      |
| Ministry of Foreign Affairs                      | 5           | 4    | 1      | 5            | 4    | 1      |
| Prime Minister's Office                          | 12          | 12   | 0      | 12           | 12   | 0      |
| Presidency Council                               | 13          | 9    | 4      | 12           | 9    | 3      |
| Vice President of the Republic of Iraq           | 89          | 79   | 10     | 79           | 69   | 10     |
| Council of Ministers Secretariat                 | 35          | 26   | 9      | 32           | 25   | 7      |
| Deputy Prime Minister's Office-Services          | 4           | 4    | 0      | 3            | 3    | 0      |
| Deputy Prime Minister's Office- Economic Affairs | 1           | 1    | 0      | 1            | 1    | 0      |
| Construction/ Housing                            | 45          | 26   | 19     | 45           | 26   | 19     |
| Kirkuk Governorate                               | 6           | 5    | 1      | 6            | 5    | 1      |
| Maysan Governorate                               | 8           | 8    | 0      | 6            | 6    | 0      |
| Wasit Governorate                                | 2           | 1    | 1      | 2            | 1    | 1      |
| Diyala Governorate                               | 37          | 37   | 0      | 29           | 29   | 0      |
| Ninawa Governorate                               | 1           | 0    | 1      | 1            | 0    | 1      |
| Muthanna Governorate                             | 1           | 0    | 1      | 1            | 0    | 1      |
| Babylon Governorate                              | 4           | 4    | 0      | 4            | 4    | 0      |
| High Board for pilgrimage                        | 2           | 2    | 0      | 2            | 2    | 0      |
| Anbar Governorate                                | 1           | 1    | 0      | 1            | 1    | 0      |
| Shi'ite Endowment                                | 3           | 3    | 0      | 3            | 3    | 0      |
| Sunni Endowment                                  | 6           | 5    | 1      | 6            | 5    | 1      |
| Endowment of Christian and Other Religions       | 2           | 1    | 1      | 2            | 1    | 1      |
| Others   | 49          | 31   | 18     | 46           | 30   | 16     |



| <b>Kurdistan Regional Government</b>           |               |               |              |               |               |              |
|--|---------------|---------------|--------------|---------------|---------------|--------------|
| Ministry of Municipalities & Public Works      | 204           | 134           | 70           | 167           | 110           | 57           |
| Ministry of Planning & Development Cooperation | 50            | 35            | 15           | 46            | 33            | 13           |
| Ministry of Finance                            | 163           | 92            | 71           | 137           | 71            | 66           |
| Ministry of Oil                                | 4             | 4             | 0            | 4             | 4             | 0            |
| Ministry of Electricity                        | 87            | 55            | 32           | 65            | 41            | 24           |
| Ministry of Water Resources                    | 68            | 40            | 28           | 55            | 30            | 25           |
| Ministry of Human Rights                       | 36            | 24            | 12           | 28            | 16            | 12           |
| Ministry of Interior                           | 3             | 0             | 3            | 2             | 0             | 2            |
| Ministry of Environment                        | 9             | 1             | 8            | 6             | 1             | 5            |
| Ministry of Health                             | 99            | 67            | 32           | 84            | 55            | 29           |
| Ministry of Agriculture                        | 134           | 113           | 21           | 105           | 86            | 19           |
| Ministry of Justice                            | 98            | 51            | 47           | 74            | 42            | 32           |
| Ministry of Trade                              | 1             | 1             | 0            | 1             | 1             | 0            |
| Ministry of Education                          | 121           | 74            | 47           | 100           | 60            | 40           |
| Muthanna Governorate                           | 1             | 0             | 1            | 1             | 0             | 1            |
| Ministry of Industry                           | 2             | 1             | 1            | 2             | 1             | 1            |
| Ministry of Natural Resources                  | 66            | 45            | 21           | 47            | 31            | 16           |
| Ministry of Higher Education                   | 33            | 16            | 17           | 22            | 10            | 12           |
| Council of Ministers Secretariat               | 4             | 4             | 0            | 2             | 2             | 0            |
| Construction/ Housing                          | 3             | 2             | 1            | 3             | 2             | 1            |
| Erbil Governorate                              | 30            | 22            | 8            | 24            | 18            | 6            |
| Sulaymaniyah Governorate                       | 38            | 14            | 24           | 30            | 12            | 18           |
| Dahuk Governorate                              | 12            | 3             | 9            | 11            | 2             | 9            |
| Others   | 14            | 11            | 3            | 12            | 9             | 3            |
| <b>TOTAL</b>                                   | <b>14,953</b> | <b>10,807</b> | <b>4,146</b> | <b>14,060</b> | <b>10,193</b> | <b>3,867</b> |



## PROJECT RESULT I: 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<br>Oct-Dec 08 | Quarter 2<br>Jan-Mar 09 | Quarter 3<br>Apr-Jun 09 |
|------------|---------|-------------------------|-------------------------|-------------------------|
| Frequently | NA      | 55%                     | 59%                     | 60%                     |
| Sometimes  | NA      | 45%                     | 33%                     | 35%                     |

**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<br>Oct-Dec 08 | Quarter 2<br>Jan-Mar 09 | Quarter 3<br>Apr-Jun 09 |
|--------------------------|---------|-------------------------|-------------------------|-------------------------|
| Significant Improvements | NA      | 32%                     | 34%                     | 32%                     |
| Some Improvements        | NA      | 47%                     | 51%                     | 52%                     |

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

| FY 2008 | Quarter 1<br>Oct-Dec 08 | Quarter 2<br>Jan-Mar 09 | Quarter 3<br>Apr-Jun 09 |
|---------|-------------------------|-------------------------|-------------------------|
| 358     | 95                      | 65                      | 104                     |

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

| FY 2008 | Quarter 1<br>Oct-Dec 08 | Quarter 2<br>Jan-Mar 09 | Quarter 3<br>Apr-Jun 09 |
|---------|-------------------------|-------------------------|-------------------------|
| 0       | 0                       | 0                       | 0                       |

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

| FY 2008 | Quarter 1<br>Oct-Dec 08 | Quarter 2<br>Jan-Mar 09 | Quarter 3<br>Apr-Jun 09 |
|---------|-------------------------|-------------------------|-------------------------|
| 18,469  | 13,142                  | 13,382                  | 14,953                  |

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

| FY 2008* | Quarter 1<br>Oct-Dec 08 | Quarter 2<br>Jan-Mar 09 | Quarter 3<br>Apr-Jun 09 |
|----------|-------------------------|-------------------------|-------------------------|
| 1,199    | 221                     | 250                     | 170                     |

\* 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<br>Oct-Dec 08 | Quarter 2<br>Jan-Mar 09 | Quarter 3<br>Apr-Jun 09 |
|---------|-------------------------|-------------------------|-------------------------|
| 81      | 81                      | 37                      | 118                     |

**Project Indicator 1.8:** Number of post graduate scholarship recipients that complete courses of study

| FY 2008 | Quarter 1<br>Oct-Dec 08 | Quarter 2<br>Jan-Mar 09 | Quarter 3<br>Apr-Jun 09 |
|---------|-------------------------|-------------------------|-------------------------|
| 1       | 1                       | 0                       | 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<br/>Oct-Dec 08</b> | <b>Quarter 2<br/>Jan-Mar 09</b> | <b>Quarter 3<br/>Apr-Jun 09</b> |
|-----------------|---------------------------------|---------------------------------|---------------------------------|
| 45              | 39                              | 35                              | 46                              |

\* Indicator calculation began this year

**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<br/>Oct-Dec 08</b> | <b>Quarter 2*<br/>Jan-Mar 09</b> | <b>Quarter 3<br/>Apr-Jun 09</b> |
|----------------|---------------------------------|----------------------------------|---------------------------------|
| 0              | 0                               | 2                                | 1                               |

\* 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<br/>Oct-Dec 08</b> | <b>Quarter 2<br/>Jan-Mar 09</b> | <b>Quarter 3<br/>Apr-Jun 09</b> |
|----------------|---------------------------------|---------------------------------|---------------------------------|
| 7              | 8                               | 9                               | 10                              |





## PROJECT RESULT 3: PUBLIC ADMINISTRATION TRAINING CAPACITY EXPANDED

Project Indicator 3.2: Number of trainees enrolled at NCCMD

| FY 2008 | Quarter 1<br>Oct-Dec 08 | Quarter 2<br>Jan-Mar 09 | Quarter 3<br>Apr-Jun 09 |
|---------|-------------------------|-------------------------|-------------------------|
| 2,802   | 331                     | 149                     | 119                     |

Project Indicator 3.3: Number of trained trainers at NCCMD

| FY 2008 | Quarter 1<br>Oct-Dec 08 | Quarter 2<br>Jan-Mar 09 | Quarter 3<br>Apr-Jun 09 |
|---------|-------------------------|-------------------------|-------------------------|
| 57      | 64                      | 20                      | 47                      |

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

| FY 2008 | Quarter 1<br>Oct-Dec 08 | Quarter 2<br>Jan-Mar 09 | Quarter 3<br>Apr-Jun 09 |
|---------|-------------------------|-------------------------|-------------------------|
| 16,571  | 6,467                   | 8,948                   | 8,243                   |

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

| FY 2008 | Quarter 1<br>Oct-Dec 08 | Quarter 2<br>Jan-Mar 09 | Quarter 3<br>Apr-Jun 09 |
|---------|-------------------------|-------------------------|-------------------------|
| 241     | 31                      | 0                       | 57                      |

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

| FY 2008 | Quarter 1<br>Oct-Dec 08 | Quarter 2<br>Jan-Mar 09 | Quarter 3<br>Apr-Jun 09 |
|---------|-------------------------|-------------------------|-------------------------|
| 5       | 0                       | 0                       | 0                       |

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

| FY 2008 | Quarter 1<br>Oct-Dec 08 | Quarter 2<br>Jan-Mar 09 | Quarter 3<br>Apr-Jun 09 |
|---------|-------------------------|-------------------------|-------------------------|
| 52      | 27                      | 0                       | 0                       |

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

| FY 2008 | Quarter 1<br>Oct-Dec 08 | Quarter 2<br>Jan-Mar 09 | Quarter 3<br>Apr-Jun 09 |
|---------|-------------------------|-------------------------|-------------------------|
| 2,738   | 4,248                   | 3,748                   | 9,307                   |

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

| FY 2008 | Quarter 1<br>Oct-Dec 08 | Quarter 2<br>Jan-Mar 09 | Quarter 3<br>Apr-Jun 09 |
|---------|-------------------------|-------------------------|-------------------------|
| 0       | 0                       | 0                       | 70                      |

\* Indicator calculation began in this reporting quarter.