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USAID/*TATWEER* PROGRAM

QUARTERLY PROGRESS REPORT – 14
OCTOBER – DECEMBER 2009

30 January 2010

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CONTENTS

Program Overview	1
I. Program Highlights	2
A. Summary Highlights.....	2
B. Strengthening Key Ministries.....	4
C. Strengthening Executive Offices	38
D. Cross-Cutting Technical Assistance	44
E. Training Update	55
II. Program Management	59
A. Personnel.....	59
B. Project Management Systems and Procurement.....	60
C. Facilities, Systems, and Equipment	61
D. Security and Transportation.....	61
Annex I: USAID/Tatweer Performance Indicators at a Glance	62
Output Indicators:	62
Project Result 1: Strengthened Core Public Administration Skills	69
Project Result 2: Ministries Establish More Effective Administrative Systems.....	71
Project Result 3: Public Administration Training Capacity Expanded.....	72



ACRONYMS

ADA	Anbar Agriculture Directorate	MoMPW	Ministry of Municipalities and Public Works
ADB	Babil Agriculture Directorate	MoO	Ministry of Oil
ADBg	Baghdad Agriculture Directorate	MoPDC	Ministry of Planning and Development Cooperation
ADK	Kirkuk Agriculture Directorate	MoWR	Ministry of Water Resources
ADN	Ninawa Agriculture Directorate	MRC	Middle Refining Company
ARSSC	Animal Resources Services State Company	MSSC	Mesopotamia State Seed Company
BOTI	Baghdad Oil Training Institute	MWG	Maintenance Working Group
BPA	Business Process Analysis	NAIP	National Animal Identification Program
CMMS	Computerized Maintenance and Management System	NCCMD	National Center for Consultancy and Management Development
COMFAR	Computer Model for Feasibility Analysis and Reporting	NDP	National Development Plan
COMSEC	Council of Ministers' Secretariat	NGC	North Gas Company
COSIT	Central Organization for Statistics and Information Technology	NIC	National Investment Commission
COSQC	Central Organization for Standardization and Quality Control	NMC	National Media Center
CSR	Civil Service Reform	NOC	North Oil Company
DG	Director General	NRC	North Refinery Company
DOH	Department of Health	OPDC	Oil Products Distribution Company
ESD	MNF-I Energy & Services Division	OSTP	Organizational Self Assessment and Transformation Program
GIS	Geographic Information Systems	PAF	Procurement Action Form
Gol	Government of Iraq	PC	Presidency Council
GPP	Gas Power Production	PD	Presidency Diwan
GPS	Global Positioning System	PMAC	Prime Minister's Advisory Council
HCED	Higher Committee on Education	PMC	Public Manager Cycle
HR	Human Resource	PMMP	Project Management Mentoring Program
HRTDC	Human Resources Training and Development Center	PMO	Prime Minister's Office
HVAC	Heating, Ventilation, and Air Conditioning	PMWG	Project Management Working Group
ICDL	International Computer Driving License	PPU	Provincial Planning Unit
IG	Inspector General	RFP	Request for Proposal
IPC	Inter-Personal Communication	SCOP	State Company for Oil Projects
ISO	International Standards Organization	SOC	South Oil Company
IT	Information Technology	SOP	Standard Operating Procedures
ITAO	Iraq Transition Assistance Office	SP	Strategic Planning
M&E	Monitoring and Evaluation	TMS	Training Management System
MAN	Metropolitan Area Network	ToT	Training of Trainers
MNF-I	Multi-National Force -Iraq	UN	United Nations
MoA	Ministry of Agriculture	U.S.	United States
MoDM	Ministry of Displaced and Migrants	USAID	U.S. Agency for International Development
MoE	Ministry of Electricity	USDA	U.S. Department of Agriculture
MoH	Ministry of Health	VPO	Vice President Office
MoHE	Ministry of Higher Education	VSSC	Veterinary Science State Company
MoHR	Ministry of Human Rights	VTC	Video Tele-Conferencing
MoLSA	Ministry of Labor and Social Affairs		



PROGRAM OVERVIEW

The USAID-funded *Tatweer* program is a leading component of the U.S. Government's National Capacity Development program in Iraq. USAID/*Tatweer* focuses on “developing national capacity in public management,” to improve key ministries' core management systems, raise the skill levels of a critical mass of public managers, and revive the government's training institutions' capacity. USAID/*Tatweer* aims to improve six core areas of public administration: fiscal management, human resources management, project management, leadership & communication, strategic planning, and information technology.

Participating Ministries and Executive Offices: USAID/*Tatweer* teams work directly with key national ministries and offices to introduce improved management systems and capabilities. Participating ministries and executive offices are as follow: the Ministries of Planning, Electricity, Oil, Agriculture, Water Resources, Municipalities & Public Works, Health, Human Rights, and Migration & Displaced; and the executive offices of the President and Vice Presidents, the Prime Minister and Deputy Prime Ministers, and the Council of Ministers Secretariat.

Provincial Outreach: In addition to working with the ministries' central offices, USAID/*Tatweer* provides assistance to the provincial offices of the national ministries. This provincial work is facilitated by the program's offices in Erbil, Mosul, Hilla, Ramadi, Kirkuk, and Basrah. USAID/*Tatweer* international and Iraqi advisors provide direct mentoring workshops and technical assistance in systems improvements to provincial offices, including hands-on case work with existing projects. In addition to the technical assistance activities, over 75% of all USAID/*Tatweer* trainees are civil servants working in their ministries' provincial offices. USAID/*Tatweer* coordinates its work in the provinces with the Provincial Reconstruction Teams (PRTs), the U.S. Military, and other USAID implementing partners.

Training and Scholarship Program: USAID/*Tatweer* provides training to raise the skill levels of a critical mass of civil servants. At the end of December 2009, the program had enrolled about 90,000 trainees in over 4,000 courses on core public administration topics including budgeting, procurement, project management, human resources management, information technology, ethics & anti-corruption, strategic planning, and leadership and communication. All training is competence-based, geared towards practical skills, adult learner-centric and in Arabic. Additionally, USAID/*Tatweer* provides international post-graduate scholarships—Masters in Public Administration—for 120 scholars drawn from the civil service ranks and the private sector.

Strengthening Government's Training Institutions: USAID/*Tatweer* is committed to anchoring the training capacity in Iraqi institutions. USAID/*Tatweer* coordinates with the NCCMD, the Al Quds School of Computers, the KRG Ministry of Planning, Salah ad Din University, and ministerial training centers, to develop and sustain a vibrant public administration training capacity throughout the country. USAID/*Tatweer*'s training program began with direct training courses developed and delivered by international advisors who then developed a cadre of civil servants through a rigorous “training of trainers” program to take over the training delivery in their ministries. Nearly 900 of these government trainers now deliver 90% of USAID/*Tatweer*'s basic training in public management skills. Partner ministries are assuming the costs and implementation of training delivery, adapting USAID/*Tatweer* training management systems and adopting USAID/*Tatweer* materials in public administration.

Civil Service Reform: A keystone to improving public management is a fully functioning set of civil service institutions that stress merit, equality of access, transparency of hiring and promotion, and fair and competitive compensation. USAID/*Tatweer* assists the government of Iraq in drafting civil service legislation to re-establish a Civil Service Commission and update its civil service law. USAID/*Tatweer* advisors assist in the institutional development of the new Civil Service Commission and in the reorganization government agencies' human resources management departments to address the requirements of a modern civil service.



I. PROGRAM HIGHLIGHTS

A. SUMMARY HIGHLIGHTS

PROVINCIAL TECHNICAL ASSISTANCE

Provincial ToT training has continued at a steady pace even as USAID/*Tatweer* begins to anchor training activities in the ministries, allowing the ministries to assume control. The cost-sharing aspect of provincial ToT training is proving to be a linear transition, with the Ministries paying the trainers' salaries and providing the training halls, while USAID/*Tatweer* continues to provide course materials and some supplies.

The dynamic relationship between USAID/*Tatweer* and the Ministry of Health (MoH) has been extremely productive at the provincial level this quarter. In Maysan, USAID/*Tatweer* coordinated the creation of a Problem Solving Team (PST) with the MoH. The PST will be a direct link between the continual learning process and the evolution of policy-driven programs. The Maysan Department of Health (DOH) is working with an embedded USAID/*Tatweer* advisor to identify problems and develop solutions based on the principles learned from the program. The first problem identified was the incompatibility of statistical data sets emerging from two important sources, the Primary Health Care Centers and DOH in Maysan. The process of generating solutions for this discrepancy in statistical reporting has already been undertaken by the PST with the USAID/*Tatweer* advisor acting as the coordinator.

Additionally, USAID/*Tatweer* conducted a series of strategic planning and budgeting workshops for MoH budget directors in order to assist them in revising their goals to match the needs identified in their five-year strategic plan. USAID/*Tatweer* also provided a workshop to MoH staff in the provinces on interpersonal communication, with an aim towards improving the communication process between the provinces and the ministry in Baghdad. Twenty-two of the 32 recently graduated Ministry of Health Master Trainers were assigned to work in the provinces.

With the MoPDC, USAID/*Tatweer* continues to provide technical assistance on the Hammurabi Knowledge Base system across the provinces. A total of six workshops on the Knowledge Base were conducted in Anbar, Babil, Baghdad, and Najaf provinces for approximately 120 staff members from various ministries and provinces. Awareness of the Hammurabi Knowledge Base system is spreading, and more civil servants across Iraq are using it.

USAID/*Tatweer* Provincial Rollout advisors met with PRTs and several different ministry DGs in the Diyala province. This meeting highlighted some of the obstacles facing the province, particularly related to security, training spaces, and ToT resources available. USAID/*Tatweer* advisors were able to address many of these problems by suggesting higher levels of collaboration amongst the parties involved. For example, the MoWR office in Diyala was able to offer its training hall for use by other ministries, and USAID/*Tatweer* provided some suggestions on where additional ToT trainers could be found to help Diyala's training efforts.

USAID/*Tatweer* participated in the USAID Implementers Conference in Anbar, organized by the Anbar PRT. In addition to USAID/*Tatweer*, participants included advisors from LGP III, CAP III, Tijara, Inma, DAI, and the Ramadi Business Center as well as representatives from the various PRTs and the U.S. Military. The conference emphasized inter-organizational collaboration and sought to identify and analyze obstacles facing the implementing partners at the local level and find methods to collectively address and overcome these obstacles.

OTHER SELECT SUMMARY HIGHLIGHTS

For the USAID/*Tatweer* Ministry of Planning and Development Coordination team, the final quarter of 2009 was marked by a string of successes within the ministry, its associated agencies, and throughout the provinces. One of the largest of these is the completion of the five-year National Development Plan (NDP). USAID/*Tatweer* coordinated with MoPDC to host a very successful NDP conference held in Erbil which was attended by over 400 participants from line ministries, provincial councils, the council of representatives, the private sector, and various donor organizations. Conference participants reviewed and discussed 22 sectoral papers which form the backbone



of the NDP and covered every social, economic, and environmental aspect related to future development in Iraq. Following the conference, USAID/*Tatweer* coordinated directly with the MoPDC to assemble a draft of the NDP, by intertwining the sectoral papers presented at the conference along with fresh statistics regarding sectoral investments, projected allocation of Iraqi GDP per sector, and the projected distribution of local investment. By the end of December, the complete first draft of the NDP was finished, divided into sector-based chapters and a series of statistical diagrams.

USAID/*Tatweer* worked with the Central Organization for Standardization and Quality Control (COSQC) to coordinate and successfully host the first ever Quality Conference in Iraq. The conference concentrated on highlighting COSQC's importance in Iraq's future development efforts. Some of the topics discussed included methods to enhance awareness of the concept of quality, improved quality control for services and products in Iraq, and reviewing the prior experiences of Government institutions in order to better understand the challenges facing quality control in Iraq. Over 20 speakers representing the GoI, academia, and the private sector made remarks and presented studies or research papers under the themes of Quality Strategy in Iraq, Quality in the Productive Sector, and Quality in the Service Sector.

USAID/*Tatweer* completed a full cycle of its Master Training Program for 32 ToTs in the Ministry of Health this quarter. The cycle was designed to train and mentor USAID/*Tatweer*-trained trainers to design and develop curricula, conduct training needs assessments, train new trainers, and monitor and evaluate training performance. Participants in the Master Training Program were selected through a lengthy competitive merit-based screening process, and included ToTs from all of the Ministry of Health's provincial Directorates of Health. The group attended five workshops and developed seven training manuals in different topics which will be used by MoH trainers. The 32 Master Trainers were presented with certificates of graduation by the Minister of Health at a celebratory ceremony held during the final day of the International Scientific Conference for Health Research. Each of the Master Trainers has been transferred from previous positions to training centers and units throughout the MoH and DOHs, and will be devoted to resolving training issues and leading the comprehensive training transformation process.



B. STRENGTHENING KEY MINISTRIES

MINISTRY OF AGRICULTURE (MOA)

CENTRAL MINISTRY HIGHLIGHTS

Ministry of Agriculture leadership has shown significant interest in performance improvement activities this quarter, particularly in Organizational Self-Assessment and Transformation (OSTP), geographic information systems (GIS), business process analysis (BPA), strategic planning (SP), among other things. MoA's OSTP Champions have begun self-assessment work in several state agriculture companies, and have helped to establish and train an OSTP team in Kirkuk.

PROVINCIAL ACTIVITY HIGHLIGHTS

MoA planners and project managers have responded positively to USAID/*Tatweer's* training and mentoring in SP and problem solving methodologies, and have begun to apply these skills to live capital investment projects in the provinces. USAID/*Tatweer* has also provided advanced training and workshops on GIS technology and systems, as well as technical support for analyzing GIS maps and surveys in practical environments.

Table 1: MoA Reporting Matrix

Performance Indicators	Activities	December 2009 Expected Results	December 2009 Actual Results
Sub-IR 10.1.2 : Project Result 2: Ministries Establish More Effective Administrative Systems			
Sub-IR 10.1.2 Indicators:			
Proportion of priority systems improvements in human resource management implemented by ministries	Assist MoA to revise and update employee performance appraisal system	Employee appraisal system Updated and utilized	Achieved: Employee appraisal form completed and adopted by MoA.
	Assist MoA to develop, recommend, and implement interim employee timesheet system (to be included in HRIS)	Timesheet system implemented in all HQ departments	Shifted: Re-programed to fit into broader CSR program and put under CSR supervision in 2010 workplan.
	Assist MoA to identify appropriate HRIS platform requirements (software package)	Recommendations finalized and adopted	Shifted: Re-programed to fit into broader CSR program and put under CSR supervision in 2010 workplan.
	Train HR staff in HR management (competency and advanced)	20 staff trained	Achieved: 22 staff trained at MoA HQ utilizing USAID/ <i>Tatweer</i> training materials.
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	Procedures and processes streamlined	Shifted: Activity now included in 2010 workplan based on ministry readiness
	Coach procurement specialists in Central Procurement Committee utilizing actual ministry procurement scenarios	5 coaching sessions held	Achieved: 6 coaching sessions held
	Enroll procurement staff in procurement training courses	20 staff trained	Achieved: 46 provincial staff trained



Performance Indicators	Activities	December 2009 Expected Results	December 2009 Actual Results
	Assist MoA to automate inventory processes	Automated inventory system functional	Shifted: Activity now in 2010 workplan. Discussions underway with Veterinary Science State Company (VSSC) to install automated inventory system, agreement expected upon approval of 2010 budget.
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	Achieved: 44 project managers mentored on life capital projects in provinces
	Conduct GIS GPS training in Baghdad and provinces	10 staff trained	Achieved: 102 staff trained on GPS
	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: 9 MoA technicians started surveying the Musayeb GIS project
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 mentored	Achieved: 6 sessions on SP conducted for Animal Resources Services State Company (ARSSC) and VSSC with 121 seniors attending
	Assist MoA to prepare plan/documentation towards developing a Center of Excellence for strategic planning and budgeting	SOP, roles, responsibilities and budget developed and approved	Canceled: All activities for this task stopped due to MoA budget cuts. MoA unable to set up necessary structures to support this deliverable.
	Mentor provincial DGs towards better decision making, problem solving and budget execution in anticipation of upcoming decentralization	3 coaching session conducted	Achieved: 6 coaching sessions conducted with provincial planners
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 3 provinces	1 provincial self-assessment team formed; Self-assessment survey complete	Achieved: Self-assessment team formed in Kirkuk and self-assessment activities conducted in 4 directorates.
Operational Effectiveness Indicators			
	Assist MoA to procure, equip, and establish GIS Center	GIS center functional	Achieved: GIS Center established, organizational structure developed, and staff assigned.

CONTEXT AND OBSTACLES ENCOUNTERED

Delays in budget approval and budget cuts in 2009 have impacted implementation of several MoA capacity-building activities, particularly the establishment of training centers. The security situation has also impacted USAID/*Tatweer's* work with the Ministry this quarter. There have been multiple curfews and travel restrictions, which has caused interruptions and delays in some activities and has limited direct contact between USAID/*Tatweer's* MoA team and Ministry leadership.

MINISTRY OF HEALTH (MOH)

CENTRAL MINISTRY HIGHLIGHTS

USAID/*Tatweer's* interaction with MoH this quarter was focused on providing technical assistance and facilitating special workshops in a variety of areas. USAID/*Tatweer* provided a number of advanced strategic planning workshops and activities, in response to the Minister's directive to all central and provincial Directorates of Health (DOH) to update their five-year Strategic Plans. The directive is being followed up by a Committee established precisely to ensure that all five-year Strategic Plans are current. In addition, USAID/*Tatweer* conducted a series of Information and Communication Technology (ICT) strategic planning workshops which focused on forming specific and measurable operational ICT goals, identifying projects and solutions to meet those goals, and creating and finalizing a formal ICT Strategic Plan for presentation to the Minister of Health.

USAID/*Tatweer* also conducted Health+GPS Data Modeling workshops and a series of Health Economics workshops, as well as a number of working meetings/mentoring sessions for the MoH Maintenance Working Group, the MoH Project Management Working Group, and the MoH Human Resources Working Group. Each of these workshops and sessions built on previous USAID/*Tatweer* training and mentoring, and gave the groups an opportunity to interact with program advisors, discuss real-world issues, and devise solutions to address their specific needs.

USAID/*Tatweer* continued its technical assistance to the MoH Human Resources Training and Development Center's (HRTDC) Monitoring and Evaluation (M&E) Unit. The Minister of Health approved renaming the HRTDC Follow-up and Evaluation Unit as the Monitoring and Evaluation Unit and assigned full-time staff. The M&E Unit, with USAID/*Tatweer* mentoring and technical assistance, has been working to develop and implement M&E systems, review the HRTDC 2008-2012 Strategic Plan, and identify gaps in data information. During the course of this work, the HRTDC M&E team collected relevant data which prompted an update of its 2008-2012 SP before developing a performance monitoring plan (PMP) and results framework.

USAID/*Tatweer* advisors actively participated in several meetings leading to the International Scientific Conference on Health Research, which generated a set of recommendations for advancing Iraqi research in the health sector, now and in the future. The conference, held in mid-December, was sponsored by MoH in partnership with USAID/*Tatweer*, the World Health Organization, and the International Medical Corps. The conference featured a wide range of presentations on both clinical and non-clinical themes, as well as presentations by Iraqi researchers. USAID/*Tatweer* facilitated several workshops on health administration and health economics during the conference.

USAID/*Tatweer* completed a full cycle of its Master Training Program for 32 ToTs this quarter. The cycle was designed to train and mentor USAID/*Tatweer*-trained trainers to design and develop curricula, conduct training needs assessments, train new trainers, and monitor and evaluate training performance. Participants in the Master Training Program were selected through a lengthy competitive merit-based screening process, and included ToTs from all Directorates of Health. The group attended five workshops and developed seven training manuals in different topics which will be used by MoH trainers. The 32 Master Trainers were presented with certificates of graduation by the Minister of Health at a celebratory ceremony held during the final day of the International Scientific Conference for Health Research. Each of the Master Trainers has been transferred from previous positions to training centers and units throughout the MoH and DOHs, and will be devoted to resolving training issues and leading the comprehensive training transformation process.

PROVINCIAL ACTIVITY HIGHLIGHTS

USAID/*Tatweer* and the Maysan DOH signed a project application form (PAF) in support of the Maysan DOH Health Data Analysis Project to facilitate data communication capabilities between two local hospitals and Maysan DOH. The PAF will strengthen the Maysan DOH's capability to utilize existing GIS technology, improve data gathering and management, and streamline its use with the existing health information system. USAID/*Tatweer* also participated in a series of focus group discussions with the Maysan GIS and Health Visitor Program (HVP) working groups. USAID/*Tatweer* conducted special ICDL courses in Maysan DOH to strengthen IT capacity development and computer utilization for more efficient application of GIS and HVP in preparation for implementation of the Health Data Analysis Project.



In addition, USAID/*Tatweer* conducted a variety of other special courses for Maysan DOH, including Interpersonal Communications, M&E, and Infrastructure Assessment workshops. These courses all affect the Maysan DOH's ability to strengthen its communications, infrastructure, program design, and impact on the community, and give them the tools to evaluate their process and progress. USAID/*Tatweer* also worked with the Maysan DOH Training and Development Department to prepare its 2010 Training Plan and the relevant budget allocation requests, and to develop an Employee Guideline Manual.

The Maysan DOH established a Strategic Planning Committee to monitor implementation of its SP. The group attended several meetings to discuss the plan and its goals and objectives, review 2009 achievements, and update the 2010 SP and budget. The Maysan DOH also established a Problem Solving Team (PST) following intensive USAID/*Tatweer* training in Team Building and Problem Solving. The Maysan PST was formed to translate the learning process into policy driven programs, and has already begun to identify issues and solutions in a practical environment, specifically issues with data integrity and statistical reporting that have direct impact on evidence-based policy making at the provincial level.

The Maysan DOH Director General issued a letter to USAID/*Tatweer* stating that Maysan Province is well placed to implement the new civil service law by virtue of the institutional reform set in motion two years ago. The DG emphasized that Maysan has benefited from USAID/*Tatweer's* training and technical and logistic support, and that Maysan is eager to continue to receive USAID/*Tatweer* technical assistance in all core areas, particularly HR and IT. Maysan is the first DOH ready for full implementation of the new civil service law and its reforms.

USAID/*Tatweer* facilitated a Health Planning course and a Feasibility Studies session at the Basrah DOH which focused on new hospital construction in preparation for 2010 capital budget preparation and investment projects.

Table 2: MoH Reporting Matrix

Performance Indicators	Activities	December 2009 Expected Results	December 2009 Actual Results
Sub-IR 10.1.2 : Project Result 2: Ministries Establish More Effective Administrative Systems			
Sub-IR 10.1.2 Indicators:			
Proportion of priority systems improvements in human resource management implemented by ministries	Assist MoH to establish HR directorate according to the draft civil service law	Reorganization plan discussed and approved	Achieved: Reorganization plan discussed and awaiting approval from top management
	Assist MoH HQ to develop re-organization charts, job descriptions, and classifications	28 HR staff trained to develop organization structure and job descriptions	Achieved: 30 HR staff trained to develop organizational structure and job descriptions
	Assist MoH to develop Employee Performance Evaluation System and build skills of staff of the newly established Performance Evaluation Units (PEU)	New performance improvement procedures implemented at MOH Directorates	Achieved: Performance improvement procedures implemented
Proportion of priority systems improvements in fiscal management implemented by ministries	Conduct workshops for MoH leadership on health economics, health financing and hospital management	2 workshops on hospital market, pharmaceutical industry, and government regulation and intervention conducted	Achieved: 2 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: 4 mentoring workshops conducted

Performance Indicators	Activities	December 2009 Expected Results	December 2009 Actual Results
	Assist MoH to conduct health infrastructure rehabilitation survey to aid budget preparation process	Data collection completed; Data analyzed and presented	Achieved: Data collected and analyzed for Maysan
	Conduct special workshops in government financial statistics (GFS) and international best practices of accounting and auditing procedures	1 GFS workshop conducted for provincial DoHs	Achieved: 1 workshop conducted
Proportion of priority systems improvements in information technology management implemented by ministries	Assist MoH to utilize existing GIS technology for effective decision-making	Coordinates collected in 15 additional sites; Data analyzed and report generated	Achieved: Data collected in 8 sites and in progress to meet target of 15
	Assist the MoH IT Center to conduct effective IT operations (maintenance of network equipment, computer servers, software applications, etc)	Information Security Policy, End-user Computer-use Policy developed and approved	Canceled: Time constraints prevented completion of activity.
	Provide technical assistance to MoH IT Center to draft 5-year Information and Communication Technology (ICT) Strategic Plan	ICT Strategic Plan approved	Achieved: ICT plan drafted earlier and now approved by ICT committee members.
	Assist MoH to raise awareness of IT staff and high-level officials on understanding the concepts and standards of information management (Enterprise Architecture)	1 information management workshop conducted on technical systems	Canceled: Not a priority for MoH
	Provide technical assistance to MoH in implementing a Pilot ICT solution Project connecting 2 hospitals to their provincial health directorate in 2 provinces	Equipment procured and installed; 2 hospitals and 2 DoH linked	Shifted: Stakeholder discussions for system requirements delayed implementation of project; revised project scheduled for implementation in 2010.
Proportion of priority systems improvements in project management implemented by ministries	Assist MoH leadership to establish a Project Management Work Group (PMWG), select 2 projects, and map a capital project management process	SOP manual reviewed, finalized and utilized	Achieved: SOP manual finalized and utilized
	Assist MoH to conduct preliminary project feasibility studies (FS)	Feasibility study results and related SOP Manual presented and reviewed by MoH DGs	Achieved: Feasibility study conducted, results presented and reviewed.
	Conduct specialized PM training courses for MoH engineers (health project planning)	10 staff in provincial offices trained	Achieved: 10 provincial staff trained

Performance Indicators	Activities	December 2009 Expected Results	December 2009 Actual Results
Proportion of priority systems improvements in leadership and communication implemented by ministries	Facilitate continuous review and revision of the MoH 5-year strategic plan to enhance strategic thinking and planning in all provinces	Mentoring workshops conducted for SPU staff of all provinces	Achieved: 3 mentoring workshops conducted
	Conduct advanced strategic planning workshops for MoH leadership and SPU staff	1 advanced workshop conducted	Achieved: 1 workshop conducted on advanced SP
	Facilitate interpersonal communication (IPC) among provincial and central MoH staff	1 IPC mentoring workshop conducted	Achieved: 2 IPC workshops 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	Achieved: 2 transformation solutions implemented
	Assist MoH OSTP team to conduct self assessment in other governorates	Self-assessment workshop conducted in 1 province	Achieved: Self-assessment workshop conducted in Maysan on Jan 10-14.

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 2 IT Training centers in 2 sites	1 IT Training Center equipped and utilized	Achieved: Center equipped and utilized for training staff in different IT courses
	Assist HRTDC to assess trained trainers and select best trainers for master trainer course	30 Trained trainers selected, curriculum development workshop conducted, and master training workshop conducted	Achieved: 32 master trainers selected and trained
	Assist MoH to implement Training Management System (TMS) to be applied at central and provincial levels	Workshop on TMS components conducted for training directors (training outcome evaluation)	Achieved: Workshop conducted
	Support MoH IT department to develop HRTDC training database	Training database populated and finalized	Achieved: Database installed, staff trained, and data population by Ministry staff is on-going.
	Provide technical assistance to the Continuous Professional Development (CPD) Council to conduct the MoH sponsored National Conference for Health Research and Development	Participated in conference panels	Achieved: Participated in conference panels and facilitated conference implementation

Operational Effectiveness Indicators

	Assist MoH to establish Monitoring and Evaluation (M&E) Unit for the HRTDC	HRTDC M&E systems developed	Achieved: HRTDC developed Performance Management Plan
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CONTEXT AND OBSTACLES ENCOUNTERED

USAID/*Tatweer's* work with the Ministry of Health is entering maturity and creating the foundation for sustainable growth and the momentum to incorporate change and relevant decision making in a smooth and flexible manner. The ability to sustain gains and learning skills hinges on the evolving environment in the Iraqi economy at large and will be closely related to the outcomes of the coming elections and its ability to safeguard past achievements while creating the new atmosphere conducive to further growth and development in all areas of the medical sector and at the Ministry of Health and the Departments of Health in Iraq.

The MoH issued several letters and decrees to sustain achievements in strategic planning, training, and training management systems, and affecting system reform at health facilities in Iraq. In addition, institutional change is being supported by the creation and implementation of new committees, working groups, and units, positioning the Ministry to respond more effectively to the changing conditions in Iraq and within the medical sector. To support this institutional change, the Ministry is increasingly allocating more funds to sustain USAID/*Tatweer*-motivated achievements and creating further momentum to carry out the capacity building and training activities.

The Ministry headquarters is, once again, considered a risky location, and visits to the headquarters were severely constrained this past quarter. MoH officials are cooperative, under the circumstances, in attending workshops and meetings at USAID/*Tatweer's* offices, but much of the work would be more effective and efficient if it could take place more often at the ministry itself.

MINISTRY OF HUMAN RIGHTS (MOHR)

CENTRAL MINISTRY HIGHLIGHTS

In addition to training in the core program areas, USAID/*Tatweer* provided refresher ToT training in Human Resources and Leadership/Communication to MoHR ToTs. USAID/*Tatweer* also provided 70 books to MoHR to facilitate their capacity to conduct studies, research, workshops, and lectures in the field of human rights. In addition, the MoHR OSTP team, with support from the USAID/*Tatweer* OSTP team, completed a final report which included results of observations and data analysis, and which was approved by the Minister of Human Rights.

Table 3: MoHR Reporting Matrix

Performance Indicators	Activities	December 2009 Expected Results	December 2009 Actual Results
Sub-IR 10.1.2 : Project Result 2: Ministries Establish More Effective Administrative Systems			
Sub-IR 10.1.2 Indicators:			
Proportion of priority systems improvements in human resource management implemented by ministries	Support MoHR to implement Oracle-based Human Resource Management System (HRMS)	HRMS utilized	Canceled: MoHR discontinued adaptation/use of HRMS due to system incompatibility
	Conduct HR training courses (competency, advanced, and specialized on HRMS) for HR and general staff	20 staff trained	Achieved: Training completed with 20 staff
	Assist MoHR to develop a modern Performance Appraisal System (PAS), develop forms and guidelines, and implement system	PAS completed and utilized	Achieved: PAS completed
	Assist MoHR to develop and implement organizational plans for 3 departments (Humanitarian Affairs, Human Resources, and Library)	Reorganization plan implemented in 3 key departments	Achieved: Reorganization plan implemented in Human Resources.

Performance Indicators	Activities	December 2009 Expected Results	December 2009 Actual Results
Proportion of priority systems improvements in fiscal management implemented by ministries	Conduct procurement and budget training courses for MoHR staff	10 staff trained	Achieved: 10 staff trained
	Assist MoHR to prepare 2010 annual budget	2010 budget approved	Not Achieved: Program had STTA recruitment challenges.
Proportion of priority systems improvements in information technology management implemented by ministries	Conduct IT training courses for IT staff (CCNA and MCSE)	5 staff trained	Achieved: 5 staff trained
Proportion of priority systems improvements in project management implemented by ministries	Conduct PM training (competency and advanced) for MoHR staff	5 staff trained	Achieved: 5 staff trained
Proportion of priority systems improvements in leadership and communication implemented by ministries	Conduct strategic planning training courses for Director Generals and their deputies	3 senior staff trained	Not Achieved: Staff did not have time to attend course
	Conduct leadership and communication training courses for administrative and legal staff	10 staff trained	Achieved: 10 staff trained
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	Survey recommendations approved and implemented; Team formed	Achieved: Team formed, survey recommendations approved and implemented
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	Refurbish MoHR IT training center and equip with IT hardware and software	IT equipment installed; Training center fully operational	Achieved: IT training center fully operational
Operational Effectiveness Indicators			
	Conduct M&E workshop for Study and Research Department	M&E workshop conducted	Canceled: Program had STTA recruitment challenges

CONTEXT AND OBSTACLES ENCOUNTERED

The security situation during this quarter has had some impact on USAID/*Tatweer's* interaction with MoHR. Multiple curfews have made it difficult for MoHR staff to attend training and workshops. In addition, uncertainty about MoHR's future had an impact on the performance of MoHR staff and the implementation of activities.

MINISTRY OF DISPLACED AND MIGRANTS (MODM)

CENTRAL MINISTRY HIGHLIGHTS

MoDM's OSTP team, with the support of the USAID/*Tatweer* OSTP team, successfully completed its data collection and survey work, and compiled the assessment report for submission to MoDM leadership. The report, including comments received from the first draft, has been submitted for final review.

This quarter, USAID/*Tatweer*-trained MoDM ToTs conducted Leadership and Communication courses for MoDM and MoHR staff. This is the first training conducted by MoDM ToTs, and more is planned for the near future.

Table 4: MoDM Reporting Matrix

Performance Indicators	Activities	December 2009 Expected Results	December 2009 Actual Results
Sub-IR 10.1.2 : Project Result 2: Ministries Establish More Effective Administrative Systems			
Sub-IR 10.1.2 Indicators:			
Proportion of priority systems improvements in human resource management implemented by ministries	Assist MoDM to develop and implement human resource training plan	Training plan implemented	Achieved: Training program completed and updated as necessary
	Provide technical assistance for implementation of new HRMS and conduct HRMS training courses for IT and HR staff	HRMS installed and utilized	Achieved: New HRMS installed and tested. Data loading is on-going with support from MoMPPW IT team
Proportion of priority systems improvements in fiscal management implemented by ministries	Conduct training on budget systems and payroll, and assist MoDM to prepare 2010 budget	MoDM 2010 budget drafted and submitted	Achieved: 11 staff trained and MoDM 2010 budget completed.
	Conduct training on procurement and inventory management, and assist MoDM to implement new inventory system for relief supply	Inventory system utilized	Shifted: 10 staff trained but system installation shifted to 2010 due to workload at MoDM's F&A and IT departments.
	Conduct assessment of existing budget and procurement systems	Recommendations prioritized and implemented	Achieved: Recommendations prioritized and implemented
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	Conversion to upgraded database completed	Not Achieved: Conversion is work in progress, delayed due to time constraints
	Assist MoDM to design and implement registration system for Iraqis abroad	Reports generated from system	Shifted: System design completed and fully tested, implementation shifted to 2010 due to technical problems at MoDM
	Assist MoDM to review and upgrade existing website and train IT staff in web design and network security	6 IT staff trained in website maintenance	Shifted: Training completed but website upgrade and improvement implementation shifted to 2010
Proportion of priority systems improvements in project management implemented by ministries	Conduct project management training for ministry project managers	10 staff trained	Achieved: 6 staff trained which meets MoDM requirements
Proportion of priority systems improvements in leadership and communication implemented by ministries	Assist MoDM to prepare 5-year strategic plan (SP)	Strategic plan finalized and submitted	Not Achieved: Program experienced STTA recruitment challenges.
	Train middle management in leadership and communication (competency and advanced)	15 staff trained	Achieved: 20 staff trained

Performance Indicators	Activities	December 2009 Expected Results	December 2009 Actual Results
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 team formed and recommendations implemented	Achieved: Team formed, data collection and analysis report complete. Implementation of recommendations shifted to 2010.
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	IT hardware and software functional	Shifted: IT hardware and software purchased and delivery to MoDM due in early 2010.
Operational Effectiveness Indicators			
	Facilitate MoDM coordination with NGOs & international organizations	Coordination meetings held	Achieved: 2 coordination meetings held over the year according to agreed upon schedule. Ministry representatives and UN, US, and other international donors identified areas of need.
	Assist MoDM to review flow of information and documents and recommend appropriate document control system	Document control system identified and installed	Canceled: MoDM decided they are not ready for the task.
	Conduct anti-corruption training with IG staff	15 IG staff training	Achieved: 15 staff trained in AC practices

CONTEXT AND OBSTACLES ENCOUNTERED

The MoDM has had delays in construction of the new training center as a result of security issues which have prevented delivery of material to the construction site. MoDM has taken corrective measures, and construction is progressing with completion expected in early 2010. Security concerns have also affected USAID/*Tatweer's* work with the Ministry, particularly impacting delivery of training and advisor visits to the MoDM. Despite these issues, the MoDM remains supportive of USAID/*Tatweer's* efforts, and very interested in receiving training.

MINISTRY OF MUNICIPALITIES AND PUBLIC WORKS (MOMPW)

CENTRAL MINISTRY HIGHLIGHTS

USAID/*Tatweer* conducted procurement workshops in Baghdad devoted to the review and creation of standard bidding documents in accordance with guidelines from the Ministry of Planning and Development Cooperation (MoPDC). These workshops used MoMPW projects currently underway as case studies to evaluate and test the effectiveness of the bidding guidelines and documents.

USAID/*Tatweer* conducted a series of ongoing project management workshops in Baghdad and several provinces devoted to the review of operating procedures, especially in relation to standard operating procedures for special conditions, and the creation of a Special Conditions Guide. The MoMPW team attending the training in Baghdad worked with the teams from the provinces to revise and merge each team's Special Conditions Guide into one standardized guide and to create a unified Standard Operating Procedures for Special Conditions.

MoMPW finalized, printed, and distributed its Job Description guide to the directorates, and sent several copies of the Job Analysis to the Secretary General for review.

PROVINCIAL ACTIVITY HIGHLIGHTS

USAID/*Tatweer* conducted a series of procurement workshops in Najaf, Babil, Anbar, Basrah, and Kirkuk devoted to the review and examination of the life cycle processes of active MoMPW projects in each province.

USAID/*Tatweer* also conducted two complementary procurement workshops to review and create standard bidding documents in accordance with guidelines from the Ministry of Planning and Development Cooperation (MoPDC). These workshops also used MoMPW projects currently underway as case studies to evaluate and test the effectiveness of the bidding guidelines and documents.

USAID/*Tatweer* conducted a series of ongoing project management workshops in Najaf, Babil, Anbar, Basrah, and Kirkuk devoted to the review of operating procedures, especially in relation to standard operating procedures for special conditions, and the creation of a Special Conditions Guide. The MoMPW teams attending the training in each of the provinces worked with the team from Baghdad to revise and merge each team's Special Conditions Guide into one standardized guide and to create unified Standard Operating Procedures for Special Conditions.

USAID/*Tatweer* conducted Government Communication workshops in Karbala, Basrah, Kirkuk, and Babil designed to build skill sets to improve the communication process the central Ministry and the provincial directorates.

Table 5: MoMPW Reporting Matrix

Performance Indicators	Activities	December 2009 Expected Results	December 2009 Actual Results
Sub-IR 10.1.2 : Project Result 2: Ministries Establish More Effective Administrative Systems			
Sub-IR 10.1.2 Indicators:			
Proportion of priority systems improvements in human resource management implemented by ministries	Assist MoMPW to establish human resource work groups in 6 provincial offices (Anbar, Babil, Baghdad, Basrah, Kirkuk and Najaf) and mentor staff to develop job descriptions	Workshops conducted; Job descriptions developed in Basrah, Kirkuk and Najaf	Achieved: Job description workshop conducted for Basrah, Kirkuk and Najaf. 5 MoMPW staff from each province attended and 640 job descriptions developed.
	Conduct workshops and assist MoMPW to establish Performance Appraisal System (PAS) in 6 provinces	2 PAS workshops conducted in Basra, Kirkuk and Najaf; PAS systems developed	Achieved: Workshops conducted. MoMPW is adapting USAID/ <i>Tatweer</i> PAS tools using their own schedule.
	Conduct workshops and assist MoMPW to implement Manpower Planning System (MPS) in 6 provinces	2 Manpower planning workshops conducted (Basra, Kirkuk, Najaf); Manpower Planning System developed	Shifted: MoMPW shifted these workshops to 2010 because staff is busy re-locating after attacks on Ministry HQ in Oct 2009.
	Conduct training in supervision skills for staff with the responsibility of managing personnel in 5 provinces	30 staff trained	Shifted: MoMPW shifted training to 2010 because staff is busy re-locating after attacks on Ministry HQ in Oct 2009.
	Conduct HR administrative and legal issues workshops for HQ and provinces	4 workshops conducted with 100 staff	Achieved: 8 workshops conducted for 122 staff from Salah ad Din, Diyala, Dhi Qar, Ninawa, Maysan, Muthanna, and Wasit.
Proportion of priority systems improvements in fiscal management implemented by ministries	Assist MoMPW HQ to create and staff procurement work groups	12 procurement workshops conducted by ToTs	Achieved: 12 workshops conducted covering the required topics from Ministry of Planning procurement materials.



Performance Indicators	Activities	December 2009 Expected Results	December 2009 Actual Results
	Provide technical assistance and mentoring in specialized procurement and contracts issues	6 coaching sessions conducted and SOP for Contract Management created	Not Achieved: MoMPW decided to form a committee to study the recommendations but could not because Ministry staff busy moving to new location.
Proportion of priority systems improvements in information technology management implemented by ministries	Assist MoMPW to upgrade and utilize website	Website launched	Not Achieved: Entire task is on hold because USAID/ <i>Tatweer</i> is in the process of purchasing website development tools.
	Provide technical assistance to MoMPW IT staff in data migration from Oracle 8i to 11g	Data migration process completed	Not Achieved: Entire task is on hold because USAID/ <i>Tatweer</i> is in the process of hiring Oracle specialist.
	Conduct ICDL training (competency and ToT) in MoMPW HQ and 6 provinces	300 Staff trained in 2 provinces	Achieved: Staff trained in previous quarters, already exceeded total number expected (900 planned and 1224 trained in total).
Proportion of priority systems improvements in project management implemented by ministries	Conduct workshops on PM, utilizing Primavera in all provinces	10 workshops conducted by ToTs	Achieved: Workshops conducted according to the monthly schedule in 6 provinces (Anbar, Babil, Baghdad, Najaf, Kirkuk, and Basrah) + HQ (6P+HQ).
	Conduct Public Manager Cycle training for trained trainers in provinces and identify projects for implementation	Practical exercise workshops conducted and PM processes documented	Achieved: 30 directors from 6 provinces attended procurement workshops and implemented additional procurement workshops.
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 Salah ad Din, Dhi Qar by planners and L/C ToTs	Achieved: Communications in Salah ad Din, via TOTA and TA and Planners, documented through the government communications assessments.
	Assist MoMPW to establish HQ Strategic Planning Unit	Strategic plan developed and implemented	Not Achieved: MoMPW staff busy re-locating after bombing of Ministry HQ.
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 6 provinces	Teams formed and action plans developed in 3 provinces	Achieved: Team formed and solutions developed. Action plan implementation scheduled for Feb 2010. There are no further plans for self-assessment in the provinces; team will focus on implementation in Baghdad.

MINISTRY OF PLANNING AND DEVELOPMENT COORDINATION (MOPDC)

CENTRAL MINISTRY HIGHLIGHTS

For the USAID/*Tatweer* MoPDC team, the final quarter of 2009 has been marked by a string of successes within the ministry, its associated agencies, and throughout the provinces. One of the largest of these is the completion of the

five-year National Development Plan (NDP). USAID/*Tatweer* provided oversight and coordination throughout the process of NDP development. Several milestones were completed this quarter, including a very successful NDP conference held in Erbil which was attended by over 400 participants from line ministries, provincial councils, the council of representatives, the private sector, and various donor organizations. Conference participants reviewed and discussed 22 sectoral papers which form the backbone of the NDP. The papers covered every social, economic, and environmental aspect related to future development in Iraq. Following the conference, USAID/*Tatweer* coordinated directly with the MoPDC to assemble a draft of the NDP, by intertwining the sectoral papers presented at the conference along with fresh statistics regarding sectoral investments, projected allocation of Iraqi GDP per sector, and the projected distribution of local investment. By the end of December, the complete first draft of the NDP was finished, divided into sector-based chapters and a series of statistical diagrams.

In addition, USAID/*Tatweer* coordinated with the MoPDC legal department to open the newly finished Contractor Classifications Application (CCA), including the establishment of a committee responsible for the system. The CCA works as an online conduit between contractors and the MoPDC, putting all parties on the same communication wavelength and greatly enhancing the GoI's procurement capabilities. The CCA is the GoI's first online application.

USAID/*Tatweer* worked with the Central Organization for Standardization and Quality Control (COSQC) to coordinate and successfully host the first ever Quality Conference in Iraq. The conference concentrated on highlighting COSQC's importance in Iraq's future development efforts. Some of the topics discussed included methods to enhance awareness of the concept of quality, improved quality control for services and products in Iraq, and reviewing the prior experiences of Government institutions in order to better understand the challenges facing quality control in Iraq. Over 20 speakers representing the GoI, academia, and the private sector made remarks and presented studies or research papers under the themes of Quality Strategy in Iraq, Quality in the Productive Sector, and Quality in the Service Sector. Lively discussions followed each of the three technical sessions.

USAID/*Tatweer* continued to provide technical assistance with COSQC's IT infrastructure systems. This included a myriad of tasks, including network expansion, software installation, trouble shooting, website assistance, and the addition of access points for a wireless network system. Finally, COSQC's Patent Department has scanned more than 2,000 patents using equipment purchased by USAID/*Tatweer*. USAID/*Tatweer* is closely following the progress of patent scanning operation, the first step toward implementing an on-line patent archival and retrieval system.

The USAID/*Tatweer* assisted to complete and compile personnel "mega-files" for 37 GoI ministries and organizations. These files contain employee information for a total of 821,155 individuals, which will be entered into the employee databank at the Central Organization for Statistics and Information Technology (COSIT). All 18 reports required for the National Employee Data Bank (NEDB) have been completed and the NEDB will move forward in 2010. The subsequent step will entail generating a National Employee Number for all Iraqi civil servants.

USAID/*Tatweer* helped the Central Organization for Statistics and Information Technology (COSIT) organize a one-week study trip to Statistics Canada, which will be completely financed by Canadian Cooperation. The trip, originally scheduled to take place in December, has been rescheduled to early 2010.

The fourth quarter was important for USAID/*Tatweer* in re-invigorating its relationship with the NCCMD following a brief fraying of relations between the two organizations. This quarter, USAID/*Tatweer* received a new, signed Memorandum of Understanding (MoU) from the NCCMD as a sign of resuming the legacy of productive activity between the two parties. In October, USAID/*Tatweer* and NCCMD agreed on a seven-point internal capacity development plan for the organization, aimed at ensuring sustainability following USAID/*Tatweer*'s conclusion.

USAID/*Tatweer* completed a series of client-requested modifications to the NCCMD Training Database, putting the database fully in-line with its user requirements. Additionally, USAID/*Tatweer* conducted a five-day refresher course for NCCMD ToT trainers at the end of December. This course aimed to review ToT principles as well as organize an NCCMD ToT team to serve as a joint participant in future USAID/*Tatweer* ToT trainings.

A senior USAID/*Tatweer* advisor to the Al Quds School participated in the e-Governance Conference held in Baghdad hosted by the Ministry of Science and Technology and UNDP in December. The USAID/*Tatweer* advisor served as the chairman of one of the four discussion sessions and was designated as the rapporteur for another session. Al Quds is to play a large part of the MoPDC's e-Ministry strategy development in 2010.



PROVINCIAL ACTIVITY HIGHLIGHTS

The USAID/*Tatweer* MoPDC provincial planning team conducted six workshops on the Knowledge Base system in Anbar, Babil, Baghdad, and Najaf provinces. These workshops accommodated three staff members from each Provincial Planning Unit (PPU). Additionally, USAID/*Tatweer* graduated two ToTs from each PPU on the Knowledge Base system, and they are to begin delivering training to all provincial offices within the provincial councils. The USAID/*Tatweer* planning unit started in October and conducted all of this training under USAID/*Tatweer* supervision. The Knowledge Base includes a budget execution manual and a road map for project planning and implementation that is in line with the most recent Iraqi Laws and regulations. Finally, USAID/*Tatweer* facilitated a related Budgeting training course for all 30 Provincial Planning Units in the middle of this quarter.

USAID/*Tatweer* worked with the PPUs through the MoPDC to assist with the collection of sectoral data for use in the process of creating the National Development Plan. The PPUs administered surveys in each province that represented each sector addressed in the NDP, including Education, Water Resources, and more.

Table 6: MoPDC Reporting Matrix

Performance Indicators	Activities	December 2009 Expected Results	December 2009 Actual Results
Sub-IR 10.1.2 : Project Result 2: Ministries Establish More Effective Administrative Systems			
Sub-IR 10.1.2 Indicators:			
Proportion of priority systems improvements in human resource management implemented by ministries	Assist MoPDC to develop Performance Evaluation System (PES)	Work objectives and assessment criteria developed by DGs	Shifted: NCCMD still in process of producing JDs to facilitate completion of task.
	Assist MoPDC to develop Manpower Planning System	Mentoring sessions conducted with HR staff/DGs; Manpower plans developed for each directorate	Shifted: NCCMD still in process of producing JDs to facilitate completion of task.
	Assist MoPDC to implement Human Resources Management System	HRMS utilized for payroll, personnel management, retirement planning, etc.	Achieved: HRMS installed, full implementation moved to 2010 under CSR Program.
	Conduct HR training courses (competency and advanced)	Trained HQ staff roll out HRMS training; 40 PU staff trained	Achieved: 30 PPU trained
Proportion of priority systems improvements in fiscal management implemented by ministries	Conduct Procurement training courses (advanced)	7 HQ procurement staff trained; Trained PU staff coached in improved procurement processes	Achieved: HQ and PU staff trained and coached on how to improve procurement process.
Proportion of priority systems improvements in information technology management implemented by ministries	Assist MoPDC to develop an e-Government strategy	3-year e-Government strategy is developed and approved	Shifted: IT infrastructure installed and background research on e-Governance conducted, but development and approval of strategy shifted to 2010.
	Operationalize 300 email addresses for MoPDC staff on existing domain - mopdc.gov.iq	MoPDC fully migrated to Outlook	Achieved: All staff using Outlook
	Conduct Oracle training courses (beginners form, reports, DBA, PL SQL,)	15 trained staff coached in Oracle applications	Achieved: 25 staff trained in Oracle over previous quarters

Performance Indicators	Activities	December 2009 Expected Results	December 2009 Actual Results
	Conduct specialized IT Training courses (Dream weaver, Advanced ICDL, CCNA, MCSI, ASP.Net Training)	10 IT staff trained	Achieved: 50 IT staff trained in ICDL and CCNA over previous quarters
	Conduct IT training courses (competency)	40 HQ non-IT staff trained; 20 IT PU staff trained	Achieved: Staff from HQ and PU 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)	National Investment Plan finalized and disseminated	Achieved: NDP final draft completed and under review by MoPDC
	Assist MoPDC to develop Government Assistance Database (GAD) comprised of 6 sub-systems below:	All 6 subsystems integrated into GAD	Achieved: GAD system complete
	1. Assist MoPDC to develop budget execution knowledge subsystem	Ministries/provinces coached and utilizing budget execution database	Achieved: Ministries and provinces coached in use of budget execution database
	2. Assist MoPDC to design projects planning subsystem	Ministries/provinces coached in use of project planning subsystem	Shifted: Work in progress and continues in 2010
	4. Assist MoPDC to design unified capital and donor project follow-up subsystem	System implemented and MoPDC staff coached in its use	Achieved: System installed and used regularly by staff
	5. Assist MoPDC to re-design the Capital Investment Projects Land Allocation subsystem	Ministries/provinces coached in use of subsystem	Shifted: CIP land allocation system implemented, coaching continues in 2010.
	6. Assist MoPDC to design the performance monitoring subsystem	Provinces coached in use of system	Shifted: Work in progress and continues in 2010
	Install and utilize 200 COMFAR III software licenses in 7 Key Ministries	Seven ministries utilizing COMFAR III	Achieved: Delivered and installed in 8 ministries as well as COMSEC, NCCMD, and Presidency Diwan
	Conduct project management training courses (competency and advanced)	25 HQ project managers trained; 25 PU project managers trained	Achieved: HQ and PPU project managers 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	Communication strategy implemented; New tools and materials utilized	Shifted: Delayed due to difficulties with external contractors, will be continued in 2010.
	Conduct leadership and communication training courses for HQ and PU staff	10 HQ staff from different departments trained; 6 PU managers and staff trained	Achieved: 10 HQ and 6 PPU 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 team formed and action plan developed	Achieved: Self-assessment team formed and action plan developed

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

Sub-IR 10.1.3 Indicators:

Ministerial Training Centers Strengthened

Performance Indicators	Activities	December 2009 Expected Results	December 2009 Actual Results
Number of ministries that have established a public administration training program	Assist the MoPDC to design a Training Management System (TMS)	Annual training plan for 2010 developed	Achieved: 2010 training plan developed
Operational Effectiveness Indicators			
	Assist MoPDC to re-organize Planning Units and develop job descriptions	Staff mentored to utilize new organization chart and job descriptions	Achieved: 15 PPU organization charts and all job descriptions developed and utilized
	Conduct mentoring workshops on international agreements and international donor cooperation for MoPDC International Cooperation Directorate (ICD) staff	Workshops to introduce MoPDC donor requirements conducted	Achieved: Workshop conducted to introduce donor requirements to MoPDC staff.
	Assist MoPDC to conduct donor project screening, monitoring and evaluation workshops	Mentoring workshop conducted with 20 ICD and PU staff	Achieved: Workshop conducted
	Conduct MINITAB Statistics program training courses	Participants coached in application of statistics	Achieved: Participants coached in MINITAB
	Conduct specialized M&E workshops and assist MoPDC to create M&E system for sectoral department staff	1 workshop conducted (reporting and strategic information utilization); 2 mentoring field visits conducted	Shifted: Re-scheduled to 2010 due to concentration of resources on NDP
	Conduct government ethics workshops for HQ procurement staff and PU legal staff	HQ and PU staff awareness increased	Achieved: Workshops conducted
	Conduct anti-corruption training courses for HQ and PU senior staff	10 senior staff from both HQ and PUs trained	Achieved: 10 HQ and 10 PPU senior staff trained
	Conduct Auditing & Accounting course	6 fiscal management staff trained	Achieved: Staff trained

Table 7: MoPDC / COSIT Reporting Matrix

Performance Indicators	Activities	December 2009 Expected Results	December 2009 Actual Results
Sub-IR 10.1.2 : Project Result 2: Ministries Establish More Effective Administrative Systems			
Sub-IR 10.1.2 Indicators:			
Proportion of priority systems improvements in human resource management implemented by ministries	Assist COSIT to revise organization structure and job descriptions	Job descriptions for complete organization drafted and approved	Shifted: NCCMD still in process of producing JDs for COSIT to facilitate completion of task.
	Assist COSIT to implement Human Resources Management System (HRMS)	HRMS utilized for payroll, personnel management, retirement planning, etc.	Shifted: Implementation of HRMS moved to 2010 under CSR Program

Performance Indicators	Activities	December 2009 Expected Results	December 2009 Actual Results
	Assist COSIT to develop Performance Evaluation System (PES)	Work objectives and assessment criteria developed by DGs	Shifted: NCCMD still in process of producing JDs for COSIT to facilitate completion of task.
	Assist COSIT to implement Manpower Planning System	Mentoring sessions conducted with HR staff/DGs; Manpower plans developed for each directorate	Shifted: NCCMD still in process of producing JDs for COSIT to facilitate completion of task.
Proportion of priority systems improvements in fiscal management implemented by ministries	Assist COSIT to establish procurement management system	Coaching sessions on new system and procedures conducted with procurement staff	Canceled: Majority of COSIT staff key to task have been pulled away to concentrate on ramp-up for the national population census in 2010. COSIT no longer interested in this activity.
Proportion of priority systems improvements in information technology management implemented by ministries	Conduct IT training courses (competency)	40 non-IT staff trained	Canceled: Majority of COSIT staff key to task have been pulled away to concentrate on ramp-up for the national population census in 2010. COSIT no longer interested in this activity.
	Conduct specialized IT Training courses (Dream weaver, Advanced ICDL, CCNA, MCSI, ASP.Net Training)	15 IT staff trained	Shifted: Majority of COSIT staff key to task have been pulled away to concentrate on ramp-up for the national population census in 2010. Smaller number of staff expected to participate in advanced IT training for 2010.
	Conduct Oracle training (forms, reports, PL SQL, beginner, PL SQL) courses	Staff coached in application of Oracle	Canceled: Majority of COSIT staff key to task have been pulled away to concentrate on ramp-up for the national population census in 2010. COSIT no longer interested in this activity.
Proportion of priority systems improvements in project management implemented by ministries	Assist COSIT to prioritize the 129 new surveys described in the Statistical Master Plan (SMP) over a period of 5 years	Staffing and budget requirements established for priority surveys by year	Canceled: Majority of COSIT staff key to task have been pulled away to concentrate on ramp-up for the national population census in 2010. COSIT no longer interested in this activity.
	Assist COSIT to upgrade the national accounts system	Preliminary design and methodology for 2010 economic surveys prepared	Shifted: Majority of COSIT staff key to task have been pulled away to concentrate on ramp-up for the national population census in 2010. Task shifted to 2010 with a reduced scope of work.



Performance Indicators	Activities	December 2009 Expected Results	December 2009 Actual Results
	Assist COSIT to implement the E-Views econometric software and train 10 statisticians on E-View	COSIT staff coached in utilization of E-view	Canceled: Majority of COSIT staff key to task have been pulled away to concentrate on ramp-up for the national population census in 2010. COSIT no longer interested in this activity.
	Conduct project management training courses (competency, advanced, ToT, refresher, master)	20 project managers trained	Achieved: COSIT allowed only 2 enrollments in project management this quarter
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	Communication strategy implemented; New tools and materials utilized	Canceled: COSIT is not interested in implementing task at this time.
	Conduct leadership and communication training courses (advanced)	10 staff from different departments trained	Achieved: COSIT released only 1 staff member for training, others working towards the census.
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 team formed	Canceled: COSIT is not interested in self-assessment task because of focus on the 2010 census.

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)	Annual training plan for 2010 developed, approved, and utilized	Achieved: Training plan developed and ready for implementation with COSIT
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Operational Effectiveness Indicators

	Assist COSIT to develop two statistical applications: Parallel Education and Heavy Industries	COSIT staff coached in using application	Canceled: Majority of COSIT staff key to task have been pulled away to concentrate on ramp-up for the national population census in 2010. COSIT no longer interested in this activity.
	Conduct mentoring workshops on international agreements and international donor cooperation for COSIT staff	Workshops to introduce COSIT donor requirements conducted	Canceled: Advisor left program and COSIT is no longer interested in this activity.
	Conduct government ethics workshops for legal and procurement staff	1 workshop conducted	Canceled: Majority of COSIT staff key to task have been pulled away to concentrate on ramp-up for the national population census in 2010. COSIT no longer interested in this activity.

Table 8: MoPDC / COSQC Reporting Matrix

Performance Indicators	Activities	December 2009 Expected Results	December 2009 Actual Results
Sub-IR 10.1.2 : Project Result 2: Ministries Establish More Effective Administrative Systems			
Sub-IR 10.1.2 Indicators:			
Proportion of priority systems improvements in human resource management implemented by ministries	Assist COSQC to develop Performance Evaluation System (PES)	Work objectives and assessment criteria developed by DGs	Shifted: NCCMD still in process of producing JDs to facilitate completion of task.
	Assist COSQC to implement Manpower Planning System	Mentoring sessions conducted with HR staff/DGs; Manpower plans developed for each directorate	Shifted: NCCMD still in process of producing JDs to facilitate completion of task.
	Assist COSQC to implement Human Resources Management System (HRMS)	HRMS utilized for payroll, personnel management, retirement planning, etc.	Shifted: NCCMD still in process of producing JDs to facilitate completion of task.
	Conduct HR training courses (competency and advanced) for COSQC HR staff	10 HR staff trained	Achieved: 10 staff trained
Proportion of priority systems improvements in fiscal management implemented by ministries	Assist COSQC to establish procurement management system	Coaching sessions on new system and procedures conducted with procurement staff	Achieved: Procurement procedures established and 1 coaching session conducted
	Conduct procurement training courses (advanced) for procurement staff	Staff coached in procurement practices	Achieved: 4 procurement staff coached
	Conduct budget training courses (competency and advanced) for budgeting staff	10 budgeting staff trained	Achieved: 10 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	COSQC staff mentored on network management and trouble shooting	Achieved: COSQC network well-managed and functioning smoothly
	Assist COSQC to electronically archive patents and standards files	1000 files (10% of the 10,000) scanned	Achieved: Indexing software developed and over 2000 files scanned.
	Assist COSQC to launch website with feature to sell standards online	Website feature for selling standards fully functional	Achieved: Website functional, standards selling feature targeted for first quarter 2010.
	Conduct specialized IT Training (Dream weaver, advanced ICDL, CCNA, MCSI, ASP.Net training)	15 IT staff trained	Achieved: 12 staff trained in various specialized IT fields
	Conduct IT training courses (competency)	10 non-IT staff trained	Achieved: 10 staff trained
Proportion of priority systems improvements in project management implemented by	Assist COSQC to improve its Metrology System	Final system for metrology developed, approved, and implemented	Shifted: STTA consultant identified, new start date scheduled for 2010.



Performance Indicators	Activities	December 2009 Expected Results	December 2009 Actual Results
ministries	Assist COSQC to improve the quality and safety of imported goods	Import inspection firms selected and contracted	Not Achieved: COSQC selection committee in final stages of evaluating RFP responses from short-listed firms.
	Assist COSQC to conduct first conference on Quality Management Systems for private and public sectors	Conference proceedings disseminated	Achieved: Conference held on October 13-14, 2009 and proceedings distributed to 250 conference participants who represent Gol ministries and Iraqi academic institutions.
	Assist COSQC to establish a new unit for project monitoring to ensure complete capital investment budget is executed	Progress report produced by unit on budget execution	Achieved: Progress reports now completed on a monthly basis
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	Communication strategy implemented; New tools and materials utilized	Achieved: Tools and materials distributed to COSQC
	Conduct leadership and communication training courses (advanced)	5 communication staff trained	Achieved: 8 staff members trained
	Assist COSQC to develop and implement 5 Year Strategic Plan	Implementation timeline for strategic plan completed	Not Achieved: SP developed with USAID/ <i>Tatweer</i> support; however, document and timeline awaiting approval by DGs and Director.
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 team formed	Not Achieved: Benchmark report being finalized. Team formation expected in 2010.
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 IT training center with IT hardware and software to improve training capacity	IT training center fully operational	Achieved: IT center equipped and fully operational
	Assist COSQC to design a Training Management System (TMS)	Annual training plan for 2010 developed	Achieved: 2010 training plan developed
Operational Effectiveness Indicators			
	Assist COSQC to implement an inventory management system	Staff coached in inventory control	Shifted: Activity re-scheduled for 2010 to accommodate server usage requirements of inventory management system.

Performance Indicators	Activities	December 2009 Expected Results	December 2009 Actual Results
	Conduct mentoring workshops on international agreements and international donor cooperation for COSQC staff	Workshops to introduce COSQC donor requirements conducted	Achieved: Workshops conducted
	Conduct government ethics workshops for DGs	1 workshop conducted	Achieved: Workshop conducted

Table 9: MoPDC / NCCMD Reporting Matrix

Performance Indicators	Activities	December 2009 Expected Results	December 2009 Actual Results
Sub-IR 10.1.2 : Project Result 2: Ministries Establish More Effective Administrative Systems			
Sub-IR 10.1.2 Indicators:			
Proportion of priority systems improvements in fiscal management implemented by ministries	Conduct fiscal management training courses for NCCMD staff (budget preparation and procurement)	67 staff trained (error in number- should be 6 not 67)	Achieved: 6 trained last quarter, but NCCMD decided that their needs would be better met with other types of training this quarter.
Proportion of priority systems improvements in information technology management implemented by ministries	Conduct specialized mentoring sessions in web administration, e-mail, networking, database management, and systems administration	Mentoring sessions on systems and database administration conducted	Achieved: Mentoring on all 6 databases completed
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 plan finalized, approved, and implemented; SP aligned with MoPDC and GoI objectives	Not Achieved: NCCMD staff occupied with training enumerators for the 2010 population census.
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	Self-assessment conducted at NCCMD by internal OSTP Team; Transformation workshops conducted; and Action Plan completed and 1 transformation solution initiated	Not Achieved: Self-assessment team formed at NCCMD, but entire task could not be 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 NCCMD to implement Training Management System (TMS)	Workshop on TMS components conducted for training directors (training outcome evaluation)	Shifted: NCCMD developed alternate training management system with USAID/ <i>Tatweer</i> assistance. TMS training re-scheduled for 2010.
Operational Effectiveness Indicators			

Performance Indicators	Activities	December 2009 Expected Results	December 2009 Actual Results
	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 for 70 civil servants.
	Assist NCCMD trainers to become certified master trainers in core administrative function areas (fiscal management, human resources, leadership and communication, project management, and anti-corruption) by providing a certified short-term trainer to conduct training program	Master Trainers program conducted and certification awarded	Shifted: Based on NCCMD readiness, task re-scheduled for 2010.
	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)	All ISO required documents finalized	Achieved: All ISO-related documents assembled and finalized, awaiting review by STTA to be hired.
	Provide selected NCCMD staff with the required initial training to become ISO lead auditors accredited by the International Register of Certified Auditors (IRCA)	ISO 9001:2008 Lead Auditor training course conducted	Shifted: ISO activities with NCCMD have been revised and shifted to 2010 to accommodate pending changes in NCCMD organizational structure.
	Assist NCCMD to obtain NAPA validation for 8 NCCMD curricula in HR, FM, PM, L/C, SP, IT for Public Managers, anti-corruption, and procurement	NAPA validation conference conducted	Not Achieved: Validation conference rescheduled for 2010.

Table 10: MoPDC / AI Quds School Reporting Matrix

Performance Indicators	Activities	December 2009 Expected Results	December 2009 Actual Results
Sub-IR 10.1.2 : Project Result 2: Ministries Establish More Effective Administrative Systems			
Sub-IR 10.1.2 Indicators:			
Proportion of priority systems improvements in human resource management implemented by ministries	Assist AI Quds to conduct HR assessment and, based on findings, revise organization structure and develop job descriptions	Mentoring session conducted; Job descriptions developed and approved	Achieved: 38 job descriptions developed by NCCMD.
Proportion of priority systems improvements in information technology management implemented by ministries	Equip AI Quds School with local area network and related IT equipment and train IT staff on maintenance	All IT staff trained and coached	Achieved: All AI Quds IT staff trained and coached

Performance Indicators	Activities	December 2009 Expected Results	December 2009 Actual Results
	Assist AI Quds to publicize website, and train staff to maintain and update website as appropriate	WWG mentored on web development and management	Achieved: Website developed and being managed
	Assist AI Quds to become certified training center in ICDL, CISCO, Oracle, Microsoft, CIW, and CompTIA	Certification requirements satisfied and completed	Not Achieved: School is CISCO certified, work continuing on ICDL and Microsoft certification.
	Conduct specialized workshops in database management, data modeling, and web network security for AI Quds staff	Web and network security workshops conducted	Not Achieved: Program experienced STTA recruitment challenges.
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	Strategic plan aligned with MoPDC and GoI regulations	Canceled: Task stopped due to the proposed merger of the school with NCCMD.

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

Sub-IR 10.1.3 Indicators:

Operational Effectiveness Indicators

	Assist AI Quds School to develop advertisement materials	Posters, calendars and brochures designed and distributed	Achieved: Advertisement materials distributed
	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)	All ISO required documents finalized	Achieved: All ISO-related documents assembled and finalized, awaiting review by STTA to be recruited.
	Assist AI Quds School to develop advertisement materials	New IT magazine designed and distributed	Not Achieved: Magazine design not completed. Work in progress.

CONTEXT AND OBSTACLES ENCOUNTERED

COSIT's preoccupation with preparations for the upcoming 2010 National Census has had an impact on many of the USAID/*Tatweer* activities slated to take place this quarter. The office has designated virtually all of its manpower and decision-making to preparing for the census. The fluid security situation and COSIT's location in the red zone has also impacted USAID/*Tatweer*'s interaction with the agency, although the program has remained engaged with COSIT, and has explored a number of alternative avenues to continue and enhance engagement in 2010.

This quarter has been vital for re-invigorating the working relationship between the NCCMD and USAID/*Tatweer*. There has still been tangible progress made in activity implementation during the quarter.

Finally, many of the Human Resources core-area activities that had been scheduled to take place in 2009 have been postponed and repackaged as part of the Civil Service Reform (CSR) program. The CSR team will take on these tasks as part of a government-wide program aimed at unified HR systems, institutions, and practices throughout the GoI.

MINISTRY OF WATER RESOURCES (MOWR)

CENTRAL MINISTRY HIGHLIGHTS

USAID/*Tatweer* provided training and mentoring to MoWR this quarter through a variety of training courses and workshops. Among these activities were courses in strategic planning, government communications, procurement, and fiscal management. In addition, USAID/*Tatweer* conducted a performance appraisal workshop to prepare Ministry staff to conduct employee performance evaluations in 2010. MoWR has also completed revising and finalizing its job descriptions.

USAID/*Tatweer* and MoWR experts finalized the list of field data to be collected by the MoWR team for the Musayeb Inventory Management Project, and identified the MoWR team who will do the field survey of irrigation canals, pumping stations, and dams to enable costing and implementation of rehabilitation works. USAID/*Tatweer* and MoWR also integrated the collected data from the South Rashidiya and Taji Canal 42 projects to produce layered GIS maps and cost estimates for rehabilitation. In addition, USAID/*Tatweer* conducted a needs assessment for the Center of Water Resources Studies in Sulaymaniyah and submitted a report to the MoWR with a recommended action plan.

PROVINCIAL ACTIVITY HIGHLIGHTS

USAID/*Tatweer* and MoWR have identified three projects for feasibility studies and project management application development in Najaf, Dhi Qar, and Basrah directorates. USAID/*Tatweer* held technical assistance workshops for the Najaf team in various subjects relating to project management. The team has submitted draft feasibility studies for approval by the USAID/*Tatweer* core area advisor.

This quarter, USAID/*Tatweer* also conducted workshops on Proposal Writing for New Projects in Najaf and Karbala, and ISO Awareness workshops for participants from nine southern provinces in Baghdad and Basrah, in addition to government communications workshops in a number of provinces.

Table 11: MoWR Reporting Matrix

Performance Indicators	Activities	December 2009 Expected Results	December 2009 Actual Results
Sub-IR 10.1.2 : Project Result 2: Ministries Establish More Effective Administrative Systems			
Sub-IR 10.1.2 Indicators:			
Proportion of priority systems improvements in human resource management implemented by ministries	Train 500 staff in HR management (competency and advanced) in central ministries and provincial directorates	125 staff trained	Achieved: 125 staff trained
	Assist MoWR to design and implement Performance Appraisal System (PAS) in 2 MoWR directorates	PAS implemented in 1 provincial directorate	Not Achieved: PAS workshop conducted, team formed, ministry waiting to direct resources for further implementation.
	Assist MoWR to implement HRMS in 2 directorates (1 in Baghdad and 1 provincial)	HRMS implemented in 1 provincial directorate	Canceled: Activity canceled for compatibility reasons. In-house HRMS developed by MoWR.
Proportion of priority systems improvements in fiscal management implemented by ministries	Conduct budget and procurement training (competency and advanced)	125 staff trained	Achieved: 125 budget staff trained
	Assist MoWR to develop and implement Performance Improvement Plan (PIP) for procurement and budget processes	PIP implemented in 1 provincial directorate	Canceled: Program experienced STTA recruitment challenges and MoWR no longer interested in the activity.
Proportion of priority systems improvements in information	Conduct ICDL training for MoWR HQ staff	25 staff trained	Achieved: 75 staff trained

Performance Indicators	Activities	December 2009 Expected Results	December 2009 Actual Results
technology management implemented by ministries	Provide technical assistance to MoWR to develop IT strategic plan	IT strategy implemented	Shifted: Strategic plan activities took off fully this quarter. Completion has been shifted to 2010.
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: 125 staff trained
	Assist MoWR to develop Contract/Project Management (C/PM) processes, train staff, and implement processes on Al-Garaf East and West Projects	C/PM processes implemented	Canceled: Program experienced STTA recruitment challenges and MoWR no longer interested in the activity.
	Coach MoWR staff to document and revise current construction planning and corrective/preventive maintenance processes	Processes revised, documented and presented	Canceled: Program experienced STTA recruitment challenges and MoWR no longer interested in the activity.
	Assist MoWR to conduct feasibility studies for 2 projects (1 central and 1 provincial)	10 staff mentored and feasibility studies conducted in provinces	Shifted: Feasibility study will be completed during 2010. Workshops conducted this quarter.
	Provide technical assistance to MoWR to identify and conduct GIS field inventory in 2 project areas to map Gol irrigation infrastructure	Inventory conducted in Area 2	Achieved: Inventory completed in Taji Canal
	Facilitate integration of inventory data into existing MoWR GIS system	Area 2 data integrated into GIS database	Achieved: GIS Data from Taji Canal integrated into HQ database.
	Assist MoWR in capital project improvement for South Rashidiya Irrigation Systems	Installation completed	Canceled: MoWR re-allocated funds to higher priorities. Program will continue to track activities related to the installation of the power line.
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 at different levels trained
	Support MoWR to advocate for budget allocation to implement action plans contained in Training Development Center (TDC) strategic plan	Action plans finalized for implementation in 2010	Achieved: Implementation of new action plan approved and work started
	Conduct strategic planning workshops and develop strategic plans in 2 Baghdad directorates and 2 provincial directorates	5 mentoring workshops conducted; Strategic plan developed in provincial directorate	Not Achieved: 6 mentoring workshops conducted and SP almost completed



Performance Indicators	Activities	December 2009 Expected Results	December 2009 Actual Results
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 selected provincial directorates developed; Action plan for Engineering Designs approved	Achieved: Action plans and solution maps for Commercial and Engineering Designs Directorates in Baghdad completed and presented. Provincial activities canceled because ministry cannot fund self-assessment at provincial level.
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 new computer room in Baghdad training center with additional computer facilities	Computer room operational	Achieved: Computer room operational with 20 systems.
Operational Effectiveness Indicators			
	Assist MoWR to conduct gap analysis and develop quality/operation manuals in line with ISO 9001:2000 standards in 3 sections in 3 directorates and training center	Documented system implemented	Achieved: Document system implemented in 12 directorates
	Assist MoWR to upgrade Sadr Qanat GIS center by installing GIS equipment and implementing PIP	PIP implemented	Achieved: Data collection format developed, format utilized for data collection, and data entered into GIS/EDRAS software
	Assist MoWR to develop and implement standard operating procedures for irrigation systems inventory management program	SOPs approved and implemented	Achieved: SOPs utilized for data collection
	Assist MoWR to implement MoA compatible irrigation and farmland databases	Systems integrated	Achieved: MoWR and MoA maps produced through GIS/EDRAS software integrated to develop rehabilitation estimates.

CONTEXT AND OBSTACLES ENCOUNTERED

Progress on extension of USAID/*Tatweer's* activities into the provinces at the beginning of this quarter was in the formative stages and lacked clear guidelines. The process accelerated during October 2009, when visits were made to the provinces. In addition, the fluid security situation has caused USAID/*Tatweer* to cancel trips to MoWR on short notice. This has caused some issues with the Ministry.

MINISTRY OF ELECTRICITY (MOE)

CENTRAL MINISTRY HIGHLIGHTS

Throughout the quarter, MoE staff from all over Iraq participated in USAID/*Tatweer* job description and performance management workshops. The MoE created Ministerial advisory committees responsible for reviewing, approving, and following-up on job descriptions developed by human relations workgroups for all MoE

directorates. In addition, USAID/*Tatweer* provided training and workshops covering internal auditing, internal control systems, and using SQL and .NET for billing and collection systems.

USAID/*Tatweer* conducted two major presentations for MoE managers to explain the merits of Information Technology (IT) strategic planning, including enterprise resource planning (ERP). USAID/*Tatweer* noted the enormous potential benefit from IT integration with economies of scale and from purchasing existing IT systems, rather than attempting to develop them in-house from scratch. Throughout the quarter, USAID/*Tatweer* coordinated closely with MoE power plants to provide training and deliver Computerized Maintenance and Inventory Management System (CMMS) software. MoE is actively applying CMMS software to activities such as warehouse inventory management, parts procurement and unit maintenance.

The Minister of Electricity officially opened the IT Training Center at MoE's Training and Development Directorate which was equipped by USAID/*Tatweer* earlier in the year. Due to security concerns, there was no prior announcement of the formal opening. Sixty-six MoE staff already has participated in three ICDL classes at the new MoE IT Training Center. The MoE Training and Development Directorate also coordinated closely with USAID/*Tatweer* to follow up with participants in the Public Manager Cycle (PMC) program. USAID/*Tatweer* is also assisting the MoE Training and Development Directorate in pursuing ongoing performance improvement and organizational development internally through the use of Organization Self-assessment and Transformation Process (OSTP) tools and methodology. The MoE OSTP team in collaboration with USAID/*Tatweer* developed a benchmark report and presented it to the MoE DG for Training and Development.

Throughout the quarter MoE worked with USAID/*Tatweer* to provide safety training for its personnel. The MoE Safety Working Group, involving several MoE directorates, made significant progress in finalizing a comprehensive new safety manual. MoE reported extensive statistical information on the number of fires, fatalities and injuries at MoE production, transmission and distribution facilities from 2007 through October 2009. The figures indicate a significant reduction in fires and MoE is working with USAID/*Tatweer* to ensure this positive trend continues. MoE is now implementing plans to provide ToT safety training to those key personnel who have done well in earlier safety workshops. This will enable MoE to expand safety training through its operations and ensure sustainability.

PROVINCIAL ACTIVITY HIGHLIGHTS

USAID/*Tatweer* conducted a job description and performance management workshop for job description development workgroups for the three directorates: Power Distribution/North Region; Power Production/North Region; Power Transmission/North Region. The MoE Training DG attended the first two days of the workshop and made a strong positive contribution in support of the job description program.

Table 12: MoE Reporting Matrix

Performance Indicators	Activities	December 2009 Expected Results	December 2009 Actual Results
Sub-IR 10.1.2 : Project Result 2: Ministries Establish More Effective Administrative Systems			
Sub-IR 10.1.2 Indicators:			
Proportion of priority systems improvements in human resource management implemented by ministries	Assist MoE to develop job descriptions for positions in provincial directorates	50% of job descriptions in 3 provincial directorates developed	Achieved: 3000 draft job descriptions developed in 14 directorates. This is 100% of the job descriptions.
	Assist training department to develop organization chart, job descriptions, HR policies and procedures.	Training policies and procedures implemented	Achieved: Training policies developed and approved by Training DG.
Proportion of priority systems improvements in fiscal management implemented by ministries	Train and mentor MoE staff to draft standard operating procedures (SOP) for budgeting	Standard Operating Procedures for budgeting drafted.	Canceled: Although 45 staff trained, MoE no longer interested in SOPs for budgeting.
	Assist MoE to develop the 2010 Operations and Maintenance (O&M) budget	2010 O&M budget developed and presented	Canceled: MoE no longer interested in O&M budget development.

Performance Indicators	Activities	December 2009 Expected Results	December 2009 Actual Results
	Conduct specialized workshops for MoE billing and tariffs	3 workshops delivered for 50 staff	Achieved: 2 workshops delivered
	Assist MoE to develop budget for major safety-related purchases in 2010.	Safety budget presented and approved	Canceled: MoE no longer interested in development of safety budget.
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	Staff mentored to code data into CMMS	Achieved: 12 MoE Maintenance staff (4 power plants) plus 7 NPD staff trained on CMMS. 22 MoE staff trained in related code data entry.
	Assist MoE to establish an IT strategic planning process	MoE IT strategic plan developed	Canceled: MoE no longer interested in development of IT SP.
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	Project budgeting and planning SOPs developed and approved for Directorate	Canceled: MoE no longer interested in budget and planning SOPs.
	Conduct project management training courses for senior managers, site managers, and New Projects Department staff	75 project managers trained	Achieved: PM training provided for 75 MoE project managers over last two quarters.
	Conduct workshops to develop project management indicators for all new projects in the Ministry	Indicators approved and implemented	Not Achieved: MoE has not approved indicators for implementation.
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	MoE trainers supported and monitored to implement PMC program	Achieved: MoE selected 6 trainers (one from each core area) from among 36 recent graduates to implement PMC program.
	Assist MoE to establish communications system between central ministry and provincial DGs	Standard operating procedures developed for communications protocol	Not Achieved: Committee not selected and communications protocol not yet developed. Whole task not implemented yet.
Number of units/departments in ministries and executive offices with institutionalized self-assessment process	Assist MoE to establish Organizational Self-Assessment and Transformation Program	Action plans developed and presented	Shifted: Benchmark report completed and presented to DG Training, but action plan workshop shifted to 2010.

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 training conducted	Achieved: 66 MoE staff participated in International Computer Driving License (ICDL) training courses.
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Performance Indicators	Activities	December 2009 Expected Results	December 2009 Actual Results
Operational Effectiveness Indicators			
	Conduct safety training for supervisory and safety expert personnel across the MoE	Expert level training conducted	Achieved: 69 MoE staff trained at safety management level, 19 MoE staff trained at ToT level.
	Review safety manuals available at MoE and assist MoE to revise/prepare new safety manuals	Safety manuals distributed	Not Achieved: Safety manual work group formed. 8 chapters of safety manual prepared but not yet distributed.
	Assist MoE to establish Problem Solving Units in provincial offices	Workshop conducted to create SOP / operations manual	Canceled: MoE no longer interested in establishment of PSUs.
	Assist MoE to develop Fuel Supply Manual	Fuel supply manual presented	Achieved: Fuel supply manual (FSM) draft outline presented for comment to four power plants. Production Planning Dir. agreed to FSM outline.
	Assist MoE to develop identification system for power plants (ISP) and key performance indicators (KPI) for Operations Directorates	KPI and ISP endorsed by senior management and incorporated into operations	Achieved: MoE Production Planning Dir. endorsed use of KPI. MoE agreed to use KKS coding as ISP to be implemented after CMMS.
	Assist MoE to adopt internationally acceptable health, safety and environmental (HSE) management system	International HSE standards accepted and adopted	Achieved: MoE endorses international HSE standards, which are reflected in the new safety manual. MoE plans to adopt EU safety signs.
	Assist MoE to prepare a strategic plan and formal budget for development of an emissions control system	Mentor MoE staff to develop budget based on strategic plan	Not Achieved: Findings from MoE/MoO workshop on emissions and environment were not followed up in 2009 because of higher priorities at MoE.
	Assist the Training Directorate to implement a quality manual with steps towards becoming ISO 9001 compliant	Quality manual drafted in compliance with ISO 9001	Shifted: STTA arrived at the end of the reporting period so the task has been shifted to first quarter 2010.

CONTEXT AND OBSTACLES ENCOUNTERED

The electricity deficit is among Iraq's most serious economic problems with frequent, widespread power outages throughout the country. To address this problem, MoE embarked on a major effort to double generation capacity within a short time frame. The MoE New Projects Directorate is primarily responsible for this increase in generation capacity and works closely with USAID/*Tatweer* on project management capacity development. One potential problem is that the heavy focus on generation capacity may result in insufficient funding for the distribution sector. The MoE will become more efficient as it (a) adopts a comprehensive, centralized approach to IT strategic planning and (b) proceeds with billing and tariff reform.



MINISTRY OF OIL (MOO)

CENTRAL MINISTRY HIGHLIGHTS

During the quarter, USAID/*Tatweer* conducted three job description follow-up workshops, providing advice on draft job descriptions to key staff from MoO and all the state oil companies. USAID/*Tatweer* also delivered two ToT courses for MoO trainers and conducted a training analysis course for participants from the MoO training institutes and training departments at the state oil companies.

USAID/*Tatweer* conducted a workshop on Contracts and Metering and discussed possible contracts for the four oil training institutes to purchase training equipment for oil and gas metering. USAID/*Tatweer* recommended that the institutes form a joint committee to strengthen coordination and then visit two or three leading international training institutes to review existing operations and equipment. Several state oil companies participated. The head of MoO's Metering Office noted his appreciation for USAID/*Tatweer* assistance in procurement of metering training simulators and requested further assistance in formulating medium range plans for metering operations and verification.

Throughout the quarter, the USAID/*Tatweer* energy procurement group has worked with a host of state oil companies to upgrade procurement and contracting procedures. These workshops are having a significant impact. North Oil Company (NOC) and North Gas Company (NGC) have made great strides in improving the preparation of tender documents which now, unlike a year ago, receive significant international responses. In addition, senior engineers and accounting managers from the State Company for Oil Projects (SCOP) worked with the USAID/*Tatweer* energy procurement group on issues such as processing letters of credit. SCOP's procurement office is revising its procurement manual covering local purchasing and contracting, imports, customs and follow-up procedures.

USAID/*Tatweer* made significant progress in transferring and anchoring its critical and popular Integrated Supply Chain Management (ISCM) program to Iraqi authorities. Five representatives from Iraqi academia met with USAID/*Tatweer* to plan the transfer of responsibility for teaching ISCM to four leading Iraqi universities. USAID/*Tatweer* presented course material developed over the past two years, explained its application and the structure of the ISCM workshops. The Iraqi university representatives agreed to review the workshop material and develop plans to coordinate with MoO and MoE on incorporating the material into their continuing education programs.

The MoO Training Directorate coordinated with USAID/*Tatweer* on following up with MoO graduates of the PMC program. These graduates report significant progress in implementing skills acquired during the PMC program at their departments. Senior MoO officials repeatedly expressed deep appreciation for the value of PMC and in 2010 are assuming direct responsibility to administering the PMC program, which will become a MoO prerequisite for promoting managers. Throughout the quarter MoO worked with USAID/*Tatweer* to transfer responsibility for PMC to MoO. 23 carefully selected managers from the MoO and the state oil companies are currently participating in the program. USAID/*Tatweer* is providing trainers to support and mentor MoO trainers throughout the program.

In October, Deputy Minister of Oil, the DG of Training, and the DG of Midland Refinery Company (MRC) participated in the graduation ceremony at Daura Refinery for 166 young MRC engineers completing their twelve-month on-the-job technical training program. USAID/*Tatweer*'s New Project Manager program is an integral part of the program and USAID/*Tatweer*'s Hussain Aziz was one of the event's featured speakers. USAID/*Tatweer* has emphasized "onstream" preventive maintenance for critical machinery and strengthening the capacity to MRC engineers to interact effectively with American companies supplying spare parts. MRC supports USAID/*Tatweer* efforts to strengthen coordination with Ministry of Electricity power plants.

Throughout the quarter, MoO worked closely with USAID/*Tatweer* on safety training. MoO has selected the most successful participants from earlier safety training workshops to attend USAID/*Tatweer* ToT workshops to develop the in-house capacity for expanded safety training. MoO is working with USAID/*Tatweer* to reactivate and update existing safety manuals at state oil companies and developing SOPs for safety, as well as instituting a Safety Performance Monitoring Committee to utilize SOPs, manuals, and agreed-upon compliance strategies. MoO



recognizes the importance of improved safety standards and the MoO DG for Training sent USAID/*Tatweer* a formal note commending progress this far.

PROVINCIAL ACTIVITY HIGHLIGHTS

Senior managers from North Refinery Company (NRC) and NGC have participated in USAID/*Tatweer* ISCM and cost estimation workshops to strengthen and standardize contract management procedures. During the quarter, more than forty accountants and finance managers of NOC, NGC and NRC also participated in workshops for financial accounting, cost analysis, internal auditing and capital budgeting.

Table 13: MoO Reporting Matrix

Performance Indicators	Activities	December 2009 Expected Results	December 2009 Actual Results
Sub-IR 10.1.2 : Project Result 2: Ministries Establish More Effective Administrative Systems			
Sub-IR 10.1.2 Indicators:			
Proportion of priority systems improvements in human resource management implemented by ministries	Assist MoO to develop job descriptions for staff in three pilot directorates	20% of job descriptions completed in each directorate	Achieved: 6000 draft job descriptions developed for all MoO and state oil companies. This is 100% of the job descriptions in the directorates.
	Assist North Oil Company (NOC) Planning and Studies Department to define organizational structure and functions	Proposed organizational chart and functions developed by NOC	Achieved: Organization chart revised
	Assist North Refinery Company (NRC) to structure newly formed project management office to meet demands of future projects	Job descriptions developed and presented	Achieved: 12 job descriptions developed for PM office at NRC.
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 utilization of library resources conducted	Achieved: Mentoring sessions held for MoO metering office to include library resources.
	Assist MoO (in collaboration with COSQC) to develop metering office's training and accreditation capability in accordance with one internationally recognized standard	MoO accreditation work plan developed and presented	Achieved: Initial linkage established with SGS, an international inspection service, and MoO accreditation work plan developed and presented.
	Mentor MoO HQ and oil companies' staff on Integrated Supply Chain Management (ISCM)	ISCM workshops on contract negotiations conducted; ISCM program curriculum developed and presented to the University of Baghdad	Achieved: Contract administration workshop conducted, which included contract negotiation principles. ISCM workshop on contract administration-management conducted. University of Baghdad representatives agreed to adopt workshop material and coordinate on incorporating it into their continuing education programs.

Performance Indicators	Activities	December 2009 Expected Results	December 2009 Actual Results
	Mentor MoO to document new standard operating procedures (SOP) for procurement	SOP manuals developed and approved	Achieved: Draft procurement manual developed and delivered to MoO/SCOP. Content reflects actual procurement process using international best practices.
	Conduct awareness creation workshops on Vendor Managed Inventory (VMI) to begin plans for implementation	3 VMI Workshops held for MoO procurement staff	Not Achieved: One VMI work shop held earlier in year. STTA currently not available.
	Assist state oil companies to prepare operational budgets for major health, safety and environment (HSE) purchases	Budget for HSE equipment developed	Not Achieved: Conducted initial workshops for SCOP on safety inspection and environment and specialized construction safety monitoring. HSE equipment budget not yet developed.
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.	IT systems need included in 2010 budget	Achieved: IT executive committee with 2010 budget authority created; initial IT needs included in budget.
	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	Information management system implemented; Staff trained	Achieved: NRC Information management system developed and projects listed with training implemented as prototype format.
Proportion of priority systems improvements in project management implemented by ministries	Provide procurement and project management skills to the Petroleum Research & Development Center.	Workshop on procuring consultancy services utilizing construction of new R&D center as task training example conducted	Not Achieved: PRDC not ready to implement workshop.
	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	Scope of work workshop conducted; 35 projects analyzed and improvements defined	Achieved: 15 projects analyzed and improvements defined. These 15 projects are what companies in the North had time to complete.
	Support all oil companies operating in the North to access international technical training resources to improve operations, project planning and management.	Planning staff mentored on how to obtain a wider list of qualified international technical training services	Achieved: NOC and NGC staff mentored on obtaining international technical training. Key NGC staff trained in use of CMMS and KKS coding for management of maintenance tasks.
	Conduct project management workshops for NRC engineers and upgrade PM procedures	Procedures manual implemented	Not Achieved: NRC procedures manual not finalized.



Performance Indicators	Activities	December 2009 Expected Results	December 2009 Actual Results
	Develop the skills of SCOP employees and assist SCOP to implement project management systems and tools.	2 PM workshops held for advanced PM and procurement of project control systems; Project control systems implemented	Achieved: SCOP PM workshops completed. Project control processes and tools defined. SCOP decided to retain PM firm to implement control systems during 2010.
	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: PM workshop conducted, agreement reached on strategy for turbine activation.
	Assist training institutes in Baghdad, Kirkuk and Basra 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	Baghdad and Basra Training Institutes staff mentored on project execution using drilling simulator assembly as case study.	Shifted: Simulator assembly scheduled for second quarter 2010.
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.	Mentoring workshop with 20 employees to regularly update standard glossary conducted	Canceled: MoO request for support withdrawn, no further action planned.
	Implement the Public Manager Cycle (PMC) in the MoO and embed the program for sustainability in the Training Directorate	PMC ToTs trained and utilized	Achieved: MoO is taking responsibility for PMC in the Ministry utilizing MoO trainers as main or co-trainers in each course within the program.
	Mentor PMC trainees through continuous on-the-job coaching and monitor professional development of trainees	Trainee follow-up assignments reinforce application of skills	Achieved: Third follow-up session held featuring practical application of skills learned in PMC program.
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	Action plan developed	Shifted: OPDC Action plan workshop scheduled for Jan 2010.
	Assist NOC self-assessment team to implement transformation solutions	2 priority solutions implemented	Achieved: NOC strategic planning exercise conducted Dec 2009 with follow-up support ongoing.
	Assist NRC self-assessment team to implement transformation solutions	2 priority solutions implemented	Achieved: NRC strategic planning course conducted Oct 2009, process mapping activity begun Nov 2009, follow-up activities ongoing.

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

Sub-IR 10.1.3 Indicators:

Ministerial Training Centers Strengthened

Performance Indicators	Activities	December 2009 Expected Results	December 2009 Actual Results
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	IT training courses conducted	Achieved: IT training courses conducted.
Operational Effectiveness Indicators			
	Upgrade HSE system at MoO operations through oil and gas environment safety training, and propose establishment of safety performance unit	Workshop with 20 safety officers in expert level safety training conducted; Safety performance monitoring units proposed .	Achieved: 97 MoO staff from 13 provinces including staff from refineries (16), pipelines (14), exploration (10) and production (25) received safety training. 20 MoO staff received ToT safety training. MoO agreed to the concept and approach to safety with each of the 16 state oil sector companies.
	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 workshop held covering HSE for more than 40 project managers.
	Procure, equip, and establish GIS Center for North Oil Company in Kirkuk	GIS center functional	Achieved: NOC GIS center fully equipped.

CONTEXT AND OBSTACLES ENCOUNTERED

The MoO is Iraq's premier government institution providing 95% of Iraqi government revenue and attracting the best and the brightest in the Iraqi public sector. Reforms enacted at the MoO have a far-reaching demonstration effect throughout the Iraqi government. Progress on modernizing personnel processes, IT planning and procurement practices has a major positive impact. As for obstacles, the greatest challenge MoO faces is reasserting centralized accountability and moving ahead on a comprehensive and transparent metering system at hydrocarbon custody transfer points.



C. STRENGTHENING EXECUTIVE OFFICES

COUNCIL OF MINISTERS SECRETARIAT (COMSEC)

HIGHLIGHTS

USAID/*Tatweer* conducted workshops in a variety of subjects for COMSEC staff, including IT, strategic planning, government communications, procurement, and job description development. USAID/*Tatweer* also worked with the Training and Development department to provide assistance in developing quarterly training plans for all departments.

Table 14: COMSEC Reporting Matrix

Performance Indicators	Activities	December 2009 Expected Results	December 2009 Actual Results
Sub-IR 10.1.2 : Project Result 2: Ministries Establish More Effective Administrative Systems			
Sub-IR 10.1.2 Indicators:			
Proportion of priority systems improvements in human resource management implemented by ministries	Conduct working sessions to support COMSEC to develop quarterly training plans for all departments	8 working sessions conducted; 4th quarter training plan developed and approved	Achieved: 8 working sessions conducted and 4th quarter training plan developed and approved.
	Conduct HR (job description) training for staff from 14 departments and assist COMSEC to develop job descriptions	15 HR staff trained; 30 job descriptions completed	Achieved: 15 staff trained on developing job descriptions and 45 job descriptions completed.
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	Shifted: Program experienced STTA recruitment challenges. This activity has been moved to March 2010.
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	Learning modules (Arabic) programmed into application; 10 IT staff trained in IT network administration	Achieved: Demo module for e-learning completed and delivered to T and D, IT staff trained on Oracle fundamentals for network administration.
	Assist COMSEC to develop a research and development unit and select e-Library applications and reference books	e-Library application procured and installed; staff trained to use application	Not Achieved: USAID/ <i>Tatweer</i> PAF pending approval by COMSEC.
	Assist COMSEC to develop a research and development unit and select e-Library applications and reference books	Research and Development unit created	Achieved: Unit approved and functioning under the T and D Section.
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	COMFAR III tested and utilized for feasibility study	Not Achieved: COMFAR III tested and used to test previous projects but not for feasibility study. Draft new procedures under development.



Performance Indicators	Activities	December 2009 Expected Results	December 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 in government communications and advanced decision making
	Train staff in strategic planning	5 senior staff trained	Achieved: 5 staff trained in Strategic Planning
	Assist COMSEC to identify strategists, form a strategic unit, and develop strategic plan	5 strategists identified	Not Achieved: 10 of 20 strategists identified, but strategic unit formation is still pending.
	Assist COMSEC to develop Government Communication Strategy and conduct workshops with 15 staff from National Media Center (NMC) and Press Office on Government Communications	1 Government communication strategy developed	Not Achieved: 3 working sessions delivered on government communications strategy and media campaigns (PR studies, public poll studies). Draft action plan prepared for the NMC, but communication strategy under development.
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	Solution maps developed and presented for approval	Not Achieved: Self-assessment is in-progress
	Assist COMSEC IT Department to conduct self-assessment survey and establish self-assessment process	Solution maps developed and presented for approval	Not Achieved: Self-assessment is in-progress.
Operational Effectiveness Indicators			
	Conduct process mapping workshops for 4 units, generate process maps, and draft SOP (manuals and guidelines)	1 process mapping workshop conducted; Process maps created; 1 SOP drafted	Achieved: Process mapping workshops delivered, process map created for the internal audit department, draft SOPs delivered.
	Assist COMSEC to implement a National Archive Database for 3 ministries (open source online database for public access to Council of Ministers mandates, orders, bills, and reforms)	Archival system installed and tested and piloted in 3 ministries	Achieved: IT department completed archival system for the National Committee Directorate holding 300 committee national records. This is an Oracle-based archival system.
	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; 3 ministries services improved	Achieved: Monitoring report completed for 10 ministries and delineating 3 ministries with most improved services.



Performance Indicators	Activities	December 2009 Expected Results	December 2009 Actual Results
	Assist COMSEC to track public service improvements and report to press office by equipping office with media monitoring applications in Arabic	Press office and media monitoring unit equipped with media monitoring applications in Arabic and English	Not Achieved: Application license could not be obtained, process not completed.

CONTEXT AND OBSTACLES ENCOUNTERED

This quarter was particularly challenging as a new DG for Administration was assigned which slowed the process of obtaining approvals and mandates for USAID/*Tatweer* activity implementation. After much deliberation regarding the sustainability of the COMSEC Training and Development department, the assistant secretary general supported the continuation of the 2009 workplan into 2010.

PRESIDENCY COUNCIL (PC)

HIGHLIGHTS

Following staff participation in a USAID/*Tatweer* workshop on the management of classified documents, the Presidency Diwan (PD) re-assigned responsibility for classified documents from the DG of Administration to a newly-created office directly under the supervision of the Chairman of the Diwan. In addition, USAID/*Tatweer* completed an IT assement of the PD training center and has donated ten computer workstations to the center.

Table 15: PC Reporting Matrix

Performance Indicators	Activities	December 2009 Expected Results	December 2009 Actual Results
Sub-IR 10.1.2 : Project Result 2: Ministries Establish More Effective Administrative Systems			
Sub-IR 10.1.2 Indicators:			
Proportion of priority systems improvements in human resource management implemented by ministries	Conduct Human Resource Management System (HRMS) workshop and facilitate HRMS implementation in PC offices	HRMS operational	Not Achieved: All HR tasks for this year, which include all expected quarterly deliverables, were not implemented. The PC's HR structure is different from the MoMPW proposed HRMS, therefore, it was not adopted by the PC.
	Conduct HRMS training for selected HR staff	5 staff trained	Not Achieved: All HR tasks for this year, which include all expected quarterly deliverables, were not implemented.
	Assist PC to revise VPO staff job descriptions	100 job descriptions revised	Not Achieved: All HR tasks for this year, which include all expected quarterly deliverables, were not implemented.
Proportion of priority systems improvements in fiscal management implemented by ministries	Conduct budget and procurement training for half of finance, accounting, and budget staff	7 staff trained	Achieved: 4 staff trained

Performance Indicators	Activities	December 2009 Expected Results	December 2009 Actual Results
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 equipment tested and functioning	Not Achieved: All IT related tasks and deliverables for 2009 were not implemented due to program budget constraints.
	Conduct specialized technical IT training for IT unit staff	4 staff trained in MCSE (Step 2)	Not Achieved: All IT related tasks and deliverables for 2009 were not implemented due to program budget constraints.
Proportion of priority systems improvements in project management implemented by ministries	Conduct training in feasibility studies and project evaluation	10 staff trained	Achieved: 14 staff trained
Proportion of priority systems improvements in leadership and communication implemented by ministries	Conduct leadership and communication training for senior-level staff	15 senior-level staff trained	Achieved: 12 staff trained in government communications
	Conduct strategic planning training for senior-level staff	10 staff trained	Not Achieved: Senior level staff not available at same time for workshop to be conducted.
	Assist PC to develop and implement strategic plan	Strategic plan implemented	Shifted: VPO-TH's COS is still working on developing the SP; completion of strategy shifted to 2010.
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 team formed and action plan developed and approved	Shifted: VPO-TH requested that all OSTP tasks and deliverables be shifted to 2010 after the elections.

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 staff trained	Achieved: IT training center equipped with 20 computers and 20 UPS systems; staff trained.
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Operational Effectiveness Indicators

	Conduct anti-corruption workshops	1 workshop conducted	Not Achieved: Anti-Corruption workshop not conducted, PC not ready.
	Conduct public policy formulation workshops for DGs and Assistant DGs	2 public policy workshops conducted	Shifted: Public policy workshop series shifted to 2010 based on PC readiness.
	Facilitate specialized seminar (PC funded) for senior management (public speaking, state protocol, and media policy)	1 seminar conducted	Achieved: Management of document classifications seminar conducted

CONTEXT AND OBSTACLES ENCOUNTERED

USAID/*Tatweer* was able to assess needs within the PD and provide workshops tailored specifically to address those needs, with positive results.

PRIME MINISTER'S OFFICE (PMO)

HIGHLIGHTS

This quarter, USAID/*Tatweer* narrowed its focus within the PMO to two specific entities—the newly-created High Committee on Education Development (HCED) and the National Investment Commission (NIC). In September 2009, the Prime Minister established the HCED. In a matter of weeks, USAID/*Tatweer* established a close rapport with the Chairman and the members of HCED, and began a series of strategic planning workshops. A Strategic Planning Unit comprised of 12 members has been created to develop HCED's strategic plan. USAID/*Tatweer* also successfully established a strong relationship with the chairman of the NIC and has begun to deliver technical assistance in strategic planning, human resources, and IT.

Table 16: NIC Reporting Matrix

Performance Indicators	Activities	December 2009 Expected Results	December 2009 Actual Results
Sub-IR 10.1.2 : Project Result 2: Ministries Establish More Effective Administrative Systems			
Sub-IR 10.1.2 Indicators:			
Proportion of priority systems improvements in human resource management implemented by ministries	Assist NIC to conduct training needs assessment and enroll HR staff in HR training courses	12 staff trained	Achieved: Training program agreed upon and being implemented. 4 relevant staff trained this quarter, number of staff was initially over-estimated.
	Assist NIC to establish an HR Department and implement Human Resource Management System (HRMS) in line with draft civil service law	HRMS implemented and HR staff trained on use	Canceled: HR department will be established following draft Civil Service law.
	Assist NIC to review and standardize organization chart and revise staff job descriptions in line with new organization chart	Revised organizational structure implemented	Achieved: New organizational structure completed and presented to NIC for implementation.
	Assist NIC to develop Performance Management System (PMS), train staff on PMS, and conduct performance evaluations	Work objectives and assessment criteria developed and integrated into appraisal system; PMS implemented	Canceled: No further action on PMS until HR dept. created.
Proportion of priority systems improvements in fiscal management implemented by ministries	Conduct fiscal management training courses in budget and procurement (competency and advanced)	10 staff trained	Achieved: Assessment of NIC's Fiscal Department completed and staff trained.
Proportion of priority systems improvements in information technology management implemented by ministries	Assist NIC to conduct IT needs assessment, implement IT management plan, and procure IT equipment in line with management plan	IT equipment procured and installed	Achieved: Assessment of NIC's IT Department completed and 5 computer work stations delivered.
	Conduct IT training courses (competency and advanced) for IT staff	5 staff trained	Canceled: Not a priority for NIC

Performance Indicators	Activities	December 2009 Expected Results	December 2009 Actual Results
Proportion of priority systems improvements in project management implemented by ministries	Conduct project management training courses for NIC managers	10 staff trained	Canceled: Not a priority for NIC
	Conduct specialized project management courses in feasibility studies and project evaluation	10 staff trained	Canceled: Not a priority for NIC
Proportion of priority systems improvements in leadership and communication implemented by ministries	Assist NIC to develop and implement a strategic plan	Strategic plan approved and implemented	Shifted: SP workshops conducted, but the development of strategic plan will be in 2010.
	Deliver leadership and communication training (competency and advanced)	10 staff trained	Achieved: 6 staff trained
	Assist NIC to develop and implement new communication strategy	Communication strategy approved and implemented in conjunction with strategic plan	Canceled: Program did not have a technical advisor for all of the reporting period.
	Conduct training workshop for NIC staff on media strategy and tools	3 mentoring workshops conducted	Canceled: Program did not have a technical advisor for all of the reporting period.
Operational Effectiveness Indicators			
	Assist NIC to conduct business process analysis (current structure, work plans, procedures, and work methods) to identify relevance to mission objectives	Recommendations presented and approved	Canceled: Not a priority for NIC

CONTEXT AND OBSTACLES ENCOUNTERED

USAID/*Tatweer* was able utilize existing contacts to establish a preliminary relationship with HCED that deepened as a result of the programs' rapid intervention and response to HCED's needs.

D. CROSS-CUTTING TECHNICAL ASSISTANCE

CIVIL SERVICE REFORM (CSR)

HIGHLIGHTS

During the fourth quarter, the draft civil service law was finalized and sent to Shura Council for review. USAID/*Tatweer's* representative to the CSR Committee has been attending the Shura Council's working sessions to answer questions and assist in expediting the review process. The process has been somewhat stalled by the bombing of the Ministry of Justice, where the Shura Council is located.

Based on recommendations from and with the cooperation of USAID/*Tatweer's* CSR program, the GoI advertised the positions of the Chairman of the Federal Civil Service Commission (FCSC) and eight commissioners in newspapers and other media. The GoI set up a selection committee to review the submitted applications and select best candidates according to merit principles regardless of sectarian, religious, or ethnic background. The GoI is expected to announce the names of selected candidates during the first quarter of 2010. The FCSC chairman and commissioners will be USAID/*Tatweer's* counterparts in building the FCSC and implementing civil service reform.

The draft civil service law provides for the establishment of a Human Resources Department in each ministry and governorate. Since the draft law is not yet enacted yet, the GoI began to expedite civil service reform by issuing an Executive Order on October 13, 2009, instructing all ministries, government agencies, and governorates to establish a Human Resources division. The Personnel Divisions of each entity will be transformed into HR Divisions as a precursor to the establishment of HR Departments after the law is enacted. Ministries and governorates have begun implementation of the Executive Order; several ministries have issued Ministerial Orders to this effect.

USAID/*Tatweer* has provided assistance in establishing HR divisions, providing new structures to HR units and functions, providing clear descriptions of HR divisions, functions, and organization, and training HR staff in modern HR functions.

Acting on input from USAID/*Tatweer's* CSR program, GoI set up a Joint Coordination Committee (JCC) to coordinate and follow-up on the implementation of the civil service reform program and carry out coordination and follow-up on establishing HR divisions in ministries under the Executive Order. USAID/*Tatweer* will provide technical assistance to the JCC as it works with ministries to ensure that HR divisions are established. The JCC will receive reports from the ministries regarding progress in establishing HR divisions, and will hold a general meeting with all DGs to follow up and coordinate technical assistance. The JCC will report periodically to the GoI on compliance and implementation progress.

USAID/*Tatweer* conducted a workshop for representatives from Baghdad and Basrah provinces to provide assistance with establishing Provincial Civil Service Commissions, as called for by the law creating the FCSC. The workshop focused on establishment of an HR unit within the governorate's administration and discussing the steps to establish a Provincial Civil Service Commission.

USAID/*Tatweer's* CSR Team organized a successful and highly visible three-day international conference on civil service reform in Baghdad in November. The conference was attended by the Prime Minister, the Vice President, the Speaker of the Parliament, the U.S. Ambassador, ministers, members of Parliament, governors and other key political figures as well as professors and international experts. The participants highlighted the importance of civil service reform. A number of favorable articles in newspapers were published and TV newscasts and websites posted around the world as a result of this successful event.



Table 17: CSR Reporting Matrix

Performance Indicators	Activities	December 2009 Expected Results	December 2009 Actual Results
Sub-IR 10.1.2 : Project Result 2: Ministries Establish More Effective Administrative Systems			
Sub-IR 10.1.2 Indicators:			
Proportion of priority systems improvements in human resource management implemented by ministries	Assist ministry working groups to implement civil service reform pilot programs in 3 ministries (MoA, MoH, and NIC)	HR departments setup pending enactment of new civil service law	Achieved: Staff trained, performance appraisal system developed, and human resources departments established in MoA and MoH. NIC in progress.
	Work with 2 other ministries/agencies on civil service reform implementation and train ministry staff on new civil service system including setting up human resource departments	HR departments created and operational	Not Achieved: HR departments established by executive order for ministries at the federal and provincial levels. This lays the foundation for Program's work in setting up these departments.
	Support implementation of HRMS in FCSC and 3 pilot ministries above	HRMS tested and utilized	Not Achieved: FCSC not set-up, and ministries still developing systems to utilize HRMS in MoA and MoH.
	Assist provincial governments to establish HR departments and train HR staff	2 provincial level HR units established; Provincial level HR staff trained	Not Achieved: HR departments established by executive order for ministries at the federal and provincial levels. This lays the foundation for Program's work in setting up these departments.
Proportion of priority systems improvements in fiscal management implemented by ministries	Conduct training needs assessment and provide Federal Civil Service Commission (FCSC) staff with budget and procurement training	9 FCSC members receive budget and procurement training	Shifted: None of the quarterly deliverables related to this task have been implemented. They are solely dependent on the Gol, which has not succeeded in setting-up the FCSC. Activities have been shifted to 2010 with the expectation that the Gol will institute the FCSC.
Proportion of priority systems improvements in information technology management implemented by ministries	Procure 9 desktop computers and software packages for Commission staff to startup operations	9 staff trained in ICDL	Shifted: None of the quarterly deliverables related to this task have been implemented. They are solely dependent on the Gol, which has not succeeded in setting-up the FCSC. Activities have been shifted to 2010 with the expectation that the Gol will institute the FCSC.



Performance Indicators	Activities	December 2009 Expected Results	December 2009 Actual Results
	Assist FCSC to establish 2 MIS/IT units for internal operations and external coordination of information technology	Organizational policies, procedures drafted and approved	Shifted: None of the quarterly deliverables related to this task have been implemented. They are solely dependent on the Gol, which has not succeeded in setting-up the FCSC. Activities have been shifted to 2010 with the expectation that the Gol will institute the FCSC.
	Assist Commission members to draft 3-year IT Strategic Plan	IT strategic plan approved	Shifted: None of the quarterly deliverables related to this task have been implemented. They are solely dependent on the Gol, which has not succeeded in setting-up the FCSC. Activities have been shifted to 2010 with the expectation that the Gol will institute the FCSC.
	Assist CSC to set up domain and e-mail accounts for communications	Staff trained on e-mail system maintenance	Shifted: None of the quarterly deliverables related to this task have been implemented. They are solely dependent on the Gol, which has not succeeded in setting-up the FCSC. Activities have been shifted to 2010 with the expectation that the Gol will institute the FCSC.
	Assist CSC to launch an official website	Staff trained on web design and development	Shifted: None of the quarterly deliverables related to this task have been implemented. They are solely dependent on the Gol, which has not succeeded in setting-up the FCSC. Activities have been shifted to 2010 with the expectation that the Gol will institute the FCSC.
Operational Effectiveness Indicators			
	Assist CSC to set up, staff and begin operating the Federal Civil Service Commission as per FCSC law	FCSC facilities and staffing completed	Shifted: None of the quarterly deliverables related to this task have been implemented. They are solely dependent on the Gol, which has not succeeded in setting-up the FCSC. Activities have been shifted to 2010 with the expectation that the Gol will institute the FCSC.



Performance Indicators	Activities	December 2009 Expected Results	December 2009 Actual Results
	Assist CSC and provincial governments to establish Provincial Civil Service Commissions (PCSCs) and train staff on operations	PCSC facilities set up and initial staffing completed; Training conducted	Shifted: None of the quarterly deliverables related to this task have been implemented. They are solely dependent on the Gol, which has not succeeded in setting-up the FCSC. Activities have been shifted to 2010 with the expectation that the Gol will institute the FCSC.
	Assist FCSC to draft enabling regulations, rules, and procedures for Commission operations based on FCSC Law	Training provided; Regulations, rules, and procedures implemented	Shifted: None of the quarterly deliverables related to this task have been implemented. They are solely dependent on the Gol, which has not succeeded in setting-up the FCSC. Activities have been shifted to 2010 with the expectation that the Gol will institute the FCSC.
	Assist FCSC to draft Code of Ethics and Conduct for civil servants and provide training for Commission staff	Code of Ethics finalized; Training program launched	Achieved: Although FCSC not yet instituted, support provided to CSC to draft the Code of Ethics. Training program will commence when FCSC is instituted.
	Conduct workshop on knowledge management for FCSC staff, including collection, retention, and strength of institutional knowledge	Workshop conducted	Shifted: None of the quarterly deliverables related to this task have been implemented. They are solely dependent on the Gol, which has not succeeded in setting-up the FCSC. Activities have been shifted to 2010 with the expectation that the Gol will institute the FCSC.
	Support handover of civil service functions from Ministry of Finance to FCSC	Handover documents signed	Shifted: None of the quarterly deliverables related to this task have been implemented. They are solely dependent on the Gol, which has not succeeded in setting-up the FCSC. Activities have been shifted to 2010 with the expectation that the Gol will institute the FCSC.
	Conduct review workshop on draft civil service law, finalize draft civil service law, and transmit to COMSEC and Parliament for approval and enactment	Draft law presented to Parliament for approval	Achieved: Draft civil service law finalized and sent to Shura Council for review before submission to Parliament for enactment.



Performance Indicators	Activities	December 2009 Expected Results	December 2009 Actual Results
	Assist FCSC to develop regulations, rules, and procedures for implementation of new civil service law	Implementation plans drafted and orientation conducted on regulations, rules and procedures (SOPs) in civil service law	Shifted: None of the quarterly deliverables related to this task have been implemented. They are solely dependent on the GoI, which has not succeeded in setting-up the FCSC. Activities have been shifted to 2010 with the expectation that the GoI will institute the FCSC.
	Assist Provincial Councils and Governorates to establish independent provincial civil service system	PCSCs and provincial level HR units formed	Shifted: None of the quarterly deliverables related to this task have been implemented. They are solely dependent on the GoI, which has not succeeded in setting-up the FCSC. Activities have been shifted to 2010 with the expectation that the GoI will institute the FCSC.
	Conduct training on the new civil service law for federal and provincial government employees	Training conducted and monitored	Achieved: Training conducted
	Assist FCSC to design and implement strategic communications and outreach program	Outreach program operational and monitored	Shifted: None of the quarterly deliverables related to this task have been implemented. They are solely dependent on the GoI, which has not succeeded in setting-up the FCSC. Activities have been shifted to 2010 with the expectation that the GoI will institute the FCSC.
	In collaboration with NAPA, assist CSC to design and conduct workshop on draft civil service law	NAPA facilitated workshop on civil service reform conducted	Achieved: Conference on civil service reform successfully conducted

CONTEXT AND OBSTACLES ENCOUNTERED

Civil service reform in Iraq is moving quickly. Encouraged by the success of the FCSC law, the GoI is pushing for rapid enactment of the new civil service law, and the civil service reform program is expanding to all ministries and all provinces. More resources will be needed to accomplish this huge mandate.

The fluid security situation in Iraq has had some impact on CSR efforts, particularly in the case of the bombing of the Ministry of Justice and its affect on the work of the Shura Council, which is responsible for the review of the draft civil service reform law.



ORGANIZATIONAL SELF ASSESSMENT AND TRANSFORMATION PROGRAM (OSTP)

CENTRAL MINISTRY HIGHLIGHTS

The USAID/*Tatweer* OSTP team has seen the expansion and deepening of both of its two primary components, Self-Assessment and Transformation, with its GoI counterparts during the quarter. Steady progress has been made with GoI institutions towards OSTP's ultimate goal of locally-led, internally driven organizational reform initiatives, with Ministry counterparts taking more ownership in the OSTP process and outcomes. Highlights for the Self-Assessment component in the Central Ministries include significant achievements by the OSTP teams at MoA, MoHR, and MoO. In addition, several teams have made progress toward planning and implementing their internally directed solutions for Transformation by obtaining leadership buy-in and getting resources allocated for technical skills development and solution implementation.

The MoA OSTP team has expanded its activities to conducting assessments at three additional Agricultural companies in the province of Baghdad in addition to training a team from the Kirkuk Agricultural Directorate to conduct their own self-assessment. They have conducted kickoff meetings for self-assessments at these companies to introduce the concepts of the Culture of Government Excellence to the leadership and have received local media coverage for the promotion of their activities. The team has also managed to achieve high-level support from the DGs of all the companies in which they operate and the Inspector General of MoA and are in the process of obtaining financial support from MoA for further, internally driven, sustainable expansion of their activities with additional companies and directorates in 2010.

The MoHR OSTP team circulated its Benchmark Report at the highest levels of the Ministry and received a letter of approval and support from the Minister for the Report and their ongoing Transformation activities. As a demonstration of transparency, the MoHR will post the entire Benchmark Report on their public web site so that employees and citizens can view their performance and progress toward Citizen-centered, Results Focused, and Transparent government operations.

At the request of the Minister of Oil, the USAID/*Tatweer* OSTP team, in conjunction with USAID/*Tatweer* energy advisors, has launched a new MoO OSTP team at MoO HQ in support of MoO's ICT Enterprise Resource Planning initiative. Building on lessons-learned from earlier experience, the USAID/*Tatweer* OSTP team assisted the MoO HQ team in conducting a high-level meeting with the management and leadership of the targeted directorate to gain buy-in and cooperation, which resulted in quicker than normal data collection process. In the same period, the training manager of the Oil Products Distribution Company (OPDC), an OSTP team member, reported that he had begun to independently incorporate Culture of Excellence principles into OPDC training materials, a key step for anchoring OSTP concepts at the company and towards attaining sustainability.

In addition, several GoI institutions continue to make significant progress towards implementing internally prioritized solutions in the Transformation component of the program. MoPDC, MoE, and MoA successfully conducted Transformation planning activities for their ministries. The MoA team adjusted and expanded its solutions and actions plans to align better with the expanded group of directorates with which it works. Together with MoO and MoHR, many of the OSTP teams have now entered the critical and challenging implementation Phase 4 of Transformation. To support these teams, USAID/*Tatweer* OSTP has connected teams at the Ministry with technical advisory services, such as Business Process Analysis within USAID/*Tatweer*, as well as developed additional material such as a Vision and Mission Strategic Planning Exercise to provide ongoing support for GoI OSTP team efforts. USAID/*Tatweer* OSTP will continue to connect teams with key resources and technical advisory services as required.

PROVINCIAL ACTIVITY HIGHLIGHTS

Several GoI institutions have requested an expansion of OSTP to directorates and companies in the provinces. To meet this demand, OSTP has helped MoA, MoH, and MoO launch teams in Kirkuk, Maysan, and Basrah, respectively during the quarter. In order to scale within MoA, USAID/*Tatweer* OSTP decided to leverage the existing MoA team to support the expansion of OSTP to the province of Kirkuk, with an eye toward additional provinces in 2010. Five members of the existing MoA team were used as the initial trainers for the Kirkuk OSTP team, deepening their own skills and knowledge in the process. This approach will facilitate ongoing collaboration and



communication across directorates and provinces by creating a core resource within MoA which already has strong support and training for continued expansion of OSTP ministry-wide.

At the request of the MoH, USAID/*Tatweer* OSTP took the initial steps toward forming an OSTP team in the Maysan Health Directorate, one of the most active MoH directorates within USAID/*Tatweer*. Similarly, under the directive of the Minister of Oil for the ICT ERP initiative, USAID/*Tatweer* OSTP laid the foundation for starting an OSTP team at the South Oil Company (SOC) in Basrah. Training of both teams will commence in January 2010.

Finally, the MoO North Oil Company (NOC) OSTP team in Kirkuk and the North Refining Company (NRC) OSTP team in Beiji, continue to make steady progress in implementing their solutions as part of Phase 4 Transformation. In particular, both OSTP teams have coordinated with USAID/*Tatweer* to develop draft Vision and Mission statements as their first sets of recommended initial improvements in the Leadership Criterion for their respective companies. Both OSTP teams are also working with USAID/*Tatweer* advisors to conduct business process mapping as initial steps toward business process improvement and reengineering. USAID/*Tatweer* OSTP looks forward to assisting NOC and NRC as they implement additional solutions in 2010.

Table 18: OSTP Progress Matrix

Ministry/Organization	Phase 1- Team Orientation		Phase 2-Self- Assessment			Phase 3- Transformation					Phase 4- Transformation Implementation					
	S1	S2	S1	S2	S3	S1	S2	S3	S4	S5	S1	S2	S3	S4	S5	
1	MoA (ADBg)															√
	MoA (ARC)					√										
	MoA (ADK)			√												
	MoA (MSSC)				√											
	MoA (VSSC)		√													
2	MoO (NOC - Planning Div)															√
	MoO (NOC - Finance Div)															√
	MoO (NOC - Whole Company)															√
	MoO (NRC - Beiji-Technical Div)															√
	MoO (NRC - Beiji-Whole Company)															√
	MoO (OPDC - Supply Div)								√							
	MoO (OPDC - Whole Company)			√												
	MoO (Headquarters)		√													
	MoO (SOC)	√														
3	MoWR (Commercial Affairs Dir)															√
	MoWR (Engineering Designs Dir)															√
	MoWR (Groundwater Dir)															√
	MoWR (Provinces)	√														
4	MoH (Training Center)									√						
	MoH (Legal & Admin Dir)					√										
	MoH (Maysan)	√														
5	MoMPW (Sewerage Dir)							√								
	MoMPW (Provinces)	√														

Ministry/Organization	Phase 1- Team Orientation		Phase 2-Self- Assessment			Phase 3- Transformation					Phase 4- Transformation Implementation				
	S1	S2	S1	S2	S3	S1	S2	S3	S4	S5	S1	S2	S3	S4	S5
6	MoHR (Whole Ministry)									√					
7	MoPDC (NCCMD)							√							
	MoPDC (Al-Quds School)								√						
	MoPDC (Diwan/HQ)								√						
	MoPDC (COSQC)				√										
	MoPDC (COSIT)	√													
	MoPDC (Provinces)	√													
8	COMSEC			√											
9	MoE (Central)							√							
	MoE (Provinces)	√													
10	MoDM (Whole Ministry)							√							
11	PC (VPO)		√												
12	PC (Diwan)	√													
13	PMO														
14	DPMO (Services)														

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

CONTEXT AND OBSTACLES ENCOUNTERED

The key to continued success for USAID/*Tatweer* OSTP within counterpart organization continues to be strong, visible leadership support at the DG level for the both the OSTP program and the Culture of Government Excellence. As such, USAID/*Tatweer* OSTP will continue to work with Team Leaders and Ministry officials to heighten awareness of OSTP in the Ministry and provide the teams with the high-level support they need.

ANTI-CORRUPTION (AC)

CENTRAL MINISTRY HIGHLIGHTS

USAID/*Tatweer* conducted two advanced HR courses for trainees from the Inspector General Offices (IGOs) of Culture, Environment, Martyrs' Foundation, Transportation, Umra, and Pilgrimage. USAID/*Tatweer* also met with the Chairman of the Prime Minister's Advisory Council (PMAC) and the PMAC DG, and separately with the Deputy Inspector General of the MoH IGO, to discuss development of a national anti-corruption website with a complaint solicitation function and the capacity to deliver corruption reports to the IGOs electronically. The national anti-corruption website is undergoing testing and refinement.

PROVINCIAL ACTIVITY HIGHLIGHTS

USAID/*Tatweer* AC advisors have made numerous visits to work with the Provincial Anti-Corruption Committees (PACCs) in the provinces where the program has a presence. To date, USAID/*Tatweer* has made eight visits to PACCs in the South, six visits to the South Central region, and seven visits to the North. The PACC Chairmen in each region are looking forward to closer collaboration with the USAID/*Tatweer* AC unit in the four key areas of training and capacity building, organizational development, infrastructure development, and IT solutions.

USAID/*Tatweer* requested the PACCs to assign a webmaster to design content for the PACCs pages in the nationwide website. Currently, USAID/*Tatweer* is reviewing the content they received from the webmasters.

USAID/*Tatweer's* Provincial Anti Corruption Unit attended a number of national and regional meetings, conferences, workshops including: a coordination meeting with the Babil Provincial Reconstruction Team (PRT) and USAID in Babil; a meeting with the KRG Parliament; and a one-day regional AC workshop sponsored by the Babil PRT. In addition, USAID/*Tatweer* has provided a number of AC and cross-cutting training sessions for GoI employees, provincial council representatives, PACC representatives, and officials from ten governorates.

USAID/*Tatweer's* AC team, in cooperation with the Communication and Leadership training team, delivered a cross-cutting session that was integrated into the ToT course. The session was attended by employees from MoE, MoMPW, and MoDM.

Table 19: AC Reporting Matrix

Performance Indicators	Activities	December 2009 Expected Results	December 2009 Actual Results
Sub-IR 10.1.2 : Project Result 2: Ministries Establish More Effective Administrative Systems			
Sub-IR 10.1.2 Indicators:			
Proportion of priority systems improvements in human resource management implemented by ministries	Conduct human resources training courses for IG staff from 36 ministries	75 IG staff trained (4% of total IG staff)	Achieved: 188 of 225 IG staff projected for the year were trained.
	Assist IG Offices to conduct business process analysis, process design, process implementation, and develop SOPs for all IG operations	SOP developed and implemented; Self-evaluation utilizing scorecard completed in 3 ministries and 3 ministries of state	Shifted: BPA began this quarter, all subsequent deliverables (SOPs, evaluation) have been moved forward to the 2010 workplan.
Proportion of priority systems improvements in fiscal management implemented by ministries	Conduct procurement courses for IG staff from 36 ministries	50 staff trained (21% of total IG staff trained to date)	Achieved: 92 out of about 200 IG staff trained as available over four quarters of 2009.
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	Achieved: 39 out of 60 projected staff trained through three quarters.
	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 launched and awareness campaign conducted	Achieved: Website had alpha launch, awareness campaign shifted to 2010.
Operational Effectiveness Indicators			
	Develop capacity of citizen Watch Dog Organizations (WDO) through organizational development and training to take on oversight role at local council level	WDO staff trained in anti-corruption; Mentoring sessions conducted	Canceled: Task and deliverables discontinued in response to USAID.
	Collaborate with Iraqi Association of Auditors and Accountants (AAA) to develop an auditor certification course and certify IG auditors from 36 ministries	30 IG auditors trained and certified by AAA	Canceled: Task and deliverables discontinued in response to USAID.

Performance Indicators	Activities	December 2009 Expected Results	December 2009 Actual Results
	Collaborate with the Baghdad Law School to conduct a "Petty Corruption Survey" to estimate the financial burden of petty corruption	Data analyzed and reported; Survey findings presented and disseminated	Canceled: Task and deliverables discontinued in response to USAID.
	Assist MoO (in collaboration with COSQC) to develop metering office's training and accreditation capability in accordance with one internationally recognized standard	MoO accreditation work plan developed and presented	This task is reported under MoO tasks and deliverables.
	Conduct baseline evaluation of SSN IT system and establish linkage with welfare assistance application process	Software operational and welfare assistance application process automated at MoLSA headquarters; plan prepared for automated system roll-out to 21 sites	This task is reported separately under the SSN project.
	Conduct training needs assessment and assist MoLSA to develop training schedule based on training needs	Training needs assessed and training schedule established for MoLSA	This task is reported separately under the SSN project.
	Conduct anti-corruption courses (competency) for IG staff from 36 ministries, train AIG staff as trainers, and transfer teaching responsibilities to AIG	2 USAID/ <i>Tatweer</i> trainers train/mentor 4 AIG staff as trainers; 40 IG staff trained in the transition process	Achieved: 550 of the 563 IG staff projected trained over four quarters. 2 staff trained as trainers and moved from AIG to NCCMD.
	Assist AIG to develop ethics training for non-IG staff, integrate training into standard annual requirement, and train AIG staff as trainers in ethics	Teaching of ethics training course assumed by AIG and ministerial trainers	Canceled: Task and deliverables discontinued in response to USAID.

SOCIAL SAFETY NET (SSN)

HIGHLIGHTS

The USAID/*Tatweer* SSN team provided consultation on standard content in a Service-Level Agreement (SLA). The SLA is a maintenance agreement for the SQL application and will be funded by the World Bank for the first year. The Ministry of Labor and Social Affairs (MoLSA) is communicating directly with Primus for the first time regarding the SLA. MoLSA is expected to sign an agreement in the first quarter of 2010 to establish the SLA.

USAID/*Tatweer* signed a contract with Primus in November for three change requests. Work is underway and expected to be completed by mid-February 2010. The USAID/*Tatweer* SSN team is working with MoLSA to provide guidance as to the most efficient way to update old SSN application files to match Primus' needs for the data migration process. USAID/*Tatweer* also installed two new sites in the test environment for Babil and Mosul, which allowed technicians to hone error prevention techniques and provided an environment in which to train MoLSA staff. USAID/*Tatweer* updated the installation guide and troubleshooting guide as training tools and in preparation for future installations.

MoLSA's new data-entry room, main data-entry room, and engineering room were not able to be located in the same building. USAID/*Tatweer* assisted MoLSA's IT engineers with the design of a local area network that connects the three buildings. Both wired and wireless technologies were used for the connection, which allows staff at all three sites to enter data into the MS Access database.

CONTEXT AND OBSTACLES ENCOUNTERED

USAID/*Tatweer* remains concerned about the slow process in updating the beneficiary applications and the continuing lack of staff for the provinces. However, there has been an encouraging level of involvement by the Minister, good participation in training courses, and successful coordination by the World Bank's unit in ordering and receiving computer and network hardware and other support items.

USAID/TATWEER SCHOLARSHIP PROGRAM

Twenty-four USAID/*Tatweer* scholars have now completed their courses of study. The USAID/*Tatweer* scholarship program continues to work with scholars and graduates to plan for and assist them with re-integration into their ministries following the completion of their studies.

Table 20: Number of Scholarship Recipients by Partner Institution

Partner University	Number Enrolled	Number Completed
Arab Academy of Science and Technology	35	24
American University in Beirut	1	0
American University in Cairo	10	0
Mutah University	21	0
Norte Dame University in Lebanon	5	0
University of Jordan	2	0
Yarmouk University	17	0
Total	91	24

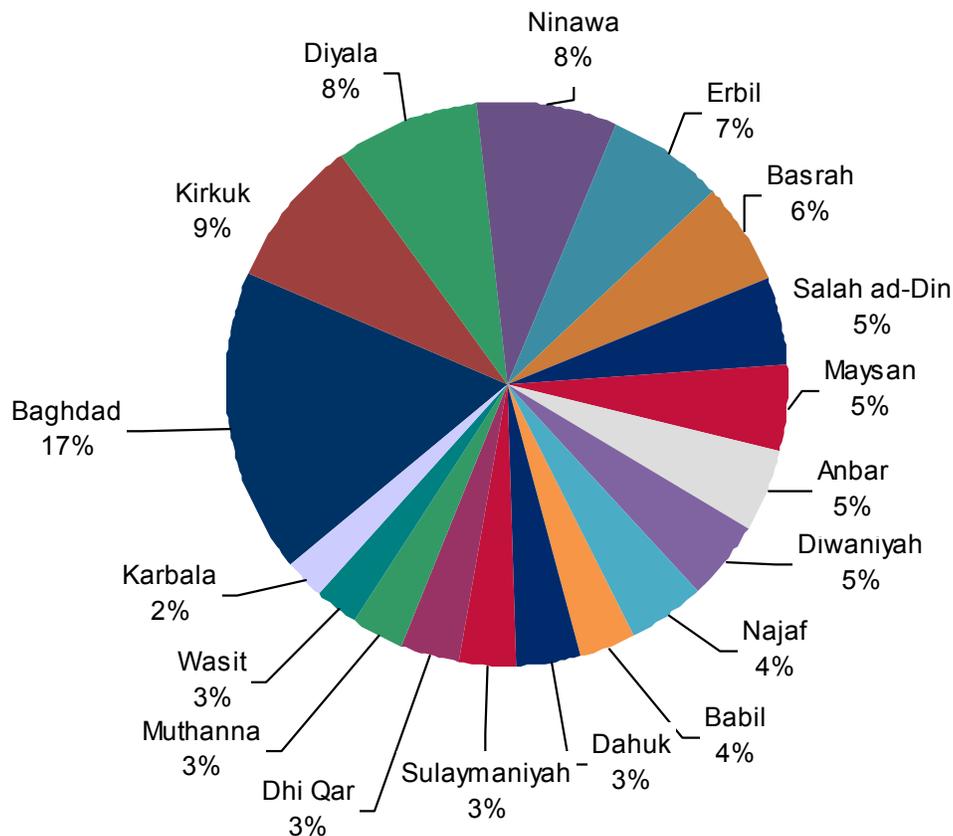


E. TRAINING UPDATE

Training: Between October and December 2009, **7,360** civil servants enrolled in and received USAID/*Tatweer* training programs in public administration. In comparison with last quarter, there is a difference of 2,444 enrollments. However, USAID/*Tatweer* had achieved the program's target to train a critical mass of staff from the key ministries' management cadre in the July to September 2009 quarter. The life of program (LOP) 2009 target for individual participants is **58,000**. A total of **89,111** had enrolled in USAID/*Tatweer* public management courses by the end of this quarter, with some individuals enrolling in more than one training program.

Geographic Outreach: USAID/*Tatweer* continues to deliver training in all eighteen Iraqi provinces. **Eighty-three (83%) 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

During the reporting quarter, there were two general ToT courses with 19 participants from three provincial directorates/companies in Basrah, Kirkuk and Baghdad. In addition, USAID/*Tatweer* prepared two NCCMD staff, through three general ToT courses, to begin conducting anti-corruption courses for ministry IG staff. All future anti-corruption courses will now be delivered through the NCCMD.

Figure 2: Number of Courses by Type

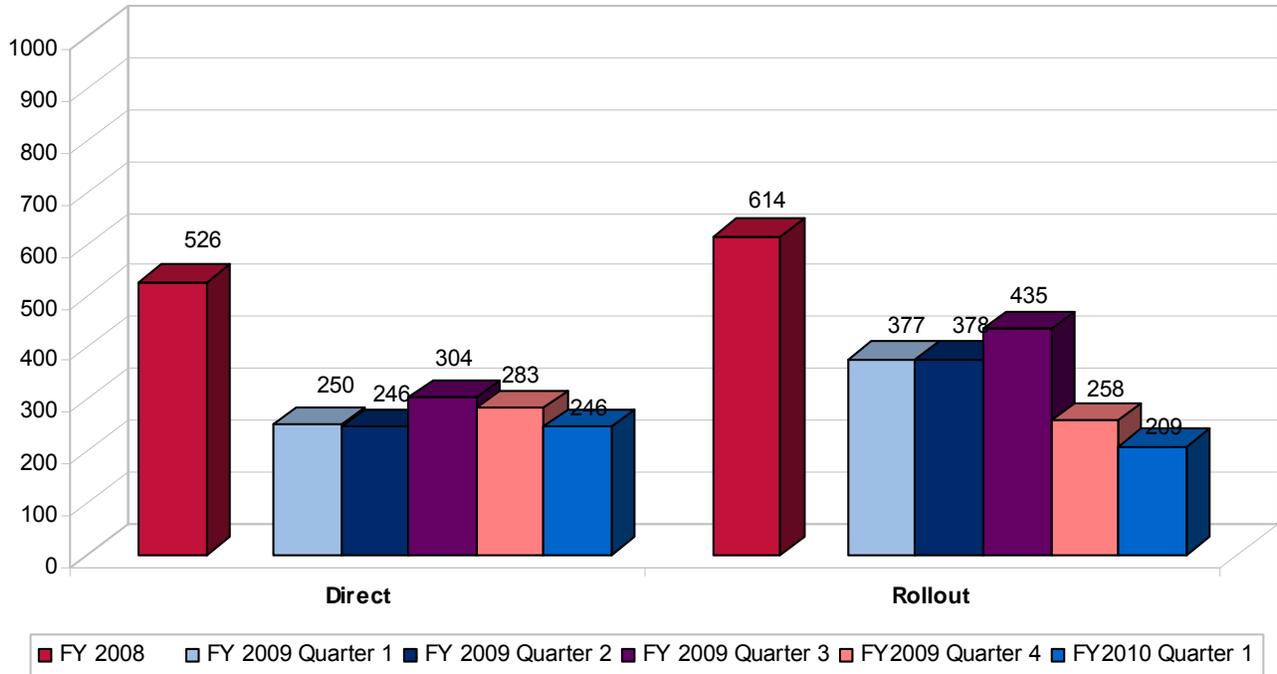


Figure 3: Number of Participants by Type of Courses

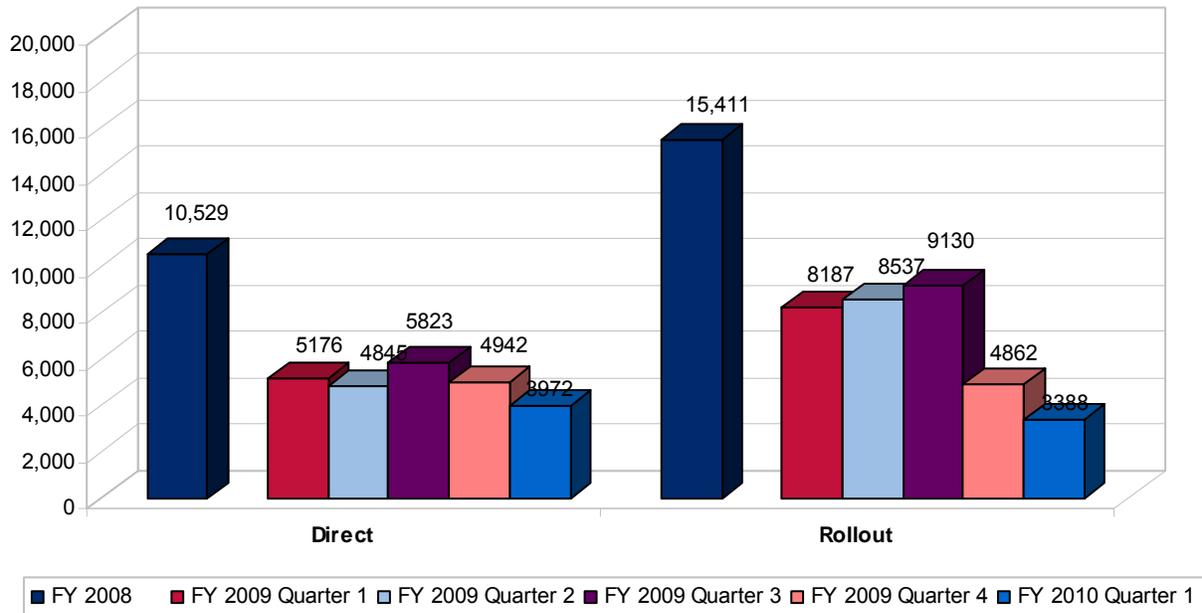


Figure 4: Number of Anti-Corruption Courses by Ministry

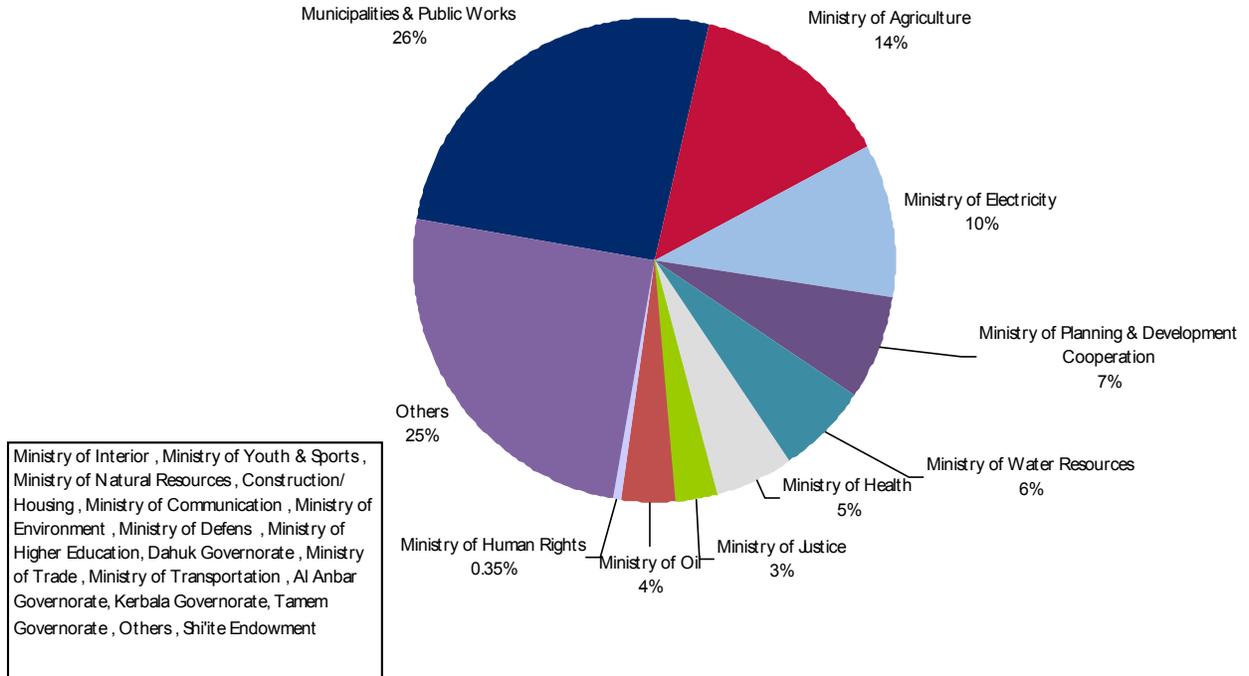


Table 21: Total Number of Courses and Enrollments

	Oct	Nov	Dec	Total
Classes Offered	185	144	126	455
Enrollments	3,045	2,352	1,963	7,360

Table 22: Number of Enrollments by Program Levels

Training Program Level	Courses	Enrollments			Participants			Percent
		Total	Male	Female	Total	Male	Female	
Competency	59	1,068	784	283	1,051	767	283	15%
Advanced	25	391	255	136	386	253	133	5%
Expert	23	341	270	71	330	263	67	5%
Training of Trainers	2	19	16	3	19	16	3	0.26%
Competency (Rollout)	157	2,674	1,810	864	2,648	1,791	857	36%
Advanced (Rollout)	52	715	469	246	684	449	235	10%
Training of Trainers (Rollout)	0	0	0	0	0	0	0	0.00%
Advanced ToT (Refresher)	1	14	10	4	14	10	4	0.19%
Special Workshop	133	2,044	1,492	552	1,931	1,410	521	28%
Master Training of Trainers	3	94	69	25	52	35	17	1%
Total	455	7,360	5,175	2,184	7,115	4,994	2,120	100%

Table 23: Number of Enrollments by Training Program Area

Training Program Areas	Courses	Enrollments			Participants			Percent
		Total	Male	Female	Total	Male	Female	
Anti-Corruption	18	287	216	71	287	216	71	4%
Fiscal Management	56	874	601	273	859	594	265	12%
Human Resources Management	41	642	403	239	631	399	232	9%
Information Technology Management	48	794	538	256	794	538	256	11%
Leadership and Communication	77	1,147	815	332	1,091	778	313	16%
Project Management	54	986	701	285	948	678	270	13%
Special Programs	156	2,517	1,818	698	2,410	1,741	668	34%
ToT Program	5	113	85	28	71	51	20	2%
Total	455	7,360	5,177	2,182	7,091	4,995	2,095	100%



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, Deputy Chief of Party /Administration & Finance

Sagal Mohamoud, Chief Administrative Officer

James Foley, Communications & Outreach Officer

Tom Petocz, Procurement Manager

Geoffrey Makaza, Procurement Accounting Specialist

Calvin Madzorera, Controller

Ana Maria Ubana (Amy), Finance and Administration Manager - Karada

Flora Gitari, Finance Manager

Virginia Jurika, Assistant to DCOP for Admin & Finance

Gretchen Severson, Executive Officer

Mohamed Doudi, Finance and Administration Advisor

Muhammad Shamsuddin, Senior HR Advisor

Temple Jagha, Director of Monitoring and Evaluation

Kristin Humbert, Reporting Officer

Devrin Weiss, Director of Communications

Omar Al Kindi, OSTP Advisor

Kevin Wheeler, Organizational Development Advisor

Stephen Metzger, Knowledge Management Officer

James Freer, Procurement Director

William Casti, Strategic Advisor of ISO/IT

Jamie Arnett, Monitor & Evaluation Officer

Kevin Krispin, Organizational Development Advisor

Joseph Ghougassian, Director for the Executive Offices

Joseph Scheibel, Executive Officer

Curtis Yates, Executive Officer

Institutional Development

Marc Shiman, Deputy Chief of Party for Institutional Development

Zohair Mohsen, Senior Advisor, Ministry of Agriculture

Ali Allabadi, Senior Advisor, Ministry of Water Resources

Mysore Ranaganath, Advisor of Project Management, Ministry of Water Resources

Saad Muhey, Senior Advisor of Project Management, Ministry of Municipalities and Public Works

Mohammed Nasir, Advisor of Applications MoP Planning

Bushra Abbasi, Senior Advisor Ministry of Health

Nael Shabaro, DCOP for Government Coordinating Institutions

Mounah Abdel-Samad, Public Administration Advisor

Touhami Rhaïem, Advisor Civil Service Commission and PMAC

Mostafa A. El-Erian, Senior Legal Advisor, PMO

Emilio Matuk, Senior Advisor of Statistics - Ministry of Planning and Development Cooperation

Bassim Hilmi, Senior Advisor, Ministry of Displaced and Migrants

Anne Marie Brun, Senior Business Processing and Reengineering Advisor

Khader Abusway, GOI Executive Offices Advisor

Michael Heydari, Quality Assurance Advisor

Talib Al-Hamdani, Senior Advisor, MoMPW

Muntaha Haddad, Sr. Advisor of L&C/COMSEC Advisor

Provincial DG Assistance

Basil Haddad, Team Leader, Provincial Rollout

Training and Consulting

Catherine Trebes, Deputy Chief of Party for Training and Consulting

Faisal Adel Nasr, Senior Advisor of Fiscal Management

Mohammed Hussain, Fiscal Management Advisor

Ibrahim Kassab, Senior Advisor of Human Resource Management

Randall Martin, Director Workforce Development Coordinator

Riad Imam, Senior Procurement Advisor

Abduljabbar Salman, Director of Regional Training - Erbil

Atia Moor, Training Management Support Specialist



Ali Kazan, Senior Advisor of Project Management
Jeffrey Coonjohn, Senior Anti-Corruption Advisor
Sawsan Al-Nahawi, Senior Training Development Advisor

Thomas Rousseau, Curriculum Development Specialist
Tanyel Taysi, Anti-Corruption Specialist
Marion Wine, Senior Human Resource Specialist

Ministries of Oil and Electricity Advisors

Charles Hall, Director Energy Group
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, Oil
Ezzeldin Shoukry, Senior Project Management Advisor

David Mullholand, Deputy Director, Electricity
Milton Troconis Villareal, Procurement Advisor
Pavanendra Verma, Procurement Advisor
Mark Ragel, Information Technology Advisor
Ramesh Khatiwada, Electricity Advisor-Budget Feasibility
Jack Tucker, Senior Energy Liaison
Bijoy Misra, Project Management Advisor

Information Technology/Cross-Ministry Consulting Group

Edward Uechi, IT Advisor

Short-Term Personnel

George Awwad, Senior Procurement Advisor
Andy Griminger, Technical Director (MSI-DC)
Denford Madenyika, Database Administrator (MSI-DC)
James Purcell, Monitoring and Evaluation Specialist
Adam Peterson, Project Manager (MSI-DC)
Ellen Seats, Anti-Corruption Specialist (MSI-DC)

William Rich, Director of Contracts (MSI-DC)
Brad Favor, Senior Project Manager (MSI-DC)
Andrew Kaiser, Sr. Organizational Development Advisor
Amy Watve, Organizational Development Advisor
Myra Shiplett, Senior Curriculum Director

Administration

This reporting period has been highlighted by two major activities: the first installment for Social Security deductions has been made and our company has an official account registered with the tax authorities; and all 19 project vehicles currently used in Baghdad have been licensed and registered.

Furthermore, the USAID/*Tatweer* website continues to be updated on a monthly basis, with the posting of four-five new highlight stories each month, on average.

B. PROJECT MANAGEMENT SYSTEMS AND PROCUREMENT

Major Projects Accomplishments include:

- **GoI-(500)** strategic planning books delivered for various GoI units.
- **GIS-** all sites fully completed.
- **COSQC-** conference support provided (banners, hand-outs, etc.)
- **HCED-**10 desktop computers delivered
- **National Investment Commission-**desktop computers delivered.
- **Presidency Council-**10 desktop and 10 Laptop computers delivered to PC.
- **Erbil -** new ISP service to Erbil office completed.
- **NDP Conference-** support provided (contract with logistics-support firm, banners, hand-outs, etc.)
- **Provincial Rollout-** furniture for Basrah office procured and delivered.
- **Al Quds School –** A/V and language lab equipment installed



- **Executive Offices** - Market Research conducted to verify validity of proposed Media Monitoring services from the Pan Arab Research Center in Dubai
- **Baghdad Civil Service**- Conference support provided (banners, hand-outs, etc.).

C. FACILITIES, SYSTEMS, AND EQUIPMENT

This quarter, USAID/*Tatweer* acquired a new facility, Jadeed House, which provides office and conference room space and will accommodate future office and residential needs. The M&E, MoWR, and AC teams have relocated into Jadeed House, the DPMO team has been relocated to Hamarabi House, and space in Sherman House has been allocated to the EMG HIPAA (MoA) Project. In addition, USAID/*Tatweer* has issued a copier/printer maintenance contract which will reduce costs associated with excessive maintenance requirements.

D. SECURITY AND TRANSPORTATION

This reporting period has been characterized by a very fluid security situation across Iraq. October and December were very volatile months. Several explosive devices aimed at provincial and local government buildings caused severe damage and killed dozens of people. Due to their ministries being located in high-threat areas of the city, program staff and advisors to the MoA, MoDM, MoH, MoMPW, and Ministry of Finance were not able to visit their counterparts. In addition, an increase in security screening at checkpoints in and around BIAP and the IZ caused heavy delays. The increased scrutiny resulted in both MNFI and DOD badge-holders being sent through search lanes which caused additional delays and schedule interruptions.



ANNEX I: USAID/TATWEER PERFORMANCE INDICATORS AT A GLANCE

OUTPUT INDICATORS:

Output I.2: Number of Civil Servants Trained (October through December 2009)

Civil Servants Trained in Core Admin Functions	Total
Number of Individual Participants¹	6,845
Male	4,822
Female	2,023
Number of Classes Offered	455
Number of Class Enrollments	7,360
Male Enrollments	5,175
Female Enrollments	2,185

Enrollments by Course (October- December 2009)

Program/Course	Classes	Enrollments	
		Male	Female
Project Management	54	986	701
Fundamentals of Project Management	43	744	529
Advanced	1	8	8
Competency (Rollout)	31	584	417
Advanced (Rollout)	11	152	104
ISO 9000	6	146	95
Competency	2	33	30
Competency (Rollout)	4	113	65
Feasibility Studies & Evaluation of Project	4	81	64
Expert	4	81	64
Project Technical Assistance	1	15	13
Special Workshop	1	15	13
Fiscal Management	56	874	601
Budgeting – Preparation, Execution, Controlling and Reporting	22	339	214
Advanced	1	21	14
Competency (Rollout)	17	268	168
Advanced (Rollout)	4	50	32

¹ 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	
		Male	Female
Government Procurement	34	535	387
Competency	2	47	43
Competency (Rollout)	27	424	301
Advanced (Rollout)	5	64	43
Human Resources Management	41	642	403
Job Analysis, Job Descriptions, Specifications and Standards	41	642	403
Competency	1	24	24
Advanced	2	27	9
Competency (Rollout)	21	358	222
Advanced (Rollout)	17	233	148
Information Technology Management	48	794	538
ICDL	48	794	538
Competency	17	278	188
Advanced	5	78	55
Competency (Rollout)	25	424	288
Advanced (Rollout)	1	14	7
Leadership and Communication	77	1,147	808
Communications 1	47	718	487
Competency (Rollout)	32	503	349
Advanced (Rollout)	14	201	128
Advanced ToT (Refresher)	1	14	10
Communications 2	1	26	20
Advanced	1	26	20
USAID/Tatweer Organizational Self-Assessment and Transformation Program	11	158	103
Advanced	11	158	103
Strategic Planning	5	70	54
Expert	5	70	54
Governorate Communication	13	175	144
Expert	13	175	144
Anti-Corruption	18	287	216
Anti-Corruption Inspector General Workshop	8	115	95
Competency	8	115	95
Administrative Anti-Corruption	1	15	8
Expert	1	15	8
Ethics & Transparency	9	157	113
Competency	9	157	113
Special Programs	156	2,517	1,805
Statistical Management	22	437	307
Competency	18	364	261
Advanced	4	73	46
M&E	2	22	14

Program/Course	Classes	Enrollments	
		Male	Female
Special Workshop	2	22	14
Applied Statistics For Evidence Based	2	50	30
Competency	2	50	30
GIS (Al Rashidiya Project)	3	75	43
Special Workshop	3	75	43
Team Building	21	374	274
Special Workshop	21	374	274
Capital Investment Project	17	214	160
Special Workshop	17	214	160
Primavera Awareness	6	110	60
Special Workshop	6	110	60
COMFAR III	1	12	9
Special Workshop	1	12	9
Auto CAD	1	18	9
Special Workshop	1	18	9
Oracle	5	29	19
Special Workshop	5	29	19
Standard Operating Procedures Instructions	4	53	41
Special Workshop	4	53	41
ISCM	2	42	39
Special Workshop	2	42	39
Media & Communication	2	30	21
Special Workshop	2	30	21
Auditing & Internal (External Control)	8	131	102
Special Workshop	8	131	102
Financial Accounting	1	10	10
Special Workshop	1	10	10
Health Economic	2	32	13
Special Workshop	2	32	13
Businesses Process Analysis Workshop	1	9	5
Special Workshop	1	9	5
Management & Maintenance the Environment of Windows Server 2003	2	21	16
Special Workshop	2	21	16
CISCO Network Fundamentals	2	15	9
Special Workshop	2	15	9
Cost Estimating	1	24	20
Special Workshop	1	24	20
Interpersonal Communication	1	14	11
Special Workshop	1	14	11
IT Strategic Planning	3	31	28
Special Workshop	3	31	28
Job Description & Performance Management	3	62	54



Program/Course	Classes	Enrollments	
		Male	Female
Special Workshop	3	62	54
IT Strategic Planning	1	11	7
Special Workshop	1	11	7
Interpersonal Communication	3	51	41
Special Workshop	3	51	41
Contracts Management/ Administration	1	23	21
Special Workshop	1	23	21
Accounting & Auditing	3	43	32
Special Workshop	3	43	32
Health Strategic Planning	4	74	49
Special Workshop	4	74	49
GPR	1	10	10
Special Workshop	1	10	10
Training management system	4	71	41
Special Workshop	4	71	41
Auditing Control	1	17	7
Special Workshop	1	17	7
Civil Service Act	3	44	38
Special Workshop	3	44	38
Proposal Writing using Logical Frame Work	3	34	21
Special Workshop	3	34	21
Coding & Performance Indicators	1	9	9
Special Workshop	1	9	9
Protocol and Donor Communication	1	13	11
Special Workshop	1	13	11
Training Analyses	1	18	13
Special Workshop	1	18	13
Contracts for the procurement of goods & services	2	40	33
Special Workshop	2	40	33
New Project Manager	2	36	29
Special Workshop	2	36	29
Cost Analysis & Cost Center	1	12	6
Special Workshop	1	12	6
TOT Safety Training	2	41	38
Special Workshop	2	41	38
SQL Database Design & Implementation Part 1	2	48	28
Special Workshop	2	48	28
CMMS & KKS	1	20	18
Special Workshop	1	20	18
Health care + GPS data modeling WS	1	3	2
Special Workshop	1	3	2
Knowledge base Methodology for HP	1	11	5



Program/Course	Classes	Enrollments	
		Male	Female
Special Workshop	1	11	5
COMFAR Awareness	2	23	17
Special Workshop	2	23	17
Inspection Training for MoO & ME	1	18	17
Special Workshop	1	18	17
SSN Application Deploying Administration	1	6	5
Special Workshop	1	6	5
Understanding HTML and CSS Part2	1	23	13
Special Workshop	1	23	13
ToT Program	5	113	85
General	5	113	85
Training of Trainers	2	19	16
Master Training of Trainers	3	94	69



Participants/Enrollment by Ministry/Institution

Ministry	Enrollments			Participants		
	Total	Male	Female	Total	Male	Female
Government of Iraq (Baghdad)						
Council of Ministers Secretariat (COMSEC)	71	63	8	64	57	8
Ministry of Planning & Development Cooperation	158	90	68	135	81	54
Ministry of Finance	14	7	7	13	7	6
Ministry of Oil	398	328	70	377	309	68
Ministry of Electricity	426	317	109	405	301	104
Ministry of Water Resources	691	439	252	614	391	223
Ministry of Health	2836	2034	802	2686	1917	769
Ministry of Agriculture	507	368	139	496	362	134
Ministry of Justice	15	14	1	14	13	1
Municipalities & Public Works	894	690	204	846	646	200
Ministry of Higher Education	3	2	1	3	2	1
Construction/ Housing	11	8	3	11	8	3
Sulaymaniyah Governorate	1	1	0	1	1	0
Ministry of Education	47	35	12	47	35	12
Ministry of Interior	5	5	0	5	5	0
Ministry of Human Rights	63	28	35	63	28	35
Ministry of Environment	5	4	1	5	4	1
Ministry of Trade	8	7	1	8	7	1
Ministry of Industry	10	9	1	10	9	1
Ministry of Communication	6	4	2	5	3	2
Ministry of Tourism	1	1	0	1	1	0
Kirkuk Governorate	2	2	0	2	2	0
Wasit Governorate	2	2	0	2	2	0
Diyala Governorate	11	11	0	11	11	0
Ministry of Natural Resources	1	0	1	1	0	1
Ministry of Work	33	25	8	23	18	5
Ministry of Transportation	16	10	6	16	10	6
Ministry of Youth & Sports	5	3	2	5	3	2
Others	55	46	9	46	39	7
Muthanna Governorate	1	0	1	1	0	1
Ministry of Displaced & Migrants	18	9	9	16	7	9
Babylon Governorate	2	2	0	2	2	0
Presidency Council (PC)	23	23	0	19	19	0
Vice President of the Republic of Iraq (VOP)	7	6	1	7	6	1
Al Anbar Governorate	1	1	0	1	1	0
Shi'ite Endowment	4	4	0	4	4	0
Sunni Endowment	3	3	0	3	3	0
Ministry of Defense	1	0	1	1	0	1
Karbala Governorate	4	4	0	4	4	0



Kurdistan Regional Government						
Council of Ministers Secretariat (COMSEC)	4	4	0	3	3	0
Ministry of Planning & Development Cooperation	47	26	21	46	25	21
Ministry of Finance	52	30	22	48	28	20
Ministry of Oil	2	1	1	2	1	1
Ministry of Electricity	63	41	22	57	38	19
Ministry of Water Resources	59	32	27	48	26	22
Ministry of Health	53	27	26	38	21	17
Ministry of Agriculture	57	36	21	51	32	19
Ministry of Justice	28	16	12	21	13	8
Municipalities & Public Works	264	158	106	228	142	86
Ministry of Higher Education	21	12	9	19	10	9
Construction/ Housing	15	8	7	15	8	7
Erbil Governorate	7	5	2	6	4	2
Sulaymaniyah Governorate	26	18	8	24	17	7
Ministry of Education	32	24	8	27	19	8
Dahuk Governorate	30	12	18	21	11	10
Ministry of Interior	20	15	5	20	15	5
Ministry of Human Rights	5	5	0	4	4	0
Ministry of Environment	20	12	8	20	12	8
Ministry of Trade	21	10	11	21	10	11
Ministry of Industry	8	2	6	8	2	6
Ministry of Communication	7	3	4	7	3	4
Ministry of Tourism	22	6	16	18	5	13
Ministry of Natural Resources	48	20	28	42	19	23
Ministry of Work	18	7	11	16	6	10
Ministry of Transportation	11	6	5	11	6	5
Ministry of Youth & Sports	4	2	2	4	2	2
Others	58	34	24	53	30	23



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 Oct-Dec 08	Quarter 2 Jan-Mar 09	Quarter 3 Apr-Jun 09	Quarter 4 Jul-Sep 09	Quarter 1 Oct-Dec 09
Frequently	54%	55%	59%	60%	58%	63%
Sometimes	42%	45%	33%	35%	37%	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 Oct-Dec 08	Quarter 2 Jan-Mar 09	Quarter 3 Apr-Jun 09	Quarter 4 Jul-Sep 09	Quarter 1 Oct-Dec 09
Significant Improvements	23%	32%	34%	32%	28%	28%
Some Improvements	56%	47%	51%	52%	56%	54%

Project Indicator 1.3: Number of trained trainers (PE 2.2)

FY 2008	Quarter 1 Oct-Dec 08	Quarter 2 Jan-Mar 09	Quarter 3 Apr-Jun 09	Quarter 4 Jul-Sep 09	Quarter 1 Oct-Dec 09
377	148	20	104	45	19

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

FY 2008	Quarter 1 Oct-Dec 08	Quarter 2 Jan-Mar 09	Quarter 3 Apr-Jun 09	Quarter 4 Jul-Sep 09	Quarter 1 Oct-Dec 09
0	0	0	0	0	2

Project Indicator 1.5: Number of civil servants trained and certified (PE 2.2)

FY 2008	Quarter 1 Oct-Dec 08	Quarter 2 Jan-Mar 09	Quarter 3 Apr-Jun 09	Quarter 4 Jul-Sep 09	Quarter 1 Oct-Dec 09
26,532	13,853	13,544	14,939	9,804	7,360

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

FY 2008	Quarter 1 Oct-Dec 08	Quarter 2 Jan-Mar 09	Quarter 3 Apr-Jun 09	Quarter 4 Jul-Sep 09	Quarter 1 Oct-Dec 09
1,257	221	250	170	326	287

* These numbers are included in the total numbers for Indicator 1.5.

Project Indicator 1.7: Number of civil servants trained by their ministry trainers in public administration areas (central and provincial)

FY 2008	Quarter 1 Oct-Dec 08	Quarter 2 Jan-Mar 09	Quarter 3 Apr-Jun 09	Quarter 4 Jul-Sep 09	Quarter 1 Oct-Dec 09
15,753	8,432	8,627	9,112	4,862	3,389

Project Indicator 1.8: Number of post-graduate scholarship recipients enrolled and studying in post-graduate university programs

FY 2008	Quarter 1 Oct-Dec 08	Quarter 2 Jan-Mar 09	Quarter 3 Apr-Jun 09	Quarter 4 Jul-Sep 09	Quarter 1 Oct-Dec 09
81	81	120	118	94	91

Project Indicator 1.10: Number of SSN staff trained in new information technology business process

FY 2008	Quarter 1 Oct-Dec 08	Quarter 2 Jan-Mar 09	Quarter 3 Apr-Jun 09	Quarter 4* Jul-Sep 09	Quarter 1 Oct-Dec 09
-	-	-	-	27	49

* Indicator calculation began Quarter 4 2009.



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 (PE 2.2)

FY 2008*	Quarter 1 Oct-Dec 08	Quarter 2 Jan-Mar 09	Quarter 3 Apr-Jun 09	Quarter 4 Jul-Sep 09	Quarter 1 Oct-Dec 09
45	39	35	46	25	26

* Indicator calculation began in FY 2008.

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

FY 2008	Quarter 1 Oct-Dec 08	Quarter 2* Jan-Mar 09	Quarter 3 Apr-Jun 09	Quarter 4 Jul-Sep 09	Quarter 1 Oct-Dec 09
0	0	2	1	0	1

* Indicator calculation began in Quarter 2 2009.

Project Indicator 2.8: Number of MoLSA sites with installed and functioning SSN information systems (central and provincial)

FY 2008	Quarter 1 Oct-Dec 08	Quarter 2 Jan-Mar 09	Quarter 3 Apr-Jun 09	Quarter 4* Jul-Sep 09	Quarter 1 Oct-Dec 09
-	-	-	-	0	0

* Indicator calculation began in Quarter 4 2009.

Project Indicator 2.9: Number of units/departments in ministries and executive offices with institutionalized self-assessment process

FY 2008	Quarter 1 Oct-Dec 08	Quarter 2 Jan-Mar 09	Quarter 3 Apr-Jun 09	Quarter 4 Jul-Sep 09	Quarter 1 Oct-Dec 09
7	1	1	1	10	1

Project Indicator 2.11: Number of workshops (WS) and focus groups (FG) that address planning and implementation of improved systems and procedures (T9)

FY 2008	Quarter 1 Oct-Dec 08	Quarter 2 Jan-Mar 09	Quarter 3 Apr-Jun 09	Quarter 4* Jul-Sep 09	Quarter 1 Oct-Dec 09
210	161	184	291	285	251 (118 FG, 133 WS)

*Indicator calculation began in Quarter 4 2009.

Project Indicator 2.15: Number of beneficiaries supported through SSN information systems (central and provincial)

FY 2008	Quarter 1 Oct-Dec 08	Quarter 2 Jan-Mar 09	Quarter 3 Apr-Jun 09	Quarter 4* Jul-Sep 09	Quarter 1 Oct-Dec 09
-	-	-	-	0	0

* Indicator calculation began in Quarter 4 2009.

Project Indicator 2.16: SSN Departments in MoLSA re-organized

FY 2008	Quarter 1 Oct-Dec 08	Quarter 2 Jan-Mar 09	Quarter 3 Apr-Jun 09	Quarter 4* Jul-Sep 09	Quarter 1 Oct-Dec 09
-	-	-	-	0	4

* Indicator calculation began in Quarter 4 2009.

PROJECT RESULT 3: PUBLIC ADMINISTRATION TRAINING CAPACITY EXPANDED

Project Indicator 3.2: Number of trainees enrolled at NCCMD

FY 2008	Quarter 1 Oct-Dec 08	Quarter 2 Jan-Mar 09	Quarter 3 Apr-Jun 09	Quarter 4 Jul-Sep 09	Quarter 1 Oct-Dec 09
1,300	331	149	119	65	0

Project Indicator 3.3: Number of trained trainers at NCCMD

FY 2008	Quarter 1 Oct-Dec 08	Quarter 2 Jan-Mar 09	Quarter 3 Apr-Jun 09	Quarter 4 Jul-Sep 09	Quarter 1 Oct-Dec 09
61	84	20	47	31	0

Project Indicator 3.6: Number of trainees enrolled at regional training centers

FY 2008	Quarter 1 Oct-Dec 08	Quarter 2 Jan-Mar 09	Quarter 3 Apr-Jun 09	Quarter 4 Jul-Sep 09	Quarter 1 Oct-Dec 09
15,009	6,927	7,640	8,224	5,855	4,105

Project Indicator 3.7: Number of trained trainers at regional training centers

FY 2008	Quarter 1 Oct-Dec 08	Quarter 2 Jan-Mar 09	Quarter 3 Apr-Jun 09	Quarter 4 Jul-Sep 09	Quarter 1 Oct-Dec 09
256	64	0	57	14	0

Project Indicator 3.8: Number of ministries that have established a public administration training program

FY 2008	Quarter 1 Oct-Dec 08	Quarter 2 Jan-Mar 09	Quarter 3 Apr-Jun 09	Quarter 4 Jul-Sep 09	Quarter 1 Oct-Dec 09
5	0	0	0	4	3

Project Indicator 3.9: Number of anti-corruption agency staff trained by ministry training centers (PE 2.4)

FY 2008	Quarter 1 Oct-Dec 08	Quarter 2 Jan-Mar 09	Quarter 3 Apr-Jun 09	Quarter 4 Jul-Sep 09	Quarter 1 Oct-Dec 09
0	0	0	85	53	195

* Indicator calculation began this quarter