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USAID/*TATWEER* PROGRAM

QUARTERLY PROGRESS REPORT 15
JANUARY–MARCH 2010

30 April 2010

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USAID/TATWEER PROGRAM

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JANUARY–MARCH 2010

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ACRONYMS

AC	Anti-Corruption	ICDL	International Computer Driving License
ADA	Anbar Agriculture Directorate	ICT	Information and Communications Technology
ADB	Babil Agriculture Directorate	ID	Iraqi Dinar
ADBg	Baghdad Agriculture Directorate	IG	Inspector General
ADK	Kirkuk Agriculture Directorate	IPC	Inter-Personal Communication
ADN	Ninawa Agriculture Directorate	ISCM	Integrated Supply Chain Management
ADNj	Najaf Agriculture Directorate	ISO	International Standards Organization
ARSB	Agriculture Research State Board	ISP	Internet Service Provider
ARSSC	Animal Resources Services State Company	IT	Information Technology
ASSC	Agricultural Supplies State Company	ITAO	Iraq Transition Assistance Office
BIAP	Baghdad International Airport	IZ	International Zone
BOTI	Baghdad Oil Training Institute	JCC	Joint Coordinating Committee
BPA	Business Process Analysis	KRG	Kurdistan Regional Government
BPM	Business Process Management	KRSO	Kurdistan Regional Statistics Office
CMMS	Computerized Maintenance and Management System	M&E	Monitoring and Evaluation
COI	Commission of Integrity	MAN	Metropolitan Area Network
COMFAR	Computer Model for Feasibility Analysis and Reporting	MNF-I	Multi-National Force -Iraq
COMSEC	Council of Ministers' Secretariat	MoA	Ministry of Agriculture
COR	Council of Representatives	MoE	Ministry of Electricity
COSIT	Central Organization for Statistics and Information Technology	MoED	Ministry of Education
COSQC	Central Organization for Standardization and Quality Control	MoH	Ministry of Health
CSR	Civil Service Reform	MoHE	Ministry of Higher Education
DG	Director General	MoHR	Ministry of Human Rights
DOD	Department of Defense	MoLSA	Ministry of Labor and Social Affairs
DOH	Department of Health	MoMD	Ministry of Migration and Displaced
DPMO-EA	Deputy Prime Minister's Office – Economic Affairs	MoMPW	Ministry of Municipalities and Public Works
DPMO-S	Deputy Prime Minister's Office – Services	MoO	Ministry of Oil
ERP	Enterprise Resource Planning	MoP	Ministry of Planning
ESD	MNF-I Energy & Services Division	MoP-KRG	Ministry of Planning – Kurdistan Regional Government
GAD	Government Assistance Database	MoWR	Ministry of Water Resources
GIS	Geographic Information Systems	MRC	Middle Refining Company
Gol	Government of Iraq	MSSC	Mesopotamia State Seed Company
GPP	Gas Power Production	MWG	Maintenance Working Group
GPS	Global Positioning System	NAIP	National Animal Identification Program
HCED	Higher Committee on Education	NCCMD	National Center for Consultancy and Management Development
HQ	headquarters	NDP	National Development Plan
HR	Human Resource	NEN	National Employee Number
HRD	Human Resource Departments	NGC	North Gas Company
HRMS	Human Resources Management System	NIC	National Investment Commission
HRTDC	Human Resources Training and Development Center	NMC	National Media Center
HVAC	Heating, Ventilation, and Air Conditioning	NOC	North Oil Company



NRC	North Refinery Company	SOC	South Oil Company
O&MM	Operation and Maintenance Management	SOP	Standard Operating Procedures
OPDC	Oil Products Distribution Company	SP	Strategic Planning
OSTP	Organizational Self Assessment and Transformation Program	SSN	Social Safety Net
PACC	Provincial Anti-Corruption Committee	TEU	Training Evaluation Unit
PAF	Procurement Action Form	TMS	Training Management System
PC	Presidency Council	TMSS	Training Management System Software
PD	Presidency Diwan	ToT	Training of Trainers
PM	Project Management	UN	United Nations
PMAC	Prime Minister's Advisory Council	U.S.	United States
PMC	Public Manager Cycle	USAID	US Agency for International Development
PMMP	Project Management Mentoring Program	USDA	US Department of Agriculture
PMO	Prime Minister's Office	VBIED	Vehicle-Borne Improvised Explosive Device
PMP	Performance Management Plan	VMV	Vision Mission Values
PMWG	Project Management Working Group	VoIP	Voice over Internet Protocol
PPU	Provincial Planning Unit	VPO	Vice President Office
PR	public relations	VSSC	Veterinary Science State Company
RFP	Request for Proposal	VTC	Video Tele-Conferencing
SCOP	State Company for Oil Projects	WWTP	Waste Water Treatment Plant



PROGRAM OVERVIEW

The USAID-funded USAID/*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 and 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 and Public Works, Health, Human Rights, and Migration and Displaced; and the executive offices of the President and Vice Presidents, the Prime Minister and Deputy Prime Ministers, and the Council of Ministers Secretariat.

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.

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 over 90,000 trainees in over 4,000 courses on core public administration topics including budgeting, procurement, project management, human resources management, information technology, ethics and 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.



I. PROGRAM HIGHLIGHTS

A. SUMMARY HIGHLIGHTS

PROVINCIAL TECHNICAL ASSISTANCE

USAID/*Tatweer* was able to maintain its strong presence in the provinces and forge ahead with several key endeavors, despite the difficulties during the heightened security situation that punctuated much of this past quarter.

Ministry of Planning. On March 24, 2010, USAID/*Tatweer's* Provincial Rollout advisors conducted a large, central meeting in Baghdad with 15 Ministry of Planning Provincial Planning Units (PPU) members representing each governorate. Also in attendance at this meeting was the MoP DG of Planning and Environmental Affairs as well as the Director of the MoP's Local Planning Department. The objective of this meeting was two-fold; first, USAID/*Tatweer* distributed boxes of information to each member in attendance. This information included hard and electronic copies of the Knowledge Base, a comprehensive collection of all laws, regulations, and instructions related to capital investment projects in Iraq. USAID/*Tatweer* also provided manuals for guidance in areas related to capital investment, such as procurement methods and how to conduct COMFAR III feasibility studies. The second output of this meeting was that it was a solid opportunity to address any organizational or administrative questions with the PPUs. Some lingering questions concerning PPU organizational structure and flow of communications were resolved, further streamlining the PPUs efforts. Additionally, USAID/*Tatweer* took the opportunity to ascertain the levels of ToTs in each unit and in each province. Finally, the meeting allowed the USAID/*Tatweer* advisors to provide targeted technical assistance following up on the general needs assessment, highlighting how the PPU's can better collect information from Iraq's provinces.

Ministry of Municipalities and Municipalities. Another major USAID/*Tatweer* undertaking in the provinces this quarter has been conducting a series of Operations and Maintenance Management (O&MM) workshops for provincial staff of the Ministry of Municipalities and Public Works. These workshops aimed to build skills to improve the efficiency within MoMPW facilities, and discuss a variety of O&M facets such as safety and security; system processes; computerized maintenance and management systems; warehouse inventory; mechanical and electrical maintenance; and budgeting. These workshops took place in Anbar, Basrah, Kirkuk, and Najaf, and were able to focus on a particular project relevant to each province. For example, the Anbar workshops discussed organizing data collection and operations management for the Fallujah Sewage Center, while in Babil the workshop focused on the Al Tayara Treatment Plant. This USAID/*Tatweer* technical assistance is an important element of preparing the provincial directorates for their transfer, according to the new law passed this quarter, to the provinces.

Ministry of Agriculture. In February and March, USAID/*Tatweer* facilitated capital investment project improvement workshops and mentoring sessions for provincial project managers from the Ministry of Agriculture in Anbar, Babil, Basrah, Maysan, Muthanna, and Najaf. These workshops discussed the development of projects specific to their particular province, such as the Reem Natural Reserve in Maysan and the Al Rumetha Date Compressing Project in Muthanna. In addition to providing consultation and advice on project management, these sessions also encouraged improved communications between provincial bodies and the central ministry.

Ministry of Health. USAID/*Tatweer* held a five-day special workshop with MoH Project Management Working Group. Participants from different directorates in Karkh, Rosafa, Anbar, Babil, Karbala, and Najaf discussed and presented the following issues: execution of the Capital Investment Program following GoI requirements; preparation for MoH projects and distribution of directorate's responsibilities at different stages of project execution; preparation of feasibility studies using MoP guidelines as they relate to MoH; and preparation of budget flow charts for all stages of execution in Health projects. The participants will conduct follow-up workshops in each of their directorates in coordination with USAID/*Tatweer*. Additionally, USAID/*Tatweer* hosted a special workshop on Feasibility Studies of Health Capital Investment Projects for staff from Anbar. Participants learned how to



prepare feasibility studies for 2011 investment projects and capital budget preparation which is required for approval of the MoP. Participants also presented and discussed a feasibility study for construction of a 200-bed hospital in Anbar.

OTHER SELECT SUMMARY HIGHLIGHTS

USAID/*Tatweer* had a successful quarter marked by the culmination of long-term projects and key new endeavors are gaining momentum, despite the challenges of working in Baghdad during an election period.

The National Development Plan 2010-2014 (NDP)—the result of great deal of hard work, coordination, and contribution by USAID/*Tatweer*, MoP counterparts, and other stakeholders—was approved by the Minister of Planning and entered the final pre-publication phase of translation from Arabic into English. The plan is headed toward official approval and implementation by the Council of Ministers.

Ministry of Health. USAID/*Tatweer* continued providing technical assistance to the Human Resources Training and Development Center's (HRTDC) Monitoring and Evaluation (M&E) Unit, established last year based on evaluation capacity development (ECD) activities of the program. This quarter, two quality and business process management workshops were conducted with the M&E staff. The participants identified and mapped training data flow from primary sources (beginning) to central collation (submission) and identified gaps. The collected information from this process will be utilized to update the HRTDC strategic plan 2008-2012 so that the draft Performance Management Plan (PMP) can be finalized.

MoH completed the reconstruction of its IT Center computer network this quarter. USAID/*Tatweer* local engineers mentored MoH IT staff to independently configure and manage the network. The IT center now has a more secure and manageable local area network that includes integration and utilization of the network on all floors of the main buildings. This reconstruction also created the main network operations center for managing data communications between MoH headquarters (HQ) and the provincial Directorates of Health (DOH).

Ministry of Water Resources. The DG of Finance issued a letter to all General Directorates in Baghdad and Directorates in the provinces to ensure that the Directorates bear the cost of training expenses to the maximum extent possible. In addition, MoWR ToTs continued to conduct roll out courses in Primavera, Procurement, Proposal Writing, and Budget in the provinces. The ToTs, with active assistance from USAID/*Tatweer*, have produced training materials for a Fundamentals of Remote Sensing and GIS Competency course and are developing a training schedule for the course. The Ministry has recommended 58 ToT's trained by the Ministry in various core areas for evaluation by NCCMD. Two MoWR participants from Baghdad province successfully completed the ToT course in Leadership and Communications and Standard Operating Procedures.

Ministry of Electricity. The MoE has been invited to present papers at the Middle East-North Africa (MENA) Power Conference, May 24-26, 2010, on the "MoE Safety Equipment Deployment Program" and the "System-wide Application of Computerized Maintenance and Management System (CMMS) in Power Plants." The MoE has been working closely with USAID/*Tatweer* on both topics. MoE submitted a summary of the proposed presentation and received a favorable response from the conference organizers.

Ministry of Oil. Two OSTP teams, the North Oil Company (NOC) in Kirkuk, and the North Refining Company (NRC) in Beiji, continue to work on solution implementation. Specifically, they are both working on Vision, Mission, and Values within the Leadership Criterion and on Business Process Analysis for Procurement within the Processes Criterion. USAID/*Tatweer* OSTP coordinated with the USAID/*Tatweer* BPQM to provide extensive support for analyzing the current maintenance procurement process at NOC and designing an improved, streamlined "To-Be" state. USAID/*Tatweer* OSTP also engaged the USAID/*Tatweer* Energy Procurement team to provide specific technical advice on procurement as needed by the NOC OSTP team to ensure a higher quality outcome.

Ministry of Municipalities and Public Works. USAID/*Tatweer* provided training and technical assistance to MoMPW in a variety of areas during the quarter. USAID/*Tatweer* delivered a specialized advanced procurement workshop at MoMPW HQ at the Ministry's request for the heads of contract sectors in the Inspector General's (IG) office, Water Directorate, and Sewage Directorate. The workshop was designed to provide the contract units with modern procurement methodologies and techniques to enhance the efficiency of contracting and procurement for new MoMPW projects.



B. STRENGTHENING KEY MINISTRIES

MINISTRY OF AGRICULTURE (MOA)

CENTRAL MINISTRY HIGHLIGHTS

USAID/*Tatweer* has continued to enjoy a productive relationship with the Ministry of Agriculture. This quarter, MoA leadership, especially several Director Generals (DG), have shown an active interest in USAID/*Tatweer* technical assistance and training in a variety of areas, including policy development, training management systems (TMS), IT management, and performance improvement methodologies. MoA staff has completed specialized workshops in Geographic Information Systems (GIS), business process analysis (BPA), strategic planning, and animal management and health development systems. Several MoA teams have also continued working through USAID/*Tatweer*'s Organizational Self-Assessment and Transformation Program (OSTP). The MoA's primary OSTP team, the OSTP Champions, have been working with OSTP teams from other MoA companies and divisions to guide them through the OSTP process. USAID/*Tatweer*'s OSTP team has provided mentoring and coaching as needed for these activities, in addition to providing training courses for teams who are just beginning the process.

PROVINCIAL ACTIVITY HIGHLIGHTS

USAID/*Tatweer* has been effective in working with MoA to help provincial planners and project managers develop more effective skills in problem solving methodologies, decision-making analysis, feasibility studies, budgeting and auditing, animal health, government communication, and planning. MoA planners in the provinces have also shown a great deal of interest in utilizing state of the art technology such as GIS to implement the skills they have learned.

Table 1: MoA Reporting Matrix

Performance Indicators	Activities	March 2010 Expected Results	March 2010 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 (central/provincial)	New HR department at the center and provincial levels consolidate existing personnel and training functions	<ul style="list-style-type: none"> Provide 2 workshops for 25 ministry and provincial staff to explain directive on establishing HRD and status of civil service law Help to form HRD transition task force to further implement the MoA's ministerial order (completed in 2009) establishing an HRD 	<ul style="list-style-type: none"> Achieved: 2 workshops conducted on HR reforms Achieved: Task force set up to implement ministerial order
Proportion of priority systems improvements in fiscal management implemented by ministries (central/provincial)	Coaching to Budgeting and Auditing units in 6 provinces on federal budget guidelines	Provide coaching to 2 budgeting/auditing units in 3 provinces on federal budget changes	Achieved: 3 coaching sessions conducted in 3 provinces
	Training for ToTs in provincial financial units on federal budget	Hold 1 training for 20 ToTs on federal budget in Baghdad and Northern Regions	Achieved: 3 training sessions on federal budget conducted in 3 provinces for 22 ToTs
	Improvements in procurement	Conduct 3 day-training program for 15 procurement staff to ensure implementation of tasks 1, 2 and 3 of the procurement implementation checklist	Achieved: 1 training program conducted for 25 procurement staff; Tasks 1, 2 and 3 of the procurement implementation checklist completed; Standard procurement process established, endorsed by MOA stakeholders, and approved by deputy; Procurement plan for MoA developed; 1 bidding document prepared for MoA

Performance Indicators	Activities	March 2010 Expected Results	March 2010 Actual Results
Proportion of priority systems improvements in information technology management implemented by ministries (central/provincial)	GPS/GIS training in ministry and provinces	Conduct 3 workshops on GPS/GIS for 30 staff in Baghdad and 5 provinces	Achieved: 32 participants from 7 provinces and general directorates trained on GPS/GIS
	MoA GIS unit application of GPS/GIS tools in agricultural in Musayeb GIS project (Babil Province)	<ul style="list-style-type: none"> Help create Babil GIS team Train 6 personnel from Babil on GPS/GIS field survey and software use Assist team to record data on Musayeb project 	<ul style="list-style-type: none"> Achieved: Babil GIS 6-member team established Achieved: Team trained on GPS/GIS Not Achieved: Team trained on field GPS/GIS data in Musayeb GIS project
	Anchor and transfer IT management courses to ministry ToTs	Help identify and prequalify 3 ministry trainers	Not Achieved: 1 trainer identified and prequalified
	Improvement of ICT services for key ministry directorates	<ul style="list-style-type: none"> Help develop action plan for directorates for planning and follow-up with the Agricultural Research State Board and Agricultural Supplies State Company Help obtain approval of action plans 	<ul style="list-style-type: none"> Achieved: Action plans developed for the Agricultural Research State Board and the Agricultural Supplies State Company Not Achieved: Technical assistance requested from Planning and Follow-up directorate to obtain approval
	5-year Information and Communication Technology (ICT) Strategic Plan	<ul style="list-style-type: none"> Advise in formation of ICT strategic planning committee Provide TA to committee to develop work plan schedule, reach consensus on methodologies and work assignments (3 sessions) 	<ul style="list-style-type: none"> Achieved: ICT Strategic Planning committee formed Not Achieved: 2 planning sessions conducted; analysis of business needs and survey of current situation completed
	Establishment of web-based prototype of the Animal Clinic database	<ul style="list-style-type: none"> Assist in the development of the initial database concept and plan for its installation Design database in SQL Install database on existing ministry servers 	<ul style="list-style-type: none"> Not Achieved: COSIT geographic coding obtained for database development Not Achieved: Database design and collection of animal ownership data from Kirkuk pilot area started Not Achieved: Installation of system shifted to next quarter
	Expansion of Animal Clinic database to include Animal Identification Data	<ul style="list-style-type: none"> Research best practices on Animal Identification Data approaches Help develop implementation plan Assist in gaining ministry approval of plan for database expansion 	<ul style="list-style-type: none"> Achieved: Best practices on animal identification researched Not Achieved: Implementation plan being developed Not Achieved: Submission for approval shifted to next quarter
	Web-based applications skills development	Train 2 staff in 4 courses .NET cycle at USAID/Tatweer Application Development Academy	Achieved: 1 staff member completed 3 courses and 2 staff members completed 1 course of .NET Academy
Proportion of priority systems improvements in project management implemented by ministries (central/provincial)	Project manager training in project management software	Train 10 project managers in COMFAR III and Primavera in 5 provinces	Achieved: 2 project managers trained in COMFAR III software. MoA will make other staff available in due course
	ToT training in project management software	Train 8 project management ToTs in 8 provinces in the use of COMFAR III and Primavera for feasibility studies	Not Achieved: 1 ToT coached in COMFAR III applications

Performance Indicators	Activities	March 2010 Expected Results	March 2010 Actual Results
	Assistance to pilot working groups in capital budget in 1 province	<ul style="list-style-type: none"> Help select a pilot project in 1 province Help identify 20 project managers for new Strategic Capital Projects' Working Group and Feasibility Studies Working Group Provide TA to complete feasibility study data collection 	<ul style="list-style-type: none"> Achieved: Al-Razazah Forest Project in Karbala selected as pilot project Achieved: 18-member project team established Achieved: Mentoring workshops conducted on project management and feasibility studies; Data collection started
	Development of provincial project management teams (Project Management Mentoring Program)	<ul style="list-style-type: none"> Help establish provincial project management teams in 2 provinces Assist in the formation of teams of ToTs in project management and in procurement Help to provide coaching of 2 of the provincial project management teams in project management and procurement 	<ul style="list-style-type: none"> Achieved: Provincial project management team established in Karbala Not Achieved: Formation of ToT teams in progress; Evaluation of 18 members' bio-data and job requirements completed to prepare a Project Management Mentoring Program Not Achieved: Coaching shifted to next quarter
	Project Management Iraqi Community (PMIC) of Practice website	Assist in the registration of 30 project managers from Baghdad and Northern provinces	Not Achieved: PMIC website not operational; 30 project managers identified, but not yet registered
	Standard operating procedures (SOPs) for the quarantine of animal products	<ul style="list-style-type: none"> Help to form team at Veterinary Science State Company (VSSC) to develop SOPs Provide preliminary coaching sessions on SOP to 20 VSSC staff 	<ul style="list-style-type: none"> Achieved: Team formed at VSSC to develop SOPs Achieved: 20 senior employees participated in 2 sessions on SOP; Quarantine process mapped by participants
	Development of National Animal Identification Program (NAIP)	<ul style="list-style-type: none"> Help form change team within Animal Resources and Veterinary State Companies Provide 3 coaching sessions of team on MoA requirements to create NAIP 	<ul style="list-style-type: none"> Achieved: Team formed at ARSSC Achieved: 3 coaching sessions with COSIT experts conducted
Proportion of priority systems improvements in leadership and communication implemented by ministries (central/provincial)	Strategic planning for enhanced government communication in 5 provinces: Anbar, Baghdad, Babil, Basrah and Kirkuk	<ul style="list-style-type: none"> Create provincial/ministry working groups Assist in development of 2010 action plans for strategic plan development Present 3 workshops to 30 department and section heads and planners of 5 provincial offices 	<ul style="list-style-type: none"> Achieved: Provincial working groups created Achieved: Action plans utilizing Gantt charts developed Achieved: 3 workshops delivered for participants from 5 provinces
	SOP development in 5 provinces: Anbar, Baghdad, Babil, Basrah and Kirkuk	<ul style="list-style-type: none"> Provide TA in creating provincial working groups Assist groups to develop action plans for SOP development in 2010 Present 3 workshops for 30 provincial-level department and section heads and planners in provincial offices 	<ul style="list-style-type: none"> Achieved: Provincial working groups created Achieved: Action plans utilizing Gantt chart created to develop SOP Achieved: 3 workshops delivered to planners and provincial technical assistant in the provincial offices

Performance Indicators	Activities	March 2010 Expected Results	March 2010 Actual Results
	Problem solving and decision making in 15 provincial offices	Coach 25 planning department personnel in 5 (Northern) provinces on the 7 steps of problem solving module and SWOT analysis	Achieved: 2 coaching sessions on problem solving and SWOT analysis conducted for planners of 5 MoA directorates and provinces
	Continue development of 10-year strategic plans at animal resources and veterinary science state companies	<ul style="list-style-type: none"> Assist in the identification of organizational structures and functions Continue TA to flesh-out and write the already outlined vision, mission, strategic issues and objectives for 2010-2020 strategy 	<ul style="list-style-type: none"> Achieved: 2 SP Units established and organizational structure developed Achieved: Vision, mission, and strategic objectives identified
Number of units/departments in ministries and executive offices with institutionalized self-assessment process [Cumulative]	Organizational self-assessment - provincial	Provide TA to ministry team to begin developing expertise to independently conduct self-assessment workshops for and in support of the provincial team	Achieved: MoA-HQ OSTP team conducted self-assessment of the Agricultural Supplies State Company and assisted in training the Kirkuk OSTP team
	Organizational transformation - Baghdad	Provide general support to MoP OSTP team to execute organizational improvement action plan (Phase 4 Step 1)	Achieved: BPA workshop conducted and BPA teams set-up in 4 directorates (Phase 4, Step 1)
	Organizational self-assessment - Kirkuk directorate	OSTP team collects data for the Self-Assessment Benchmark Report (Phase 2 Step 1)	Achieved: Self-assessment data collected and Benchmark Report produced (Phase 2, Step 1)
	Business Process Analysis (BPA) employed in 3 provinces	<ul style="list-style-type: none"> Develop plan for process mapping of 1 business function in 1 provincial office Complete 1 BPA with recommendations for MoA consideration 	<ul style="list-style-type: none"> Achieved: 1 coaching session conducted; Plan for process mapping a business function developed Not Achieved: Revised BPA being written for MoA consideration

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

Sub-IR 10.1.3 Indicators:

Ministry Training Centers Strengthened

Number of ministries that have established a public administration training program [Cumulative]	Training evaluation skills	Provide TA in analyzing evaluation results of 2 courses	Not Achieved: Staff trained in Training Needs Analysis, Training Policy and Training Evaluation; On-the-job-training and application of evaluation skills shifted until next quarter
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Operational Effectiveness Indicators

	Agricultural policy analysis	<ul style="list-style-type: none"> Form policy analysis team Survey and inventory current agricultural policies Identify and prioritize current policies for review and updating Identify and prioritize new policy requirements 	<ul style="list-style-type: none"> Achieved: Policy analysis team formed Not Achieved: Survey and inventory to start next quarter with arrival of STTA Not Achieved: Team trained on policy review, analysis, and development; Identification and prioritization of current policies to start next quarter Not Achieved: Identification and prioritization of new policy requirements to start next quarter
	Transition to new Gol administration	Prepare briefing materials and be responsive to requests for assistance regarding the Gol transition	Achieved: Briefing materials prepared

CONTEXT AND OBSTACLES ENCOUNTERED

USAID/*Tatweer's* collaborative relationship with MoA is the result of ongoing coordination and cooperation to design a series of activities that are responsive to MoA's needs. As a result, the Ministry's leadership continues to be very responsive to USAID/*Tatweer* interventions and very appreciative of the program's efforts and activities, despite the constraints caused by security concerns and delays in parliamentary approval of MoA's budget.

MINISTRY OF EDUCATION (MOED)

CENTRAL MINISTRY HIGHLIGHTS

USAID/*Tatweer's* collaboration with the Ministry of Education is new, but it has begun to bear fruit. USAID/*Tatweer* has held ongoing discussions with MoED management, especially with the MoED Technical Committee, to highlight the program's interventions and discuss how best to meet the Ministry's capacity building needs. MoED and USAID/*Tatweer* developed a preliminary work plan that included training and technical assistance in the program's core areas of human resources, IT, fiscal management, and leadership and communications, as well as training and mentoring in contracts. As the partnership has progressed, MoED has also expressed an interest in USAID/*Tatweer's* Organizational Self-Assessment and Transformation Program (OSTP), project management training and skill-building, and special workshops in public management. The Ministry fully understands that to get the best value from USAID/*Tatweer* activities, it must commit to ensuring that the right people are in place for the right activity—while selecting participants for a Contracts workshop, MoED focused on selecting staff of the Contracts, Fiscal Management, Internal Audit, School Buildings, Inspector General (IG), and Planning Departments, all of whom are actively involved in the MoED contracting and project management processes.

CONTEXT AND OBSTACLES ENCOUNTERED

Although the relationship between USAID/*Tatweer* and MoED is still developing, several key factors are in place to ensure that the collaboration is a success: the Minister of Education is fully supportive of the program's efforts within the Ministry; the General Coordinator of the Technical Committee is highly motivated and energetic; and MoED staff are eager to participate in USAID/*Tatweer* training courses, workshops, and focus groups. Currently, USAID/*Tatweer* is communicating with MoED to ensure that the appropriate Ministry counterparts are in place to gain the full benefit of the program's interventions and training.

MINISTRY OF HEALTH (MOH)

CENTRAL MINISTRY HIGHLIGHTS

The MoH issued a Ministerial Order to transform its personnel department into a Human Resources Division (HRD) with clearly identified human resources functions as mandated by the Council of Ministers' Executive Order. USAID/*Tatweer* conducted mentoring workshops for the performance evaluation team and the job description committee to help MoH ensure that the HRD is established in accordance with the provisions of the draft civil service law. These sessions are part of an ongoing series to enable MoH staff to develop and implement job descriptions and performance evaluations for all MoH staff in an effective manner.

USAID/*Tatweer* celebrated a special Health Economics Certificate Award Ceremony for MoH staff who completed a series of seven Health Economics workshops. This program was launched in 2009 under the patronage of the Minister of Health for Ministry leadership including Deputy Ministers, DGs, and Directors of health facilities. These workshops contributed to the development of a cumulative body of knowledge in health economics, health administration, and improved health research practices. As part of the system reform emanating from the new health economics awareness, the MoH created a Health Economics Section within the Planning Directorate, headed by participants who successfully completed the workshop series.

MoH completed the reconstruction of its IT Center computer network this quarter. USAID/*Tatweer* local engineers mentored MoH IT staff to independently configure and manage the network. The IT center now has a more secure and manageable local area network that includes integration and utilization of the network on all floors of the main buildings. This reconstruction also created the main network operations center for managing data communications between MoH headquarters (HQ) and the provincial Directorates of Health (DOH).



USAID/*Tatweer* held several meetings with the MoH Information and Communication Technology (ICT) Strategic Planning Committee to finalize the formal 2010-2015 ICT strategic plan. USAID/*Tatweer* has prepared the final copy of the plan which will be presented as a formal document to the Minister for approval. The plan identifies a broad array of projects and programs involving technical training, organizational development, and capital IT infrastructure projects, all of which will be funded by the Ministry. The committee members wrote the formal ICT Strategic Plan based on the cumulative work done in USAID/*Tatweer* ICT workshops.

USAID/*Tatweer* held several meetings with the MoH Project Management Working Group during this quarter. Participants reviewed current procedures and methodologies used by MoH Engineering Departments for monitoring the construction and rehabilitation of hospitals and primary health care centers. The group presented the methods currently used in developing and implementing budget flow charts for capital investment projects and methods used to track and control project expenditures. Participants discussed the possibility of using SharePlan software to facilitate communication between the engineering departments of all DOHs. USAID/*Tatweer* presented techniques to improve the follow-up process for investment projects. The group also reviewed a draft template for Request for Proposals for capital investment projects and discussed the final MoH Capital Investment Budget process mapping.

USAID/*Tatweer* held several meetings with the MoH Maintenance Working Group to review the 22 distributed forms utilized by the Engineering Departments in installation, inventory, maintenance, and repair of infrastructure and medical equipment. USAID/*Tatweer* has changed and updated these forms following the Ministry's suggestions and recommendations. The revised forms will be used as a pilot project in two hospitals in Karkh and Rosafa DOHs for two months, and each hospital is expected to provide a report on their findings. The group also reviewed the revised Bio Medical Equipment Management Manual provided by USAID/*Tatweer* that will be used in a special training course for engineers and technicians from all MoH Engineering Departments.

USAID/*Tatweer* continued providing technical assistance to the Human Resources Training and Development Center's (HRTDC) Monitoring and Evaluation (M&E) Unit, established last year based on evaluation capacity development (ECD) activities of the program. This quarter, two quality and business process management workshops were conducted with the M&E staff. The participants identified and mapped training data flow from primary sources (beginning) to central collation (submission) and identified gaps. The collected information from this process will be utilized to update the HRTDC strategic plan 2008-2012 so that the draft Performance Management Plan (PMP) can be finalized.

The HRTDC Director requested and received the approval of the Minister of Health to continue supporting USAID/*Tatweer*'s rollout training activities. The MoH Administrative Directorate has been instructed to send a ministerial order to all DOHs to implement and support USAID/*Tatweer* roll-out training activities, to provide attendees with transportation and accommodation allowances according to Ministry of Finance regulations; and to utilize hospitality locations in all DOHs for the trainers' overnight stay. Accordingly, the MoH Senior Deputy Minister received an approval letter to support USAID/*Tatweer* rollout training courses for the Karkh DOH, a letter which emphasized the importance of allocating from the DOHs budgets the required allowances to support the trainee's functions and work. In response, the Karkh DOH will provide ID 25,000 for training participants from the MOH and ID 50,000 to train participants from the provinces.

USAID/*Tatweer* continues to support rollout training courses in all DOHs. During this quarter, 105 rollout training courses in all core areas of public management were conducted for more than 1490 participants from different provinces. These training courses were totally supported by the Ministry.

To continue building capacity for curriculum development staff at HRTDC, USAID/*Tatweer* conducted a special workshop for a group of 18 selected master trainers from Baghdad and the provinces to begin the process of developing training curricula. Several workshops will take place throughout 2010 to finalize and validate a package of training curricula to be used at all MoH training centers and units. In addition, the Health Senior Deputy Minister issued a directive to all MoH DGs in all provinces to facilitate and support Master Trainers in their assigned functions as a step in building capacity in all health facilities. The letter emphasized supporting the Master Trainer's tasks regarding: the training process planning and follow-up, conduct ToT courses, sign all participant training certificates, and preparing training manuals.



The USAID/*Tatweer* OSTP team conducted a Phase 3, Step 2 and 4 (Transformation Solutions Maps and Action Planning) workshop for the MoH OSTP team to start improvement activities in the Administration and Legal Affairs Directorate. The MoH OSTP team identified solutions to establish a mission and vision for the directorate, upgrade knowledge of ethics and transparency standards through training for the legal department, improve electronic communications for approvals with provinces, map the business processes related to the retirement system, and conduct workshops to identify areas to improve transparency in the bidding procurement process. The team focused on implementing the ethics and transparency training first, before moving on to other solutions.

PROVINCIAL ACTIVITY HIGHLIGHTS

A standardized health data analysis database developed by Health Level Seven (HL7) is being implemented in the Maysan DOH. This data model will enable the DOH to collect and store a comprehensive set of health data from different locations in a standardized database. USAID/*Tatweer* has completed reviewing the vendor quotations and will select a suitable vendor to supply the project with computer hardware, software, and network equipment. The database has been developed and tested in a Microsoft SQL Server development database

USAID/*Tatweer* held a special workshop on Feasibility Studies of Health Capital Investment Projects for staffers from Anbar DOH who are involved in Capital Investment Planning and preparation of feasibility studies. The participants learned how to prepare feasibility studies for the 2011 investment projects and capital budget preparation as required for approval by the Ministry of Planning (MoP). The participants also presented and discussed a feasibility study for the construction of a 200-bed hospital in Anbar.

USAID/*Tatweer* co-facilitated three ToT training courses with MoH Master Trainers for participants from the Directorates of Diyala, Salah ad Din, Karbala, Najaf, Wasit, Diwaniyah, and Baghdad. The training courses aimed to create teams of trainers for different provinces. The participants prepared a presentation on the training manual provided by USAID/*Tatweer* to enable the Master Trainers to evaluate their performance in the training using training evaluation checklists and feedback mechanisms. In addition, two MoH Master Trainers participated in facilitating a ToT course conducted by USAID/*Tatweer* Training Development Advisor in Erbil. These courses were totally supported and sponsored by the MoH.

USAID/*Tatweer* conducted two OSTP workshops for participants from MoH Baghdad and Maysan DOHs during this quarter. The first workshop was on Phase 1-Step 2 (Team Orientations and OSTP Introduction) to introduce the trainees to the OSTP concepts and methodology, culture of excellence, and the five OSTP criteria. Participants learned how to use the necessary forms and tools to conduct interviews. The second workshop was on Phase 2 Step 2 (Benchmark Report Writing). The MoH Maysan Team learned the necessary tools needed to analyze interview notes from the surveys that have been conducted by each of the five OSTP criteria groups. Each group worked on analyzing scores and notes of each criterion. The team wrote the initial draft of the report and put together an action plan with deadlines for revising the language, reviewing the notes with their leadership, and producing the final draft to be completed in April.

Table 2: MoH Reporting Matrix

Performance Indicators	Activities	March 2010 Expected Results	March 2010 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 (central/provincial)	Establish new HR departments at the center and provincial levels	<ul style="list-style-type: none"> • Provide 1 workshop for ministry and provincial staff to explain order to establish HRD and status of civil service law • Assist ministry to prepare ministerial order to implement establishment of HRD • Help to form HRD transition working group 	<ul style="list-style-type: none"> • Achieved: 4 workshops conducted • Achieved: Ministerial order issued to transform personnel division into a HRD • Achieved: HRD transition working group formed

Performance Indicators	Activities	March 2010 Expected Results	March 2010 Actual Results
	Continue job description development	<ul style="list-style-type: none"> Adapt job description format(s) to ministry needs Provide 4 workshop for staff on writing job descriptions 	<ul style="list-style-type: none"> Achieved: Job description format adapted Achieved: 6 workshops conducted on writing job descriptions
Proportion of priority systems improvements in fiscal management implemented by ministries (central/provincial)	Standard operating unit cost at health facilities as a pilot activity	Develop training material for evaluating standard operating costs with selected MoH team	Not Achieved: USAID/Tatweer experienced STTA recruitment challenges
	Identifying budget execution hurdles	Conduct 1 mentoring workshop for 10+ budget directors from all stakeholders (operational and capital budgets) on budget preparation and execution	Achieved: 1 workshop on budget mentoring conducted for 12 MoH staff working in the areas of budgeting and fiscal management
	Government financial statistics (GFS) training	Conduct 1 workshop on governmental financial statistics (GFS) for 12+ finance and planning staff at headquarters	Achieved: 1 GFS workshop conducted for 12 finance and planning staff
Proportion of priority systems improvements in information technology management implemented by ministries (central/provincial)	IT management training	Identify and prequalify 3 ministry trainers to become ToTs	Achieved: 3 IT trainers identified and prequalified to become ToTs (2 from HRTDC and 1 from Medical City DOH)
	Storing and transmitting health and GPS data among 2 hospitals and the Maysan DOH as a pilot activity	<ul style="list-style-type: none"> Help initiate procurement by defining specifications Assist in establishing the development version of the Health Data Model 	<ul style="list-style-type: none"> Achieved: Specifications defined to initiate procurement Achieved: Health Data Analysis database developed by HL7 and being implemented in Maysan DOH
	Managing IT operations	Assist in the development of the action plan	Achieved: Action plans to improve IT operations finalized
Proportion of priority systems improvements in project management implemented by ministries (central/provincial)	Capital Investment Knowledge Base System and budget flow chart	Conduct workshop for 1 person from ministry and 1 from each province in Knowledge Base Budget System	Achieved: 30 staff participated in MoH Knowledge Base Budget System workshop
	Final (after preliminary approval) Feasibility Study Methodology for MoH Capital Investment Projects	Help develop a methodology for final feasibility studies for MoH capital investment projects	Achieved: MoH staff learned how to develop feasibility studies for health capital investment projects
	Follow-up procedures on implementation of selected MoH capital investment projects	Develop process mapping for capital investment follow-up implementation	Achieved: Methods and techniques to improve the follow-up process of capital investment projects developed
Proportion of priority systems improvements in leadership and communication implemented by ministries (central/provincial)	Communication between provincial and central MoH staff/departments	<ul style="list-style-type: none"> Conduct 1 mentoring workshop for 15 participants from ministry and provinces Help develop and implement prioritized list of communications improvement recommendations 	<ul style="list-style-type: none"> Achieved: IPC workshop conducted for 15 participants from ministry and provinces Achieved: List of recommendations developed and handed over to MoH; Implementation is on-going according to MoH priorities
Number of units/departments in ministries and executive offices with	Organizational transformation	Support OSTP team to share and win leadership buy-in for high-priority organizational improvement opportunities (Phase 3 Step 3)	Achieved: Leadership issued letters of approval for implementation of solutions and action plans

Performance Indicators	Activities	March 2010 Expected Results	March 2010 Actual Results
institutionalized self-assessment process [Cumulative]	Organizational self-assessment - Maysan Directorate	Obtain headquarters and directorate commitment to participate in OSTP rollout, allocating necessary resources and a defined schedule through Q3 2010 (Phase I Step I)	Achieved: Commitment obtained and resources allocated; Data collected and initial draft of Benchmark Report completed
Sub-IR 10.1.3 : Project Result 3: Public Administration Training Capacity Expanded			
Sub-IR 10.1.3 Indicators:			
Ministry Training Centers Strengthened			
Number of ministries that have established a public administration training program [Cumulative]	Master Training Group study tour in Jordan	<ul style="list-style-type: none"> Assist ministry to identify institution Assist ministry to identify participant selection criteria Conduct tour 	<ul style="list-style-type: none"> Achieved: Several institutions identified Achieved: Participant selection criteria identified and study tour scope of work developed Shifted: Study tour shifted forward to complete preparatory groundwork
	Curriculum development	Continue building capacity for curriculum development staff at HRTDC	Achieved: Workshop conducted for 18 master trainers from Baghdad and the provinces; Development of training curricula started
	Training of ToTs	Mentor 10 master trainers to conduct 1 generic ToT course each	Achieved: 15 master trainers conducted generic ToT courses
Operational Effectiveness Indicators			
	M&E plan in HRTDC	<ul style="list-style-type: none"> Help update HRTDC strategic plan Help develop PMP with performance indicators and work plan to implement PMP 	<ul style="list-style-type: none"> Achieved: BPA workshop conducted to identify a process map for data collection and update the HRTDC 2008-2012 Strategic Plan Achieved: Draft PMP developed and under review
	Quality Assurance Unit/ISO 9001	<ul style="list-style-type: none"> Establish Project Team Train in ISO 9001 Quality Management Standard 	<ul style="list-style-type: none"> Achieved: 22-member project team formed Achieved: Team participated in 5 sessions on ISO 9001 Quality Management Standard
	Transition to new Gol administration	<ul style="list-style-type: none"> Prepare briefing materials and be responsive to requests for assistance regarding the Gol transition Assist relevant ministerial/EO offices to prepare USAID/Tatweer briefing materials 	<ul style="list-style-type: none"> Achieved: Briefing materials prepared and submitted Achieved: Assistance provided to prepare USAID/Tatweer briefing materials

CONTEXT AND OBSTACLES ENCOUNTERED

Despite the worsening security situation in the aftermath of the Iraqi national election process, USAID/Tatweer's work with MoH continues to exhibit signs of maturity and a solid foundation for sustainable growth and momentum. Despite the uncertain political climate, the Minister of Health and MoH senior leadership continued to issue decrees and orders to further anchor the gains achieved thus far in strategic planning, training and training management systems, OSTP, and the creation and implementation of new committees, working groups, and units which will become consolidated departments within reformed organizational structures at health facilities in Iraq.

MINISTRY OF HUMAN RIGHTS (MOHR)

USAID/*Tatweer* continued to provide MoHR with technical assistance and capacity building in core program areas during this quarter. MoHR staff attended procurement, IT, leadership and communication, accounting and auditing, and feasibility studies workshops, many of which were facilitated by USAID/*Tatweer*-trained MoHR ToTs.

MoHR staff attended a USAID/*Tatweer* presentation of the training management system software (TMSS) created for and supported by the MoP. The MoHR has agreed to use this software in the National Institute for Human Rights to evaluate it as a training management system. USAID/*Tatweer* customized and installed TMSS at the National Institute of Human Rights and trained its staff to use the software. MoHR staff also participated in a USAID/*Tatweer* training evaluation course to develop the capability to manage a ministry training program. MoHR has agreed to update USAID/*Tatweer* regarding its future in-house training activities and workshops.

USAID/*Tatweer* provided logistical support to the Iraqi Institute of Human Rights to hold courses on circulating the principles of human rights to NGOs.

Table 3: MoHR Reporting Matrix

Performance Indicators	Activities	March 2010 Expected Results	March 2010 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 (central/provincial)	Manpower Planning System (MPS)	<ul style="list-style-type: none"> Design MPS Conduct workshop for 10 staff 	<ul style="list-style-type: none"> Achieved: MPS designed Achieved: Workshop for 10 staff conducted
	Performance appraisal system	Conduct workshop for 10 staff	Achieved: Workshop for 10 staff conducted
Proportion of priority systems improvements in fiscal management implemented by ministries (central/provincial)	Budget preparation and implementation	Train 3-5 budget staff in workshop on GFS 2001	Achieved: Workshop conducted
	Accounting and auditing skills	Deliver accounting and auditing workshop	Achieved: Workshop conducted
	Inventory Management System (IMS) installation	<ul style="list-style-type: none"> Install and test IMS Train 3-5 service/warehouse staff 	<ul style="list-style-type: none"> Achieved: IMS installed and tested Achieved: 3 service/warehouse staff trained
	Assist MoHR to prepare 2010 annual budget	2010 budget approved	Not Achieved: 2010 annual budget prepared and in review by MoHR
Proportion of priority systems improvements in information technology management implemented by ministries (central/provincial)	Improve IT staff computer skills	Train 3 staff in CCNA and MCSE	Achieved: Training completed
	Improvement of media department skills	Train at least 2 media staff at USAID/ <i>Tatweer</i> .NET Application Development Academy	Achieved: Training completed
Proportion of priority systems improvements in project management implemented by ministries (central/provincial)	Training capacity in project management and feasibility studies through ToT training	Train 2 staff from the research department	Achieved: Training completed
Proportion of priority systems improvements in leadership and	Advanced leadership and communications training for MoHR staff	Ministry ToTs deliver workshop in advanced leadership and communications for 10 staff	Achieved: Workshop in advance L&C conducted

Performance Indicators	Activities	March 2010 Expected Results	March 2010 Actual Results
communication implemented by ministries (central/provincial)	Improvements in ministry communications	<ul style="list-style-type: none"> Deliver workshop for staff in government communications and decision-making Help create ministry working group during workshops (10 planners and ToTA's) Draft communications action plan for 2010 	Not Achieved: Program workload necessitates shift to 3 rd quarter FY 2010
	Development of standard operating procedures (SOPs)	<ul style="list-style-type: none"> Deliver workshop to ToTs and planners in SOP development Assist in creating provincial and ministry working group Help develop action plans for year 2010 Facilitate ministry approval of action plans for directorates 	Not Achieved: Program workload necessitates shift to 3 rd quarter FY 2010
	Conduct strategic planning training courses for Director Generals and their deputies	3 senior staff trained	Not Achieved: As part of the total L/C package, this also shifts to 3 rd quarter FY 2010
Number of units/departments in ministries and executive offices with institutionalized self-assessment process [Cumulative]	Organizational transformation	Provide general support to OSTP team to execute organizational improvement action plan (Phase 4 Step 1)	Not Achieved: Team developed a plan for gaining leadership support for implementation of transformation
Sub-IR 10.1.3 : Project Result 3: Public Administration Training Capacity Expanded			
Sub-IR 10.1.3 Indicators:			
Ministry Training Centers Strengthened			
Number of ministries that have established a public administration training program [Cumulative]	Training at the National Institute for Human Rights	<ul style="list-style-type: none"> Help develop curriculum and courses in principles of human rights and business English Provide instructor and student manuals for 3 courses Provide logistical support for 3 courses Help select ToT candidates from participants 	<ul style="list-style-type: none"> Achieved: curricula and manuals developed Not Achieved: Instructor for one course available Achieved: Training courses completed Not Achieved: ToTs not selected yet
	ICDL staff training conducted by MOHR IT staff	<ul style="list-style-type: none"> Assist the MoHR training center staff to prepare a 2010 training plan for ICDL 	Achieved: ICDL Training Plan completed
	Automated training management system (TMS) in the National Institute for Human Rights SQL database	<ul style="list-style-type: none"> Customize and install TMS on NIHR desktop computer Help identify staff to maintain system and to enter training data 	<ul style="list-style-type: none"> Achieved: TMSS installed Achieved: Staff identified to maintain system and to enter training data



Performance Indicators	Activities	March 2010 Expected Results	March 2010 Actual Results
Operational Effectiveness Indicators			
	Transition to new Gol administration	<ul style="list-style-type: none"> Prepare briefing materials and be responsive to requests for assistance regarding the Gol transition Assist relevant ministerial/EO offices to prepare USAID/Tatweer briefing materials 	<ul style="list-style-type: none"> Achieved: Briefing materials prepared Achieved: Briefing materials prepared

CONTEXT AND OBSTACLES ENCOUNTERED

The current security situation has made it difficult for MoHR staff to attend USAID/Tatweer training sessions and workshops. In addition, uncertainty about the future of MoHR has, and will continue, to impact the performance of MoHR staff individually and the Ministry as a whole.

MINISTRY OF MIGRATION AND DISPLACED (MOMD)

CENTRAL MINISTRY HIGHLIGHTS

USAID/Tatweer continued to provide technical assistance, mentoring, and training to MoMD in core program areas. More than 50 MoMD participants attended USAID/Tatweer courses and workshops during the quarter. In particular, MoMD Information Department staff participated in USAID/Tatweer IT workshops and received on-the-job training to enable them to use programming tools to develop and maintain software applications.

USAID/Tatweer worked with MoMD staff to complete and document job descriptions for all MoMD positions. The job descriptions were approved by the Minister and will be used for employee performance appraisals and HR planning. USAID/Tatweer also produced and delivered documentation and operating manuals for the MoMD website, IT infrastructure, and network.

Table 4: MoMD Reporting Matrix

Performance Indicators	Activities	March 2010 Expected Results	March 2010 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 (central/provincial)	New HR department at headquarters	<ul style="list-style-type: none"> Provide 1 workshop for key ministry HR staff to explain directive to establish HRD and status of civil service law Assist ministry to implement ministerial order that established HR department 	Achieved: Major activities related to civil service law already completed by MoMD before program 2010 plan. Program provides TA in this area.
	Job descriptions	Continue providing TA in the writing of job descriptions	Achieved: Job descriptions for all positions completed and documented
	Employee performance appraisal system	<ul style="list-style-type: none"> Help develop plan to roll-out appraisal system Conduct 2 day workshop for staff from HR and Planning to disseminate agreed system forms and procedures 	<ul style="list-style-type: none"> Achieved: Roll-out plan developed Achieved: Workshop completed and appraisal forms agreed upon

Performance Indicators	Activities	March 2010 Expected Results	March 2010 Actual Results
Proportion of priority systems improvements in fiscal management implemented by ministries (central/provincial)	Inventory management system	<ul style="list-style-type: none"> Conduct workshops for system users from F&A and IT Install application Modify application to fit ministry needs 	Shifted: All activities shifted to next quarter
	Budget preparation and implementation training	Conduct workshop for Finance and Planning personnel on advanced techniques	Achieved: Workshop completed
	Accounting and auditing training	Conduct 2 workshops for personnel from Accounting and Auditing departments	Achieved: Workshop completed
	Review of procurement procedures	<ul style="list-style-type: none"> Assess ministry procedures for generally small number/small value procurements Review findings and recommendations with ministry and decide course of action 	<ul style="list-style-type: none"> Achieved: Procedures for small number/value procurements assessed Achieved: Recommendations reviewed and action plan approved by the Minister
Proportion of priority systems improvements in information technology management implemented by ministries (central/provincial)	Web-based applications skills development	<ul style="list-style-type: none"> Train 6 IT staff in a 4 course .NET cycle at USAID/Tatweer Application Development Academy Enroll 6 staff in community of practice (CoP) 	<ul style="list-style-type: none"> Achieved: Batches of staff (2 each) are completing .NET training Not Achieved: Completing training is a pre-requisite for enrollment in CoP
	Website and online registry system and database	Assist ministry to secure hosting for website and database	Achieved: Development complete, waiting for approval from Communication & Media Commission for web domain name to go live
	Assist MoMD to assess Internally Displaced Persons (IDP) database system, present solutions and facilitate database upgrade	Conversion to upgraded database completed	Shifted: Conversion to start after completion of .NET trainings courses
Proportion of priority systems improvements in project management implemented by ministries (central/provincial)	Strategic and emergency readiness plans	<ul style="list-style-type: none"> Present study methodology and outline of final strategy and plans Submit draft strategy and readiness plans to ministry 	Not Achieved: All tasks delayed to next quarter pending arrival of STTA
Proportion of priority systems improvements in leadership and communication implemented by ministries (central/provincial)	Leadership and communication training by ToTs	Support (course and learning materials) ToT training of 30 staff in 2 one-week competency workshops	Achieved: 26 staff trained
	Assist MoMD to prepare 5-year strategic plan (SP)	Strategic plan finalized and submitted	Shifted: Task delayed to next quarter pending arrival of STTA
Number of units/departments in ministries and executive offices with institutionalized self-assessment process [Cumulative]	Organizational transformation	Support ministry OSTP team to share and win leadership buy-in for high-priority organizational improvement opportunities (Phase 3 Step 3)	Achieved: OSTP team identified priority solutions and gained approval for action planning

Performance Indicators	Activities	March 2010 Expected Results	March 2010 Actual Results
Sub-IR 10.1.3 : Project Result 3: Public Administration Training Capacity Expanded			
Sub-IR 10.1.3 Indicators:			
Ministry Training Centers Strengthened			
Number of ministries that have established a public administration training program [Cumulative]	Annual training plan	<ul style="list-style-type: none"> • Train training department staff in week-long workshop to develop skills in analyzing training needs • Provide TA to staff in planning and conducting training needs assessment 	<ul style="list-style-type: none"> • Achieved: Training needs analysis workshop conducted • Achieved: Needs assessment conducted
	Automated training management system	<ul style="list-style-type: none"> • Conduct workshops for system users from Training department • Install application on desk top • Customize application to fit ministry needs 	Shifted: Completion of task delayed until MoMD opens new training center
	Skills of ministry staff (and part-time trainers)	Train 3 ToTs in L&C	Achieved: 3 ToTs trained in L&C
	Assist MoMD to implement IT upgrade in newly constructed training center	IT hardware and software functional	Shifted: Completion of task delayed until MoMD opens new training center
Operational Effectiveness Indicators			
	Ministry coordination with partners (NGOs and international organizations)	<ul style="list-style-type: none"> • Assist to develop/revise the ministry's annual planning process • Assist in development of SOPs and schedules for annual joint program planning process with partners 	<ul style="list-style-type: none"> • Achieved: Plans reviewed and revised during coordination meeting • Achieved: Partners and MoMD coordinated on development of programming
	Transition to new Gol administration	Prepare briefing materials and be responsive to requests for assistance regarding the Gol transition	Achieved: Briefing materials prepared

CONTEXT AND OBSTACLES ENCOUNTERED

The security situation continues to have an impact on completion of construction of the new MoMD training center, as well as the ability of both MoMD staff to attend USAID/*Tatweer* training courses and program advisors to visit the Ministry. The recent election, manpower shortages, and changing priorities have also affected the Ministry's ability to fully implement new systems and procedures. For example, MoMD is still working with the Telecommunication and Media Commission to gain approval to use the momd.iq.gov domain name and go live with the completed website and database registration system for Iraqis living abroad. Despite these challenges, MoMD leadership and staff are very supportive and helpful in implementing USAID/*Tatweer* programs, and enthusiastic about continued interaction between the Ministry and USAID/*Tatweer*.

MINISTRY OF MUNICIPALITIES AND PUBLIC WORKS (MOMPW)

CENTRAL MINISTRY HIGHLIGHTS

USAID/*Tatweer* provided training and technical assistance to MoMPW in a variety of areas during the quarter. USAID/*Tatweer* delivered a specialized advanced procurement workshop at MoMPW HQ at the Ministry's request for the heads of contract sectors in the Inspector General's (IG) office, Water Directorate, and Sewage Directorate. The workshop was designed to provide the contract units with modern procurement methodologies and techniques to enhance the efficiency of contracting and procurement for new MoMPW projects.

USAID/*Tatweer* conducted Business Process Analysis (BPA) workshops for a newly-formed MoMPW BPA team. The BPA team, consisting of members from both the Water and Sewer Directorates, discussed process mapping for the Operation and Maintenance Management (O&MM) function. USAID/*Tatweer* also initiated an ongoing series of O&MM workshops designed to explore and explain all aspects of O&MM, identify requirements for efficient O&MM, and enable MoMPW staff to effectively operate and maintain plant facilities.

USAID/*Tatweer* began a series of ongoing Project Management training seminars in Baghdad. The seminars focus on Standard Operating Procedures (SOP) and Specific Conditions guides, and how to apply SOPs and Specific Conditions to the management of new projects.

USAID/*Tatweer* conducted Information and Communications Technology (ICT) seminars for the MoMPW ICT Committee, which has been tasked with defining an ICT strategy for provincial offices. MoMPW also formed a provincial IT Technical Assistance Team which will serve as the point of contact with USAID/*Tatweer* and will provide technical assistance to provincial directorates and departments.

USAID/*Tatweer* provided ToT refresher workshops for MoMPW ToTs to enhance training skills and ensure that ToTs are able to provide up-to-date information to course participants. The training included courses in auditing, unified accounting systems, government financial statistics, budget, and HR.

PROVINCIAL ACTIVITY HIGHLIGHTS

USAID/*Tatweer* conducted SOP workshops in Anbar, Karbala, Basrah, Babil, and Najaf. The workshops were designed to improve communications and develop procedures to consolidate the project development process. USAID/*Tatweer* also conducted a strategic planning workshop in Najaf, and strategic planning ToT training in Babil for participants from Baghdad, Karbala, Najaf, Diwaniyah, Basrah, and Babil.

USAID/*Tatweer* worked with MoMPW procurement teams in Basrah and Kirkuk to prepare MoMPW-specific bidding documents which are line with bidding documents issued by MoP. The MoMPW teams successfully prepared bidding documents for two projects listed in the MoMPW Capital Budget 2010.

USAID/*Tatweer* began a series of ongoing training seminars for MoMPW Project Management teams in Najaf, Babil, Anbar, Basrah, and Kirkuk. The seminars are being held in conjunction with the seminar series in Baghdad, and focus on SOPs and Specific Conditions guides and how to apply them to the management of new projects.

Table 5: MoMPW Reporting Matrix

Performance Indicators	Activities	March 2010 Expected Results	March 2010 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 (central/provincial)	Manpower planning system	<ul style="list-style-type: none"> Assist ministry staff to draft plan for development and installation of manpower planning system Customize manpower assessment methodology and forms to meet ministry needs Help gain ministry approval of assessment process and system design Provide a workshops for 20 staff from different directorates in how to conduct manpower assessments 	<ul style="list-style-type: none"> Achieved: Plan for development and installation of MPS drafted through workshop Achieved: Forms and assessment methodology customized during workshop Achieved: Approval for assessment process and system design gained Achieved: Workshop conducted
	Employee awareness of civil service laws and regulations	Conduct 10 five-day awareness courses in 10 provinces for 100 personnel on employee duties and responsibilities	Achieved: Workshops on civil service laws and regulations conducted in 9 provinces (Babil, Anbar, Dhi Qar, Kirkuk, Diyala, Maysan, Diwaniyah, Karbala, and Muthanna)

Performance Indicators	Activities	March 2010 Expected Results	March 2010 Actual Results
	ToT refresher training in human resources	Conduct 1 refresher workshop (3 ToTs at HQ and 10 ToTs from 5 provinces) to upgrade their human resource training skills	Achieved: Workshop conducted for 3 ToTs (Provincial staff unwilling to attend workshops in Baghdad due to security situation)
Proportion of priority systems improvements in fiscal management implemented by ministries (central/provincial)	ToT skills in procurement training	Conduct 2 workshops on procurement for 25 ministry ToTs	Achieved: Workshops conducted for 19 ToTs
	Procurement implementation	Support ToTs (with student and instructor manuals) to conduct 12 workshops in 6 provinces for 60 personnel on preparation of bidding documents	Achieved: ToTs conducted 10 workshops in 6 provinces for 59 staff; bidding documents prepared
	Procurement for operations and maintenance	<ul style="list-style-type: none"> Help collect data on ministry requirements for operations and maintenance TA to procurement officials in developing technical specifications 	<ul style="list-style-type: none"> Achieved: Data collected on ministry requirements through specialized procurement workshops Achieved: Technical specifications developed during specialized procurement workshops
	Budget process mapping for operations and maintenance	<ul style="list-style-type: none"> Help to establish a budget working group of ToTs in waste water and water treatment plant Conduct 5 one-day workshops to gather data on the O&M budget process 	<ul style="list-style-type: none"> Achieved: Budget working groups formed Achieved: 1 workshop conducted on Governmental Financial Statistic2001 and 1 workshop conducted on Classification of Functions of Government
	Provide technical assistance and mentoring in specialized procurement and contracts issues	6 coaching sessions conducted and SOP for Contract Management created	Achieved: 5 workshops using actual projects conducted
Proportion of priority systems improvements in information technology management implemented by ministries (central/provincial)	Development of IT management ToTs	Help to identify and train 3 ministry trainers in 10-day competency IT management course	Cancelled: MoMPW is no longer interested in this intervention
	Data communication plans in 6 provinces	Help to obtain support and buy-in from 6 IT sections in Anbar, Babil, Basrah, Baghdad, Kirkuk and Najaf to develop data communication plans	Achieved: Sessions conducted for HQ and provincial IT staff and buy-in obtained (6 selected provinces are Babil, Baghdad, Basrah, Kirkuk, Najaf, and Ninawa)
	National ICT strategic plan for the ministry	<ul style="list-style-type: none"> Help to form ICT strategic planning committee Help to present 2 planning sessions 	<ul style="list-style-type: none"> Achieved: ICT Strategic Planning committee formed Achieved: 2 planning sessions held
	IT help desk support in the headquarters	Develop standardized network topology	Cancelled: MoMPW is no longer interested in this intervention.
	Public website improvements	Develop wire-frame (test) designs of the website	Shifted: MoMPW in process of upgrading PCs; Development of test designs shifted to next quarter
	Oracle Training	Conduct 1 course in Oracle principles for 8 personnel from HQ and provinces	Achieved: 1 training course conducted for participants from 6 provinces
Proportion of priority systems improvements in project management implemented by ministries (central/provincial)	Operations and maintenance management	Establish team (10 members) and collect data at the headquarters and from 6 provinces (Anbar, Baghdad, Babil, Najaf, Basrah and Kirkuk)	Achieved: 42 workshops conducted in 6 provinces; Teams organizing data collection programs for electrical, mechanical, and administration sectors for MoMPW projects in 6 provinces

Performance Indicators	Activities	March 2010 Expected Results	March 2010 Actual Results
	Application of project management SOPs produced in 2009	Apply project management SOP principles in new projects in the HQ and in 6 provinces	Achieved: PM principles applied by exploring and illustrating 17 project activities in the specific condition survey and the impact it will have on the implementation of future MoMPW Projects
	Business Process Analysis (BPA) employed in operations maintenance and management	<ul style="list-style-type: none"> Develop plan for process mapping of O&MM Establish team (5 members) at headquarters Collect data 	Cancelled: MoMPW staff unwilling to participate due to pending dissolution of MoMPW and re-assignment to new ministries or locations
	Project Management Iraqi Community (PMIC) of Practice website	Assist in the registration of 20 project managers from HQ and provinces in PMIC	Not Achieved: PMIC website not yet functional
Proportion of priority systems improvements in leadership and communication implemented by ministries (central/provincial)	Standard operating procedures (SOPs) for communications at ministry headquarters	<ul style="list-style-type: none"> TA to create working groups at headquarters Assist groups to develop action plans for SOP development in 2010 Help to obtain action plan approvals by headquarters management 	<ul style="list-style-type: none"> Achieved: Coordination between central ministry and provincial working groups in place Achieved: Action plans created for SOP development Not Achieved: HQ approval planned for next quarter
	Standard operating procedures for communications in 8 provincial offices	<ul style="list-style-type: none"> TA to create provincial SOP working groups in Anbar, Baghdad, Babel, Basrah, Karbala, Najaf, Mosul and Kirkuk Assist groups to develop action plans for SOP development in 2010 Help to obtain action plan approvals by provincial directorates 	<ul style="list-style-type: none"> Achieved: Working groups created Achieved: Action plans drafted Not Achieved: Provincial approvals planned for next quarter
	Strategic communications planning	<ul style="list-style-type: none"> TA to create provincial working groups in Anbar, Baghdad, Babel, Basrah, Karbala, Najaf, Mosul and Kirkuk TA to complete action plans for year 2010 Assist in gaining action plan approvals by directorates Help to initiate implementation of SOP action plans 	<ul style="list-style-type: none"> Achieved: Working groups created and SP ToTs certified in the provinces Achieved: Strategic communications action plans developed Not Achieved: Approval planned for next quarter Not Achieved: Implementation planned for next quarter
	Assist MoMPW to establish HQ Strategic Planning Unit	Strategic plan developed and implemented	Cancelled: MoMPW is not able to form SP Unit because the Ministry will disband according to the new law passed in January by the Council of Representatives
Number of units/departments in ministries and executive offices with institutionalized self-assessment process [Cumulative]	Organizational transformation	Provide support to OSTP team to produce and prioritize solutions for organizational improvement opportunities (Phase 3 Step 2)	Not Achieved: Benchmark report revised and solutions report drafted, awaiting approval from DG



Performance Indicators	Activities	March 2010 Expected Results	March 2010 Actual Results
Sub-IR 10.1.3 : Project Result 3: Public Administration Training Capacity Expanded			
Sub-IR 10.1.3 Indicators:			
Ministry Training Centers Strengthened			
Number of ministries that have established a public administration training program [Cumulative]	Public Manager Cycle (PMC) training in provinces	<ul style="list-style-type: none"> Provide courses 4-5-6: Project Management, Procurement Advanced and Strategic Planning for 36 directors from 6 provinces (Anbar, Baghdad, Babil, Najaf, Basrah, Kirkuk) Conclude agreement for post-program follow-up after 3 and 6 months Conduct high-level certificate-award ceremony with Ministry and USAID 	<ul style="list-style-type: none"> Achieved: 5 courses conducted for 28 directors Not Achieved: Agreement not concluded because 1 course not yet conducted Achieved: Award ceremony conducted during Joint Conference
Operational Effectiveness Indicators			
	Training Management System (TMS) courses for HR directorate staff	<ul style="list-style-type: none"> Provide Training Policy Course for 2 senior Human Resources officials Provide Training Analyst Course for 2 Human Resources directorate staff Assess with ministry staff and TMS staff the feasibility of establishing a training evaluation unit in Human Resources directorate 	Not Achieved: MoMPW staff busy with preparation of annual training plan; All activities shifted to next quarter
	Ministry ToTs	Complete TOT training for 35 provinces staff in Core Areas of Leadership & Communication, Project Management, Procurement, Budget and Human Resources	Achieved: Due to security situation in Baghdad this quarter, 12 MoMPW staff from 4 provinces and Baghdad trained to date, remaining staff will be re-scheduled by MoMPW
	Transition to new Gol administration	Prepare briefing materials and be responsive to requests for assistance regarding the Gol transition	Shifted: Order issued to disband the ministry, but no action has been taken to implement the order

MINISTRY OF PLANNING (MOP)

CENTRAL MINISTRY HIGHLIGHTS

Despite the challenges of working in Baghdad during an election period, USAID/*Tatweer* had a successful quarter marked by the culmination of long-term projects and recent endeavors beginning to gain momentum. The National Development Plan 2010-2014 (NDP)—the result of great deal of hard work, coordination, and contribution by USAID/*Tatweer*, MoP counterparts, and other stakeholders—was approved by the Minister of Planning and entered the final pre-publication phase of translation from Arabic into English. USAID/*Tatweer* and the MoP also completed a comprehensive IT infrastructure installation at Al Quds School for Computers, a step that is certain to herald a new era for one of Baghdad's most prestigious learning institutions.

MoP HQ

The Minister of Planning issued a ministerial order to restructure the MoP personnel unit into a Human Resource Department. The order includes MoP HQ and all MoP institutions, and makes the MoP the first ministry to take this huge step towards full compliance with the draft civil service law and the executive order issued by the Council of Ministers late last year. The MoP has also accepted the organizational chart developed and proposed by USAID/*Tatweer* for the new HRD, and mandated the use of the Human Resources Management System (HRMS) to

handle administrative duties in the department. These represent critical steps forward for all of the MoP-affiliated institutions within the GoI, and pave the way for continued implementation of civil service reform.

In conjunction with efforts to establish the NDP, USAID/*Tatweer* presented the concepts and tools of country-led monitoring and evaluation (M&E) to the MoP Deputy Minister and DGs. This presentation focused on subsequent steps to be taken in developing an M&E framework for the NDP. Some of those steps included the review and selection of indicators, development of sectoral results frameworks and making decisions on the structures and systems that will collect, analyze, and utilize NDP M&E data. Prior to the presentation, the MoP had identified and submitted to USAID/*Tatweer* sets of proposed sectoral indicators to track activities contained in the NDP. This is also the launching point in the development of an NDP results framework.

USAID/*Tatweer* also kicked off a series of key training workshops on the Government Assistance Database (GAD) with classes for MoP staff and staff of Ministries of Education, Health, Municipalities and Public Works, Reconstruction and Housing, Water Resources, Higher Education, Human Rights. The MoP recently signed a letter establishing the GAD as the official system to be used to request funding for capital investment projects as well as following up on those projects. This was the first in a series of workshops planned to educate GoI ministries on how to properly fill out funding requests and track their capital investment projects. All of these courses have been conducted in the MoP's headquarters.

This quarter, USAID/*Tatweer* assisted the MoP's Government Investment Department to finalize their 2009 report on the performance of capital investment projects. This report details the GoI's capital investments for the year broken down by ministry, province, and sector and includes statistics detailing the allocation and actual disbursements of capital investment project funding for 2009. These figures provide a valuable new degree of insight into how capital investment in Iraq has evolved in recent years.

Finally, a ministerial order was issued by a MoP deputy minister to form a committee to test, formally approve, and adopt the Contractor Classification Application (CCA). The committee subsequently tested and accepted the CCA. The CCA works as an online conduit between contractors and the MoP, putting all parties on the same communication wavelength and greatly enhances the GoI's procurement capabilities. The CCA is the GoI's first online application.

Central Organization for Standards and Quality Control (COSQC)

The President of COSQC has taken steps to begin implementing the MoP's ministerial order to create a HRD. A four-member committee was appointed to work with USAID/*Tatweer* to reorganize the personnel section into a HRD, and COSQC has begun scanning its personnel files for inclusion into the HRMS.

USAID/*Tatweer* conducted a procurement workshop for COSQC staff from the legal, finance, and M&E units and the import inspection technical evaluation committee. Perhaps the most notable, immediate result of this specialized training is the fact that a COSQC import inspection evaluation committee staff member who attended the training has already taken steps to coordinate and seek further advice from USAID/*Tatweer* on the RFP preparation stage of the committee's activity. This demonstrates a degree of immediate value in applying the skills learned during a specialized USAID/*Tatweer* training to an important task at hand.

USAID/*Tatweer* IT staff assisted COSQC in training on usage and trouble shooting of the patent tracking system customized and installed for COSQC's patent office. The patent tracking system will allow patent applicants to track their application online, step-by-step, as it goes through a process that can take up to 18 months. The patent tracking system will also serve as a convenient online method for users to research previous patents.

USAID/*Tatweer* continues to coordinate with COSQC regarding preparations for the Metrology Conference scheduled for August 4-5, 2010. The Minister has officially approved the conference and advance arrangements for the Al Rasheed Hotel in Baghdad have already been made. COSQC has begun communicating with ministries and Iraqi universities to invite participants, prepare lectures, and ascertain what research might be presented at this conference. COSQC has also produced some early promotional items at their own expense, including a brochure in Arabic, to promote the conference.



Central Organization for Statistics and Information Technology (COSIT)

This quarter, USAID/*Tatweer* built and presented a comprehensive proposal to improve the National Accounts and Statistics at COSIT. This proposal builds on the progress made during the process of assembling COSIT's Master Statistical Plan 2010-2014 by suggesting not only improving the statistics-measuring system itself, but improving the application of the system to improve data analysis. The main suggestions included: introducing several new surveys such as Agricultural Land Holdings to the current regimen; improving questionnaires currently in use by strengthening and clarifying existing questions and adding some new questions; and changing some methodologies used by COSIT in order to streamline and enhance the process overall. Another major facet of the efforts to improve COSIT's statistical capacity involve harmonizing the Central Product Classification (CPC) with the National Accounts. The proposal was accepted by the Director of COSIT.

Central Product Classification has been completed. The CPC is an extremely useful document that assigns every product or commodity a code number for procurement, administrative, financial, and statistical purposes. In the past, Iraq coded by activity as opposed to commodity. For example, a bushel of corn may have been simply coded as "Agriculture Product: 1" instead of the more descriptive and useful "Bushel of Corn: 1." Coding actual commodities opens up new dimensions for COSIT to measure and analyze. The completion of this document is a huge success, as its effects will be particularly visible in the National Accounts and will affect all GoI ministries and offices by improving procurement capacity. The document adheres to the international standard set by the United Nations in 1993, and the codes have been translated from English into Arabic.

Another large development for COSIT and USAID/*Tatweer* was the implementation of the National Employee Number (NEN), which has been assigned to approximately 965,000 Iraqi civil servants from a total of 38 GoI entities. Additionally, the records for all of these civil servants have been compiled into the National Employee Databank (NEDB). This means that the NEN and NEDB have been accepted by the majority of ministries and GoI institutions.

In addition to the 965,000 civil servants mentioned above, the Ministry of Interior and Ministry of Defense have also adopted the NEN, adding another 820,000 civil servants to pool. However, these two ministries have not harmonized their records with the NEDB. Regardless, this quarter resulted in approximately 75% of Iraq's 2.4-2.5 million civil servants being designated a NEN. Virtually all of the estimated remaining 600,000 civil servants in Iraq are working in the Kurdistan Regional Government (KRG).

National Center for Consultancy and Management Development (NCCMD)

USAID/*Tatweer* conduct the first in a series of scheduled workshops on e-Learning for five staff from NCCMD as well as five staff from Al Quds School. The course emphasizes the knowledge and skills needed to implement e-Learning as an education and training tool. Tools presented and discussed included e-Learning pedagogies, strategies, and various technologies that can be used to implement e-Learning. The main objectives of the course were to provide trainers and senior staff with a comprehensive orientation of e-Learning usage today, to demonstrate how e-Learning can improve an organization's activities, to provide advice to trainers and curriculum designers on developing material that works well in an e-Learning environment, and to provide some overall insight on how these tools and methods can constitute a highly-effective training approach.

Another notable USAID/*Tatweer* accomplishment with NCCMD was the production and publishing of annual training manuals for NCCMD's three offices in Baghdad, Basrah, and Mosul. These manuals contain every planned facet of NCCMD's training regimen for 2010, including every training course offered by NCCMD, schedules, processes, content, and syllabi. The publication itself was designed by USAID/*Tatweer*.

NCCMD staff participated in USAID/*Tatweer* Training Management System (TMS) courses which include Training Analysis, Training Evaluation, and Training Policy. NCCMD has had three students in each of the courses. In addition, USAID/*Tatweer*'s MoP and OSTP teams reached an agreement this quarter to integrate NCCMD back into the OSTP training regimen.

Al Quds School (QS)

USAID/*Tatweer* has completed the comprehensive IT infrastructure installation at Al Quds School. This project included procurement of over US\$400,000 of IT equipment, full installation and configuration of systems and software, and training of QS staff in system and software operation. This complete overhaul of the QS IT



infrastructure and software systems will enable QS to provide the best service possible to the GoI and the Iraqi people. An official date for an opening ceremony is currently being determined.

USAID/*Tatweer* assisted QS to register with Microsoft and to order training materials necessary to become a certified Microsoft Academy center. Certification of QS as a Microsoft Academy center is one of USAID/*Tatweer*'s primary goals for the organization in 2010; this represents a substantial step toward achieving that goal.

QS has been a full participant in a number of USAID/*Tatweer* specialized trainings, including the TMS courses and the e-Learning workshop. In addition to those courses, QS has had participants in USAID/*Tatweer*'s .NET academy and has had three provincial graduates from a USAID/*Tatweer* communication course.

PROVINCIAL ACTIVITY HIGHLIGHTS

Despite the difficulties in scheduling any sort of centralized meeting with the Provincial Planning Units (PPUs) due to heightened security during the election period, USAID/*Tatweer* forged ahead with coordinating the efforts of the PPUs while simultaneously enhancing their capabilities in the provinces. In February and March, USAID/*Tatweer* met with PPU members from each governorate, the MoP DG of Planning and Environmental Affairs, and the Director of MoP's Local Planning Department. During the meeting, USAID/*Tatweer* distributed packages of materials to each attendee. The packages contained hard and electronic copies of all laws, regulations, and instructions pertaining to capital investment projects in Iraq, as well as guidance manuals for procurement and COMFAR feasibility studies. The meeting provided the opportunity for USAID/*Tatweer* to take care of administrative and coordination tasks with the PPUs, particularly finalization of the 2010 PPU work plan, distribution of an organization chart, and discussion of tasks and functions for each unit. USAID/*Tatweer* also assessed the levels of ToTs in each unit and province, and provided technical assistance and information on how the PPUs can better collect information from the provinces.

Table 6: MoP Reporting Matrix

Performance Indicators	Activities	March 2010 Expected Results	March 2010 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 (central/provincial)	Human Resources Department	<ul style="list-style-type: none"> Assist MoP to prepare ministerial order for establishment of HRD Assist in forming ministerial HRD working groups 	<ul style="list-style-type: none"> Achieved: Ministerial order prepared Working groups established, and Human Resources Department created
	Job descriptions	Finalize job descriptions	Achieved: Job descriptions finalized
	Personnel performance appraisal system	Adopt forms and SOPs for appraisal system	Not Achieved: Forms and SOPs proposed to ministry, still awaiting formal acceptance
	Manpower planning system	Assist MoP staff draft plan for development and inception of manpower planning system	Not Achieved: A key meeting between MoP DG and USAID/ <i>Tatweer</i> HR advisors shifted due to security concerns
	Human Resources Management System	Install HRMS software	Achieved: MoP purchased and installed its own third-party HRMS, developed in the Iraqi private sector. Program will provide TA as necessary
Proportion of priority systems improvements in fiscal management implemented by ministries (central/provincial)	Contractor Classification Management Information System	System tested, implemented and accepted by MoP	Achieved: System tested, implemented, and formally accepted by the MoP
	MoP-sponsored Gol procurement opportunities portal	Define requirements and develop recommendations	Achieved: Procurement portal requirements and recommendations ascertained and developed

Performance Indicators	Activities	March 2010 Expected Results	March 2010 Actual Results
Proportion of priority systems improvements in information technology management implemented by ministries (central/provincial)	MoP HQ public website redesign	Define requirements and assign MoP programmers to work directly with USAID/Tatweer KM team	<ul style="list-style-type: none"> Achieved: Website requirements defined Achieved: MoP programmers assigned
	Participation in USAID/Tatweer.NET Application Development Academy	Two MoP IT staff complete Academy core courses	Achieved: 3 MoP IT staff enrolled and taking coursework in Academy
	Specialized IT training (CCNA, MCSE)	Train one IT staff	Achieved: 1 staff trained in MCSE
	MoP key sectors social and economic database	Complete conceptual design	Achieved: Conceptual framework of database created
Proportion of priority systems improvements in project management implemented by ministries (central/provincial)	Publication and operationalization of NDP	<ul style="list-style-type: none"> Translate the NDP into English Help to establish monitoring framework 	<ul style="list-style-type: none"> Achieved: Final round of editing on translation has commenced Shifted: Proposed monitoring framework structure and indicators under discussion
	NDP M&E framework at the national and sectoral levels	<ul style="list-style-type: none"> Conduct country-led M&E workshop to raise awareness among senior management Conduct workshops in M&E Frameworks and Indicators as well as Data Collection and Strategic Information Utilization 	<ul style="list-style-type: none"> Achieved: Workshop conducted with 15 participants from the MoP, including all sectoral DGs. Shifted: MoP staff unavailable due to workload
	Electronic Request for Investment Database (ERIDO)	<ul style="list-style-type: none"> Conduct three workshops to coach ministries and provinces in use of subsystem Provide TA 	<ul style="list-style-type: none"> Achieved: Workshops conducted, TA provided Achieved: TA on ERIDO provided
	Unified monitoring system for capital investment projects (AKKAD)	Help to complete conceptual design	Achieved: Conceptual design created
	Electronic requests for land allocation for capital investment projects (LAGASH)	Assist in collection of laws and regulations	Achieved: All relevant laws and regulations collected
	Knowledge Base	<ul style="list-style-type: none"> Provide PPU staff with copies of the Knowledge Base Mentor PPU staff on the application of the Knowledge Base 	<ul style="list-style-type: none"> Achieved: PPU staff provided with Knowledge Base distributed in hard and soft copy Achieved: PPU staff mentored on Knowledge Base
	2. Assist MoP to design projects planning subsystem	Ministries/provinces coached in use of project planning subsystem	Achieved: Coaching conducted
	5. Assist MoP to re-design the Capital Investment Projects Land Allocation subsystem	Ministries/provinces coached in use of subsystem	Achieved: Ministries coached in subsystem
	6. Assist MoP to design the performance monitoring subsystem	Provinces coached in use of system	Achieved: Provincial coaching conducted



Performance Indicators	Activities	March 2010 Expected Results	March 2010 Actual Results
Proportion of priority systems improvements in leadership and communication implemented by ministries (central/provincial)	Incremental implementation of MoP communication strategy	Finalize MoP logo design	Achieved: Several logo designs finalized and presented to ministry. Ministry will make final selection of logo.
Number of units/departments in ministries and executive offices with institutionalized self-assessment process [Cumulative]	Organizational self-assessment and transformation	Provide general support to MoP OSTP team to execute organizational improvement action plan (Phase 4 Step 1)	Not Achieved: There exists a general MoP OSTP team consisting of selected staff from MoP HQ, COSIT, and COSQC. This team implements activities related to the 3 institutions. Phase 4 Step 1 was not completed for MoP HQ this quarter.
Sub-IR 10.1.3 : Project Result 3: Public Administration Training Capacity Expanded			
Sub-IR 10.1.3 Indicators:			
Ministry Training Centers Strengthened			
Number of ministries that have established a public administration training program [Cumulative]	Training Management System Software (TMSS)	Complete and implement TMSS	Achieved: TMSS implemented in the ministry
	Training needs analysis and curriculum development	Deliver one three week Training Analyst course for five directorate staff	Achieved: 2 MoP staff trained
Operational Effectiveness Indicators			
	Budget Execution Help Desk at MoP	Complete proposal with the staffing and procedures needs	Achieved: Proposal for Budget Execution Help Desk approved by Deputy Minister
	Efficiency and services of the PPU	Provide TA to PPU staff on the updated procurement, feasibility studies, instructions, manuals and other guidance for their daily work	Achieved: PPU meeting conducted and in which all materials mentioned distributed

Table 7: MoP / COSIT Reporting Matrix

Performance Indicators	Activities	March 2010 Expected Results	March 2010 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 (central/provincial)	Human Resource Department	<ul style="list-style-type: none"> Assist COSIT to prepare ministerial order for establishment of HRD Assist in forming ministerial HRD working groups Assist COSIT in developing its action plan 	<ul style="list-style-type: none"> Achieved: Ministerial order prepared and issued Not Achieved: Working group formation not yet completed due to election uncertainties Not Achieved: Action plan not developed
	Job descriptions	Finalize job descriptions	Achieved: Job descriptions finalized
	Personnel performance appraisal system	<ul style="list-style-type: none"> Adopt forms and SOPs for appraisal system Help staff secure COSIT management adoption of proposed SOPs Train 2 ToTs in 1 workshop on new performance appraisal system 	<ul style="list-style-type: none"> Not Achieved: Forms and SOPs proposed to MoP HQ, still awaiting formal acceptance. Not Achieved: SOPs not yet proposed to COSIT management Not Achieved: Training session shifted due to security concerns.

Performance Indicators	Activities	March 2010 Expected Results	March 2010 Actual Results
	Manpower planning system	<ul style="list-style-type: none"> Assist COSIT staff to draft plan for development and installation of manpower planning system Customize manpower assessment methodology and forms to meet COSIT needs Help gain COSIT approval of assessment process and system design Provide 2 workshops for 10 staff in how to conduct manpower assessments 	<ul style="list-style-type: none"> Not Achieved: Manpower Planning System plan not drafted. A key meeting between MoP DG and USAID/Tatweer HR advisors was postponed due to security concerns. Not Achieved: Methodology not customized. Not Achieved: COSIT approval not yet requested. Not Achieved: Workshops postponed due to security concerns.
	HRMS system implemented	Coordinate COSIT staff to complete entry of personnel records for transition to automated HRMS	Achieved: Personnel records entered into COSIT's Human Resources Management System
Proportion of priority systems improvements in information technology management implemented by ministries (central/provincial)	Participation in .NET Application Development Academy	3 COSIT IT staff complete Academy core courses	Achieved: 3 COSIT staff trained, 2 in first round and 1 in second round
	Conduct specialized IT Training courses (Dream weaver, Advanced ICDL, CCNA, MCSI, ASP.Net Training)	15 IT staff trained	Cancelled: COSIT decided that it did not have enough human resources due to preparations for census activity.
Proportion of priority systems improvements in project management implemented by ministries (central/provincial)	National accounts and economic surveys	Assist to complete the product classifications code manual using the UN standard	Achieved: CPC manual complete, currently finalizing translation to Arabic
	Online employee databank system	Assist COSIT to coordinate the collection and upload of employee data from Gol entities into COSIT's main server	Achieved: National Employee Databank functioning with 38 ministries and government entities included
	Assist COSIT to upgrade the national accounts system	Preliminary design and methodology for 2010 economic surveys prepared	Achieved: Comprehensive proposal submitted to COSIT leadership to enhance 2010 surveys through improved methodology and adding additional surveys
Proportion of priority systems improvements in leadership and communication implemented by ministries (central/provincial)	Master Statistical Plan (MSP)	<ul style="list-style-type: none"> Submit and approve PAF for translation and publishing Begin translation process for MSP to English 	<ul style="list-style-type: none"> Achieved: PAF approved Not Achieved: COSIT requested last minute revisions prior to MSP's translation into English.

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

Sub-IR 10.1.3 Indicators:

Ministry Training Centers Strengthened

Number of ministries that have established a public administration training	Training Management System Software (TMSS) implemented at COSIT	Conduct training needs assessment on staff from the training department	Achieved: Training needs assessment completed
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Performance Indicators	Activities	March 2010 Expected Results	March 2010 Actual Results
program [Cumulative]	Training needs analysis and curriculum development	<ul style="list-style-type: none"> Deliver 1 3-week Training Analyst course for 5 directorate staff Provide TA to analysts in conducting 1 training needs assessment Provide TA to analysts in the design of 2 courses and training materials 	<ul style="list-style-type: none"> Achieved: 2 COSIT participants in Training Analyst course Achieved: TA provided in conducting needs assessment Achieved: TA provided in designing courses and training materials.
Operational Effectiveness Indicators			
	Transition to new Gol administration	<ul style="list-style-type: none"> Prepare briefing materials and be responsive to requests for assistance regarding the Gol transition Assist relevant ministerial/EO offices to prepare USAID/Tatweer briefing materials 	<ul style="list-style-type: none"> Achieved: Ministerial Transition brochure of USAID/Tatweer achievements drafted. Achieved: Briefing materials prepared

Table 8: MoP / COSQC Reporting Matrix

Performance Indicators	Activities	March 2010 Expected Results	March 2010 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 (central/provincial)	Human Resource Department	<ul style="list-style-type: none"> Assist COSQC to prepare ministerial order for establishment of HRD Assist in forming ministerial HRD working groups Assist COSQC in developing its action plan 	<ul style="list-style-type: none"> Achieved: Ministerial order prepared and issued. Not Achieved: Working groups not yet formed due to election slowdown Not Achieved: Action plan not developed due to election slowdown.
	Job descriptions	Finalize job descriptions	Achieved: Job descriptions finalized
	Personnel performance appraisal system	<ul style="list-style-type: none"> Adopt forms and SOPs for appraisal system Help staff secure COSQC management adoption of proposed SOPs Train 2 ToTs in 1 workshop on new performance appraisal system 	<ul style="list-style-type: none"> Not Achieved: Forms and SOPs proposed to MoP HQ, still awaiting formal acceptance. Not Achieved: SOPs not yet proposed to COSQC management Not Achieved: Training session was postponed due to security concerns.
	Manpower planning system	<ul style="list-style-type: none"> Assist COSQC staff to draft plan for development and installation of manpower planning system Customize manpower assessment methodology and forms to meet COSQC needs Help gain COSQC approval of assessment process and system design Provide 2 workshops for 10 staff in how to conduct manpower assessments 	<ul style="list-style-type: none"> Not Achieved: Manpower Planning System plan not drafted. A key meeting between MoP DG and USAID/Tatweer HR advisors was delayed due to security concerns. Not Achieved: Methodology not customized. Not Achieved: COSQC approval not yet requested. Not Achieved: Workshops postponed due to security concerns.

Performance Indicators	Activities	March 2010 Expected Results	March 2010 Actual Results
	HRMS system implemented	Coordinate COSQC staff to complete entry of personnel records for transition to automated HRMS	Achieved: Coordination plan completed and 20 percent of documents scanned
Proportion of priority systems improvements in fiscal management implemented by ministries (central/provincial)	Public procurement capacity of COSQC	Conduct technical assistance (TA) workshop for COSQC on how to prepare an RFP	Achieved: TA on RFPs provided
Proportion of priority systems improvements in information technology management implemented by ministries (central/provincial)	Participation in .NET Application Development Academy	2 COSQC IT staff complete Academy core courses	Achieved: 2 COSQC staff members completed Round One of Academy
	COSQC public website	<ul style="list-style-type: none"> Website installed on public hosting site Content Management Plan developed 	<ul style="list-style-type: none"> Achieved: COSQC paid 10 million ID for their own hosting and bandwidth. Achieved: COSQC internal content management plan in place
	Deployment of internal Patent Office patent tracking system	<ul style="list-style-type: none"> Website installed on internal web server Conduct pilot test of patent application lifecycle Monitor continued digitization of existing patent document Integrate access to documents into the Patent Tracker 	<ul style="list-style-type: none"> Achieved: Current COSQC site hosted externally, however the patent system is installed on COSQC's internal server. Not Achieved: Life cycle test is expected to be complete next quarter Achieved: Digitization of patents continues Not Achieved: Access to documents is slated to be completed next quarter
	Inventory management system	<ul style="list-style-type: none"> Help determine requirements for implementing inventory management system in all COSQC offices and laboratories Provide TA to customize inventory management system requirements Assist in installation of inventory management system 	<ul style="list-style-type: none"> Achieved: IMS requirements determined Achieved: Custom inventory coding system created Achieved: IMS installed
Proportion of priority systems improvements in project management implemented by ministries (central/provincial)	Capacity development for metrology (measurement and calibration)	Assess metrology department by providing international metrology expert, including recommendations for improvements	Not Achieved: Search for STTA expert in progress, consultant identified but unable to work in Iraq
	Capacity development for laboratory accreditation	Assess laboratory accreditation division by providing international expert, including recommendations for improvements	Not Achieved: ToR prepared and sent to international organizations to find an STTA expert
	Capacity development of Standards Division	Establish terms of reference for international expert in standards and technical regulations	Achieved: Identified and in process of coordinating STTA deployment, aiming for next quarter



Performance Indicators	Activities	March 2010 Expected Results	March 2010 Actual Results
	Organizing the First Metrology Conference in Iraq	<ul style="list-style-type: none"> Submit and approve PAF to carry out metrology conference Sign MOU between USAID/Tatweer and MoP/COSQC to establish cost-sharing of metrology conference Assist COSQC to select and reserve conference venue as well as with preliminary agenda preparation 	<ul style="list-style-type: none"> Achieved: PAF approved Achieved: MOU signed, cost-sharing mechanisms in place Achieved: Al Rasheed Hotel selected as venue. Reservations made. Preliminary agenda in discussion.
	Assist COSQC to improve the quality and safety of imported goods	Import inspection firms selected and contracted	Not Achieved: Inspection firm finalists selected but awaiting MoP HQ approval before making contract offer
Proportion of priority systems improvements in leadership and communication implemented by ministries (central/provincial)	Assist COSQC to develop and implement 5 Year Strategic Plan	Implementation timeline for strategic plan completed	Cancelled: All requisite trainings provided, but COSQC reprioritized needs.
Number of units/departments in ministries and executive offices with institutionalized self-assessment process [Cumulative]	Organizational self-assessment and transformation	<ul style="list-style-type: none"> Finalize COSQC Self-Assessment Benchmark Report (Phase 2 Step 3) Share Benchmark Report with COSQC leadership (Phase 2 Step 3) Provide general support to MoP OSTP team to execute organizational improvement opportunity implementation action plan (Phase 4 Step 1) 	<ul style="list-style-type: none"> Achieved: Report finalized Achieved: Completed Benchmark Self-assessment Report shared with DG and Minister Achieved: General support provided
	Create OSTP unit	Submit proposal to MoP	Shifted: Due to the election situation.
	Assist COSQC to conduct self-assessment survey and establish self-assessment process	Self-assessment team formed	Achieved: Self-assessment team eventually formed

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

Sub-IR 10.1.3 Indicators:

Ministry Training Centers Strengthened

Number of ministries that have established a public administration training program [Cumulative]	Training Management System Software (TMSS)	Complete and implement TMSS	Achieved: TMSS software completed and implemented
	Training needs analysis and curriculum development	<ul style="list-style-type: none"> Deliver one three-week Training Analyst course for two COSQC staff Provide TA to analysts in conducting one training needs assessment Provide TA to analysts in the design of two courses and training materials 	<ul style="list-style-type: none"> Achieved: 2 COSQC participants completed Training Analyst course Achieved: TA provided in conducting needs assessment Achieved: TA provided in designing courses and training materials.

Performance Indicators	Activities	March 2010 Expected Results	March 2010 Actual Results
Operational Effectiveness Indicators			
	Transition to new Gol administration	<ul style="list-style-type: none"> Prepare briefing materials and be responsive to requests for assistance regarding the Gol transition Assist relevant ministerial/EO offices to prepare USAID/Tatweer briefing materials 	<ul style="list-style-type: none"> Achieved: Ministerial Transition brochure of USAID/Tatweer achievements drafted Achieved: Briefing materials prepared

Table 9: MoP / NCCMD Reporting Matrix

Performance Indicators	Activities	March 2010 Expected Results	March 2010 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 (central/provincial)	Human Resources Department	<ul style="list-style-type: none"> Assist NCCMD to prepare ministerial order for establishment of HRD Assist in forming ministerial HRD working groups Assist NCCMD in developing its action plan 	<ul style="list-style-type: none"> Achieved: Ministerial order prepared Not Achieved: Working groups not yet formed Not Achieved: Action plan not yet formed due to potential merger with Al Quds
	Job descriptions	Finalize job descriptions	Achieved: Job descriptions finalized
	Personnel performance appraisal system	<ul style="list-style-type: none"> Adopt forms and SOPs for appraisal system Help staff secure NCCMD management adoption of proposed SOPs Train 2 ToTs in 1 workshop on new performance appraisal system 	<ul style="list-style-type: none"> Not Achieved: Forms and SOPs proposed to MoP HQ, still awaiting formal acceptance Not Achieved: SOPs not yet proposed to NCCMD management Not Achieved: Training session was postponed due to security concerns
	Manpower planning system	<ul style="list-style-type: none"> Assist NCCMD staff to draft plan for development and installation of manpower planning system Customize manpower assessment methodology and forms to meet NCCMD needs Help gain NCCMD approval of assessment process and system design Provide 2 workshops for 10 staff in how to conduct manpower assessments 	<ul style="list-style-type: none"> Not Achieved: Manpower Planning System plan not drafted. A key meeting between MoP DG and USAID/Tatweer HR advisors was shifted due to security concerns. Not Achieved: Methodology not customized based on above Not Achieved: NCCMD approval not yet requested Not Achieved: Workshops delayed due to security concerns
	HRMS system	Complete entry of personnel records for transition to automated HRMS	Achieved: Personnel records entered
Proportion of priority systems improvements in information technology management implemented by ministries (central/provincial)	NCCMD participation in .NET Application Development Academy	3 NCCMD IT staff complete Academy core courses	Achieved: 2 NCCMD staff completed round 1 of .NET academy.
	e-Learning solutions	Conduct 5-day workshop for 5 staff on e-learning solutions	Achieved: Workshop conducted for 5 NCCMD staff



Performance Indicators	Activities	March 2010 Expected Results	March 2010 Actual Results
Proportion of priority systems improvements in project management implemented by ministries (central/provincial)	ToT evaluation and certification entity for Gol	Assist in updating evaluation criteria, procedures and policies	Not Achieved: Activity dependent on Master Trainers' activities which are not complete
Proportion of priority systems improvements in leadership and communication implemented by ministries (central/provincial)	Twining with similar international organizations and centers	<ul style="list-style-type: none"> Assist NCCMD to identify peer organizations Assist NCCMD to initiate communication to promote NCCMD and determine interest in collaboration 	<ul style="list-style-type: none"> Achieved - Omani Institute for Public Administration (Oman IPA) identified Achieved - NCCMD continues to communicate with the Omani Institute for Public Administration
	Communication systems	<ul style="list-style-type: none"> Train 3 staff members on communication skills Train 3 provincial staff on communication skills Assist NCCMD to prepare draft promotional materials 	<ul style="list-style-type: none"> Achieved - 2 staff from NCCMD HQ trained Achieved - 4 provincial staff trained Achieved - Draft promotional materials prepared.
	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 MoP and Gol objectives	Cancelled: NCCMD waiting for merger with Al Quds
Number of units/departments in ministries and executive offices with institutionalized self-assessment process [Cumulative]	Assist NCCMD to establish self-assessment process in Gol 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	Cancelled: OSTP will not continue at NCCMD, but limited handover activities (materials, methods) will be conducted next quarter.
Sub-IR 10.1.3 : Project Result 3: Public Administration Training Capacity Expanded			
Sub-IR 10.1.3 Indicators:			
Ministry Training Centers Strengthened			
Number of ministries that have established a public administration training program [Cumulative]	Training Management System Software (TMSS)	Conduct Training Department staff training needs assessment	Cancelled: NCCMD decided to conduct their own assessments and continue using their own system similar to TMSS.
	Training needs analysis and curriculum development	<ul style="list-style-type: none"> Deliver 1 three-week Training Analyst course for 3 NCCMD staff TA to analysts in conducting 1 training needs assessment TA to analysts in the design of 1 courses and training materials 	<ul style="list-style-type: none"> Achieved: 2 NCCMD participants completed Training Analyst course Achieved : TA provided in conducting needs assessment Achieved: TA provided in designing courses and training materials
Operational Effectiveness Indicators			
	Master Trainers development	<ul style="list-style-type: none"> Draft utilization plan for master trainers following completion of training Develop selection criteria for master training candidates Contact international training and certifying agency Prepare PAF 	<ul style="list-style-type: none"> Achieved: Utilization plan developed Achieved: Candidate selection criteria determined Achieved: International certifying agency contacted Achieved: PAF prepared and submitted

Performance Indicators	Activities	March 2010 Expected Results	March 2010 Actual Results
	ISO 9001:2008 procedures	Assist NCCMD to complete QMS including work instructions manual and other documents	Achieved: QMS documents completed, including work instructions manual
	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: NAPA conference postponed to 3 rd quarter FY 2010 to better coordinate with USAID/Tatweer's training management department

Table 10: MoP / Al Quds School Reporting Matrix

Performance Indicators	Activities	March 2010 Expected Results	March 2010 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 (central/provincial)	Human Resource Department	<ul style="list-style-type: none"> Assist QS to prepare ministerial order for establishment of HRD Assist in forming ministerial HRD working groups Assist QS in developing its action plan 	<ul style="list-style-type: none"> Achieved: Ministerial order prepared Not Achieved: Working groups not yet formed Not Achieved: Action plan not yet formed due to potential merger with NCCMD
	Job descriptions	Finalize job descriptions	Achieved: Job descriptions finalized
	Personnel performance appraisal system	<ul style="list-style-type: none"> Adopt forms and SOPs for appraisal system Help staff secure QS management adoption of proposed SOPs Train 2 ToTs in 1 workshop on new performance appraisal system 	<ul style="list-style-type: none"> Not Achieved: Forms and SOPs proposed to MoP HQ, still awaiting formal acceptance Not Achieved: SOPs not yet proposed to Al Quds management Not Achieved: Training session was postponed due to security concerns
	Manpower planning system	<ul style="list-style-type: none"> Assist QS staff to draft plan for development and installation of manpower planning system Customize manpower assessment methodology and forms to meet QS needs Help gain QS approval of assessment process and system design Provide 2 workshops for 10 staff in how to conduct manpower assessments 	<ul style="list-style-type: none"> Not Achieved: Manpower Planning System plan not drafted. A key meeting between MoP DG and USAID/Tatweer HR advisors was delayed due to security concerns. Not Achieved: Methodology not customized yet based on above Not Achieved: Al Quds approval not yet requested Not Achieved: Workshops delayed due to security concerns
	HRMS system	Coordinate QS staff to complete entry of personnel records for transition to automated HRMS	Achieved: Personnel records data entered
Proportion of priority systems improvements in information technology management implemented	QS participation in .NET Application Development Academy	3 QS IT staff complete Academy core courses	Achieved: 3 QS IT staff completed round one and 3 QS IT staff completed round two of .NET Academy

Performance Indicators	Activities	March 2010 Expected Results	March 2010 Actual Results
by ministries (central/provincial)	Assist QS to become certified training center in ICDL, CISCO, Oracle, Microsoft, CIW, and CompTIA	Certification requirements satisfied and completed	Cancelled: This task has been revised and split into two activities in the 2010 work plan: ICDL and Microsoft Academy
	Conduct specialized workshops in database management, data modeling, and web network security for QS staff	Web and network security workshops conducted	Cancelled: Al Quds has changed priorities and will not continue with this activity at this time
Proportion of priority systems improvements in leadership and communication implemented by ministries (central/provincial)	Improvements to communication and outreach	Train 3 provincial staff on communication skills	Achieved: 5 provincial staff trained
Number of units/departments in ministries and executive offices with institutionalized self-assessment process [Cumulative]	Organizational self-assessment and transformation	<ul style="list-style-type: none"> Finalize Self-Assessment Benchmark Report (Phase 2 Step 3) Share Benchmark Report with QS leadership (Phase 2 Step 3) Provide general support to MoP OSTP team to execute organizational improvement action plan (Phase 4 Step 1) 	Not Achieved: There exists a general MoP OSTP team consisting of selected staff from MoP HQ, COSIT, and COSQC. This team implements activities related to the 3 institutions. Expected results have only been achieved for COSQC

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

Sub-IR 10.1.3 Indicators:

Ministry Training Centers Strengthened

Number of ministries that have established a public administration training program [Cumulative]	Training needs analysis and curriculum development	<ul style="list-style-type: none"> Deliver one three-week Training Analyst course for two QS staff Provide TA to analysts in conducting one training needs assessment Provide TA to analysts in the design of two courses and training materials 	<ul style="list-style-type: none"> Achieved: 2 Al Quds participants completed Training Analyst course Achieved: TA provided in conducting needs assessment Achieved: TA provided in designing courses and training materials
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Operational Effectiveness Indicators

	Library expansion	<ul style="list-style-type: none"> Develop list of required books in consultation with IT professionals Contact publishers and distributors 	<ul style="list-style-type: none"> Achieved: Book list assembled Not Achieved: Publishers not yet contacted
	Master Trainers	<ul style="list-style-type: none"> Draft utilization plan for master trainers following completion of training Develop selection criteria for master trainer candidates Contact international training and certifying agency Prepare PAF 	<ul style="list-style-type: none"> Achieved: Utilization plan developed Achieved: Candidate selection criteria determined Achieved: International certifying agency contacted Achieved: PAF prepared and submitted.

Performance Indicators	Activities	March 2010 Expected Results	March 2010 Actual Results
	Certified ICDL training and test center	<ul style="list-style-type: none"> Commence communications with ICDL GCC and satisfy requirements QS purchases skill cards from ICDL GCC 	<ul style="list-style-type: none"> Achieved: ICDL GCC contacted and requirements satisfied Not Achieved: ICDL skill cards not yet ordered due to QS delay in securing funds
	Certified Microsoft Academy center	Assist to register with Microsoft and receive training materials	Achieved: Registered and training materials received
	Transition to new Gol administration	<ul style="list-style-type: none"> Prepare briefing materials and be responsive to requests for assistance regarding the GOI transition Assist relevant ministerial/EO offices to prepare USAID/Tatweer briefing materials 	<ul style="list-style-type: none"> Achieved: Ministerial Transition brochure of USAID/Tatweer achievements drafted Achieved: Briefing materials prepared

CONTEXT AND OBSTACLES ENCOUNTERED

The heightened security situation and increased threat levels during the election period caused the delay of several trips and scheduled meetings with MoP. While these circumstances were only a relatively mild impediment, time is an irreplaceable resource and rescheduling a single meeting can have a detrimental slowdown effect on a number of activities. The situation also impacted USAID/Tatweer's provincial activities, particularly as centralized meetings between numerous parties that were scheduled to take place in Baghdad were delayed or under-attended.

COSQC: USAID/Tatweer has had some considerable challenges in recruiting expert consultants for their work with COSQC in the fields of laboratory accreditation, standards, and metrology. Due to the highly specialized nature of these fields, the candidate pool is not as broad and the difficulties of recruiting to work in Iraq are more pronounced. Many of the queried consultants noted that concerns over the security situation in Iraq were the primary deterrent to them accepting a position with USAID/Tatweer.

COSIT: The departure of USAID/Tatweer's COSIT team leader and key advisor has had some impact on USAID/Tatweer's 2010 COSIT work plan, however, the gap has largely been filled by staff already on-hand.

Al Quds School: The shared-cost procurement of 100 ICDL skill cards has been slightly delayed due to QS taking some time to determine how to secure their committed funding.

MINISTRY OF PLANNING – KURDISTAN REGIONAL GOVERNMENT (MOP-KRG)

CENTRAL MINISTRY HIGHLIGHTS

USAID/Tatweer and the MoP-KRG held a kickoff meeting to inaugurate the beginning of technical assistance to MoP-KRG. The meeting was attended by USAID/Tatweer, the Minister of Planning-KRG, and senior MoP-KRG staff and left USAID/Tatweer poised to substantially increase its engagement with the Ministry. The Minister expressed a particular interest in tools and systems developed by USAID/Tatweer for the MoP in Baghdad.

During the first week of February, USAID/Tatweer conducted a rapid on-site needs assessment at MoP-KRG which included interviews, breakout meetings, and focus group sessions with key ministry staff. The needs assessment gave a clear depiction of the Ministry's current status, and many identified issues are easily resolvable through applying solutions developed by USAID/Tatweer for use with the MoP in Baghdad. One quick, high-impact result of USAID/Tatweer's collaboration with MoP-KRG was the Minister's approval of the creation of a Public Contracts Directorate. The directorate was created in a remarkably short time, especially given the bureaucratic and potentially contentious agency approval and creation process. At the request of MoP-KRG, USAID/Tatweer has already begun providing technical assistance and training to staff of the newly-formed directorate.

During a visit in March, USAID/Tatweer presented the Kurdistan Regional Statistics Office (KRSO) with a restructuring plan and a new organizational structure. The plan is currently under study by the KRSO, but the head

of KRSO decided to move forward with restructuring the National Accounts Department as well to start immediately producing a 2010 statistics calendar with USAID/*Tatweer* assistance.

USAID/*Tatweer* also began providing technical assistance to the Directorate of Planning Preparation and Coordination (DPPC). A five-part presentation was handed over to the Minister and the DG of the DPPC, including a pair medium-range planning models (one top-down, the other bottom-up) for the ministry to review. USAID/*Tatweer's* presentation also provided some technical insight into the steps of planning as well as theoretical background on institutional frameworks and the logical sequence of activities for effective planning.

USAID/*Tatweer's* senior IT advisor conducted a site visit and finalized an IT restructuring plan for the ministry, including consolidating their IT resources under a single department within the directorate for Development Cooperation. A comprehensive assessment was conducted and resulted in the identification of several areas of improvement, including upgrading network infrastructure, designating servers for specific uses, and consolidating the four MoP-KRG websites into a single, unified site.

Finally, USAID/*Tatweer* conducted a preliminary assessment for implementing the GAD system at MoP-KRG, including meetings with relevant ministry staff, an evaluation of the systems present, and ascertaining the modifications necessary for GAD implementation in the ministry.

Table 11: MoP-KRG Reporting Matrix

Performance Indicators	Activities	March 2010 Expected Results	March 2010 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 (central/provincial)	Personnel performance appraisal system	Adopt forms and SOPs for appraisal system	Not Achieved: USAID/ <i>Tatweer</i> re-scheduled to visit MoP-KRG next quarter to propose forms and SOPs
	Manpower planning system	Assist MoP staff draft plan for development and inception of manpower planning system	Not Achieved: USAID/ <i>Tatweer</i> re-scheduled to visit MoP-KRG next quarter to assist in draft planning for Manpower planning system.
	HRMS system implemented	Install HRMS software	Not Achieved: USAID/ <i>Tatweer</i> re-scheduled to visit MoP-KRG next quarter to install HRMS software.
Proportion of priority systems improvements in fiscal management implemented by ministries (central/provincial)	Public Contracts Directorate	<ul style="list-style-type: none"> Define requirements and propose recommendations Job descriptions developed Proposed organizational chart developed 	<ul style="list-style-type: none"> Achieved: Requirements and recommendations defined Achieved: Job descriptions created Achieved: Organizational chart for Public Contracts Directorate proposed, approved, and created
	Contractor Classification Application (CCA)	Identify system requirements	Achieved: CCA requirements determined as part of initial needs assessment
Proportion of priority systems improvements in information technology management implemented by ministries (central/provincial)	Redesign of internal IT networks, applications and organizations	Assess current network and applications	Achieved: Assessment of networks and applications complete, written report in progress
	Inventory Management System (IMS)	Assess requirements for implementing IMS	Achieved: IMS requirements determined as part of initial needs assessment
	Archiving system	Assess requirements for implementing an archiving system	Achieved: Archiving System requirements determined as part of initial needs assessment
Proportion of priority systems improvements in project management	Planning capacity	Present different planning models to adopt for the region	Achieved: Five part-presentation delivered including two medium-term planning models

Performance Indicators	Activities	March 2010 Expected Results	March 2010 Actual Results
implemented by ministries (central/provincial)	Feasibility study capacity	<ul style="list-style-type: none"> Prepare organizational structure and functionality of a Feasibility Studies Unit (FSU) Obtain minister's approval on establishing a FSU Determine staffing requirements for the newly established unit 	<ul style="list-style-type: none"> Achieved: Draft organizational chart and staffing requirements for generic FSU completed. Not Achieved: Minister's approval expected next quarter Not Achieved: Staffing requirements currently being developed
	Electronic Request for Investment Database (ERIDO)	Identify system requirements	Achieved: ERIDO system requirements determined
	Knowledge Base	Assist in collection of laws and regulations	Achieved: Laws and regulations collected for Knowledge Base
Sub-IR 10.1.3 : Project Result 3: Public Administration Training Capacity Expanded			
Sub-IR 10.1.3 Indicators:			
Ministry Training Centers Strengthened			
Number of ministries that have established a public administration training program [Cumulative]	Training Management System Software (TMSS)	Complete needs assessment	Achieved: Training management needs assessment conducted
Operational Effectiveness Indicators			
	Reorganization of functions and departments at Kurdistan Regional Statistical Office (KRSO)	Conduct needs assessments and prepare a proposal to reorganize the KRSO	Achieved: Proposal submitted to reorganize KRSO and statistical functions
	Improvement of National Accounts Statistics	Conduct workshop for KRSO on the 2008 National Accounts System	Achieved: Workshop conducted on 2008 National Accounts System.

CONTEXT AND OBSTACLES ENCOUNTERED

USAID/*Tatweer's* provision of direct technical assistance to the MoP-KRG was proposed in mid-January, and formal agreement and the initial needs assessment took place during the first week of February. The level of cooperation from MoP-KRG has been extraordinary; however, the truncated period of actual working time during the quarter has placed constraints on completion of some activities. Additionally, the heightened security situation, increased threat levels, and pre-occupation of GoI officials with the recent elections has also impacted progress. Each activity or task left incomplete for this quarter is scheduled to be complete during the next quarter.

MINISTRY OF WATER RESOURCES (MOWR)

CENTRAL MINISTRY HIGHLIGHTS

USAID/*Tatweer* continued to work on preparation of ISO documented procedures of three General Directorates being reviewed by external auditor and incorporating suggestions into the procedures. USAID/*Tatweer* has reached an agreement with the Ministry to commence ISO operations with five new directorates, for a total of 17 General Directorates and the Ministry Training Center.

USAID/*Tatweer* provided a preliminary GIS course for 20 MoWR staff. Ten staff who completed the preliminary course are currently attending upper-level GIS courses that will help them to utilize the GIS equipment supplied to strengthen MoWR GIS Centers. The participants will also be encouraged to develop themselves as GIS Trainers.

USAID/*Tatweer* conducted technical site assessments of IT operating environments in the General Directorate for Surveying and in the Center for Recreation of Iraqi Marshlands. Two IT Departments and two GIS Centers in the General-Directorate of Surveying and in the Center for Recreation of Iraqi Marshlands were evaluated for their

capability to design and manage IT resources in general and information systems in particular. This evaluation provided a basis for designing an effective intervention strategy for improving information technology systems in these departments.

USAID/*Tatweer* conducted Training Management and IT Management courses which were attended by participants from MoWR. Four of the participants, designated as IT ToTs, completed the competency level IT Management training course, designed to allow mid-level managers to understand how to align information and communication technology with organizational needs and goals.

USAID/*Tatweer* discussed the operations of the maintenance unit of the MoWR IT Center and creation of a standardized Help Desk with the MoWR IT Executive Manager and local IT engineers. The activity helped clarify how the maintenance unit provides technical support to employees, and aided in the development of a standardized network topology to aid maintenance staff in diagnosing computer and network problems. USAID/*Tatweer* provided technical assistance to MoWR for review of a proposal to implement a metropolitan area network to connect the National Center for Water Resources Management and the General Directorate of Operation of Irrigation and Draining Projects with MoWR HQ. USAID/*Tatweer* presented functional and technical requirements to the IT Executive Manager.

At the request of the DG of the General Directorate of Engineering Design, USAID/*Tatweer* conducted an OSTP Vision, Mission, and Values (VMV) workshop to help participants implement solution maps developed by the MoWR OSTP team. Following the successful workshop, USAID/*Tatweer* obtained permission to continue the OSTP process with this General Directorate. USAID/*Tatweer* also conducted a strategic planning workshop for ToTs and OSTP team members to enhance the capability of the MoWR OSTP team to conduct strategic planning exercises within their general directorates.

A final report on proposal writing, which reflects the training and mentoring assistance that has been provided by USAID/*Tatweer* advisors, was received from the Ministry. At least 10 ministry staff now have the necessary skills to produce proposals independently.

The DG of Finance issued a letter to all General Directorates in Baghdad and Directorates in the provinces to ensure that the Directorates bear the cost of training expenses to the maximum extent possible. In addition, MoWR ToTs continued to conduct roll out courses in Primavera, Procurement, Proposal Writing, and Budget in the provinces. The ToTs, with active assistance from USAID/*Tatweer*, have produced training materials for a Fundamentals of Remote Sensing and GIS Competency course and are developing a training schedule for the course. The Ministry has recommended 58 ToTs trained by the Ministry in various core areas for evaluation by NCCMD. Two MoWR participants from Baghdad province successfully completed the ToT course in Leadership and Communications and Standard Operating Procedures.

The Strategic Plan for the Sadar Canal Training Centre has been finalized by the committee appointed by USAID/*Tatweer* point of contact who has made final comments. The Ministry has passed the plan on to the Manager of the Training and Development Center for incorporation. A draft Strategic Plan for the National Water Management Centre has also been completed and submitted for circulation in the Ministry and among stakeholders.

PROVINCIAL ACTIVITY HIGHLIGHTS

USAID/*Tatweer* conducted a job description workshop for participants from Dhi Qar to enable them to prepare job descriptions for project activity related to the Hor Abu-ziriq moorage pilot project. USAID/*Tatweer* is also providing technical assistance for finalizing initial draft feasibility studies for the Bany Hassan Canal Lining project in Najaf and the Hor Abu-ziriq moorage pilot project in Basrah.

USAID/*Tatweer* has conducted a number of strategic planning, SOP, and government communications workshops in Kirkuk, Hilla, Karbala, Mosul, and Babil as part of the ongoing effort to improve communications between MoWR HQ and the provinces. During the workshops, working groups comprised of technical assistants and Directorate planners were formed to develop SOPs and action plans for communications improvements.

USAID/*Tatweer* has finalized an intensive on-the-job training program schedule for Shatt Al-Arab Banks Protection project and has completed a course on report writing. USAID/*Tatweer* has also conducted a project management



workshop in Basrah for the Shatt Al-Arab project to explain the goals of the training program, which is completion of a feasibility study for the project. Participants were also briefed on project management concepts and fundamentals and formulation of the feasibility study team. USAID/*Tatweer* has received a commitment from the participants to continue with the training.

USAID/*Tatweer* discussed the overall IT operating environment with the Manager of the provincial IT unit and identified immediate technical assistance needs for the Najaf Directorate of Irrigation and Drainage Projects Operation, Ninawa Directorate of Water Resources, Salah ad Din Directorate of Water Resources, Babil Directorate of Water Resources, and Diwaniyah Directorate of Irrigation and Drainage Projects Operation.

Table 12: MoWR Reporting Matrix

Performance Indicators	Activities	March 2010 Expected Results	March 2010 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 (central/provincial)	New HR department at the center and provincial levels	<ul style="list-style-type: none"> Provide 2 workshops for 50 ministry and provincial staff to explain order to establish HRD and status of civil service law Assist ministry to prepare ministerial order to implement establishment of HRD Help to form HRD transition working group 	Not Achieved: Due to program workload, all HRD activities expected to start next quarter
	HR management skills	Conduct 1 workshop on competency/advanced HR skills for 25 staff from northern provinces	Achieved: 2 Workshops conducted with participants from Sulaymaniyah, Diyala, Kirkuk, Mosul, and Anbar
	HR ToTs	Conduct training for 8 ToT's in HR	Achieved: 1 workshop conducted and 9 ToTs trained
	Personnel performance appraisal system	<ul style="list-style-type: none"> Adopt forms and SOPs for appraisal system Help staff secure ministry management adoption of proposed SOPs Train ToTs in 3 workshops on new performance appraisal system 	<ul style="list-style-type: none"> Achieved: Forms and SOP adopted Achieved: Ministry approval secured Achieved: 3 workshops conducted (1 workshop conducted by USAID/<i>Tatweer</i> and 2 workshops conducted by MoWR personnel trained on PAS)
	Manpower planning system	<ul style="list-style-type: none"> Assist ministry staff draft plan for development and installation of manpower planning system Customize manpower assessment methodology and forms to meet ministry needs Help gain ministry approval of assessment process and system design Provide workshops for staff in how to conduct manpower assessments 	<ul style="list-style-type: none"> Achieved: MPS Plan drafted Not Achieved: Forms developed, customization in progress Achieved: Approval obtained Achieved: 1 workshop provided to help in conducting manpower assessments
Proportion of priority systems improvements in fiscal management implemented by ministries (central/provincial)	Procurement management skills	Conduct 1 workshop to upgrade skills of 25 staff from northern provinces	Achieved: 1 workshop conducted with participants from Sulaymaniyah, Diyala, Kirkuk, Mosul, and Anbar
	Procurement training of trainers	Conduct training for 8 ToT's in procurement management	Achieved: 1 workshop conducted

Performance Indicators	Activities	March 2010 Expected Results	March 2010 Actual Results
	Preparing tender documents	<ul style="list-style-type: none"> Form team consisting of mid-level and junior managers Technical assistance provided in 2 workshops for analyzing a tender document 	<ul style="list-style-type: none"> Achieved: Team formed Achieved: 1 workshop conducted on analyzing a tender
	Coding system	<ul style="list-style-type: none"> Form team consisting of mid-level and junior managers Help develop a coding system using on the job mentoring workshops for the above team 	<ul style="list-style-type: none"> Achieved: Team formed Achieved: 1 workshop conducted on the use of a coding system and its advantages
	System for posting business opportunities on ministry web page	<ul style="list-style-type: none"> Form team consisting of mid-level and junior managers from Directorate of Contracting & Legal Affairs and Media sections Develop system using on-the-job mentoring workshops with the team 	<ul style="list-style-type: none"> Achieved: Team formed Achieved: 1 workshop conducted on posting business opportunities on web pages and the system requirements to post such items
	Fiscal management and statistics training	Conduct 1 workshop to upgrade skills of 25 staff from northern provinces	Achieved: 1 workshop conducted with participants from Sulaymaniyah, Diyala, Kirkuk, Mosul, and Anbar
	ToT's qualified to deliver (Fiscal Management) training	Conduct training for 8 ToT's in fiscal management	Achieved: Workshop conducted
	Letters of credit	<ul style="list-style-type: none"> Form team consisting of mid-level and junior managers Conduct workshops on how to use present LC procedures 	<ul style="list-style-type: none"> Achieved: Team formed Achieved: Workshop conducted
Proportion of priority systems improvements in information technology management implemented by ministries (central/provincial)	IT infrastructure	<ul style="list-style-type: none"> Select vendor Place order 	<ul style="list-style-type: none"> Achieved: Vendor selected Achieved: Order placed
	MCSE/CISCO/Oracle training	Train 10 staff in MCSE/CISCO/Oracle	Achieved: 10 staff trained
	IT management ToTs	<ul style="list-style-type: none"> Identify and prequalify 3 ministry trainers Coach the trainers to teach the competency-level course 	<ul style="list-style-type: none"> Achieved: Ministry staff prequalified Achieved: ToTs trained and coached.
	Data communication plans for linkages between the center and 4 provinces	<ul style="list-style-type: none"> Gain the support from the IT section managers in Babil, Diyala, Kirkuk and Salah ad Din Establish the purpose and scope of work for project implementation 	<ul style="list-style-type: none"> Achieved: Support gained from IT managers Achieved: Purpose and scope of work for project implementation established for all 4 provinces
	Help desk management operations	<ul style="list-style-type: none"> Assist to benchmark current help desk methods Help develop standardized network topology that assists support personnel in navigating the computer network for diagnostics and repair 	<ul style="list-style-type: none"> Achieved: Benchmarks established Achieved: Topology developed
	ESRI ArcGIS applications and geo-databases	<ul style="list-style-type: none"> Certified GIS trainer for short-term technical assistance arrives in-country Conduct 2 courses of GIS data base concepts 	<ul style="list-style-type: none"> Achieved: GIS trainer arrived Achieved: 2 courses delivered

Performance Indicators	Activities	March 2010 Expected Results	March 2010 Actual Results
	Participation in USAID/Tatweer.NET application development academy and community of practice	Staff complete .NET course cycle	Cancelled: Ministry participants not interested to pursue this further because ministry IT does use the asp.net programs in its applications development
	Provide technical assistance to MoWR to develop IT strategic plan	IT strategy implemented	Not Achieved: Discussions related to short, medium, and long strategies are in final stage
Proportion of priority systems improvements in project management implemented by ministries (central/provincial)	Project management training	Conduct 1 workshop for 25 staff from northern provinces	Achieved: 1 workshop conducted with participants from Sulaymaniyah, Diyala, Kirkuk, Mosul, and Anbar
	Computerized project management skills, such as COMFAR III and Primavera	Conduct 1 workshop for 25 staff from northern provinces	Achieved: 3 workshops conducted with participants from Sulaymaniyah, Diyala, Kirkuk, Mosul, Anbar, and Baghdad
	Project management ToT's	Conduct training for 8 ToT's in project management	Achieved: 12 ToTs trained
	Project Management Mentoring Program (PMMP)	Train 3 groups of 25 people each	Achieved: 3 groups trained
	Mid-Tigris project feasibility study	Conduct 3 workshops of 12 people each on developing feasibility studies	Achieved: 2 workshops conducted; 3rd workshop delayed due to inadequate information
	South Rashidiya irrigation systems and Taji Canal 42 project feasibility study	Conduct 3 workshops on developing feasibility studies	Cancelled: Workshops will not be held because MoWR maintains that feasibility studies are not required for minor rehabilitation projects, which are routinely contained in annual rehabilitation plans.
	Feasibility study for "Analyzing Sedimentation Problems in front of Main Pumping Station" in North Al-Jazeera Project in Ninawa	<ul style="list-style-type: none"> Form team Conduct 2 workshops 	<ul style="list-style-type: none"> Achieved: Team formed Not Achieved: Workshops not conducted due to delay in team formation
	Working groups for capital investment projects	<ul style="list-style-type: none"> Help establish working group for Bani Hassan Canal Lining Project in Najaf Directorate Help establish working group for Abo Zariq Marshlands Project in Dhi Qar Directorate Conduct workshops and on-the-job mentoring Complete initial feasibility study draft 	<ul style="list-style-type: none"> Achieved: Working group established for Bani Hasan Canal Lining project in Najaf Directorate Achieved: Working group established for Abo Zariq Marshlands Project in Dhi Qar Directorate Achieved: 5 Workshops conducted Achieved: Initial feasibility study drafted and being reviewed
Project Management Iraqi Community (PMIC) of Practice website	Register 25 project managers from HQ and provinces	Not Achieved: Registration not complete due to delays in webpage design	

Performance Indicators	Activities	March 2010 Expected Results	March 2010 Actual Results
Proportion of priority systems improvements in leadership and communication implemented by ministries (central/provincial)	Strategic planning for enhanced government communication in 5 provinces: Anbar, Baghdad, Babil, Basrah and Kirkuk	<ul style="list-style-type: none"> • Create provincial/ministry working groups • Assist in development of 2010 action plans for strategic plan development • Present 3 workshops to 30 department and section heads and planners of 5 provincial offices 	<ul style="list-style-type: none"> • Achieved: Working groups formed • Achieved: Action plans prepared • Achieved: 3 workshops conducted for Anbar, Baghdad, Babil, and Kirkuk
	SOP development in 5 provinces: Anbar, Baghdad, Babil, Basrah and Kirkuk	<ul style="list-style-type: none"> • Provide TA in creating provincial working groups • Assist groups to develop action plans for SOP development in 2010 • Present 3 workshops for 30 provincial-level department and section heads and planners in provincial offices 	<ul style="list-style-type: none"> • Achieved: Working groups formed • Achieved: Action plans prepared • Achieved: 3 workshops conducted for Anbar, Baghdad, Babil, and Kirkuk
	Strategic planning procedures to monitor results of tasks 5.1 - 5.2 for provinces of Anbar, Baghdad, Babil, Basrah and Kirkuk	<ul style="list-style-type: none"> • Continue to provide workshops in strategic planning for each of the provincial teams • Action plans approved by Directorates and implementation of action plans to develop strategy by working group initiated 	<ul style="list-style-type: none"> • Achieved: Workshops conducted and results monitored • Not Achieved: Action plans developed and approval of action plans scheduled for next quarter
	Action plans contained in Training Development Center (TDC) strategic plan	Conduct advocacy visits	Achieved: Visits made and discussed implementation of action plans
	Strategic plan to improve short/long term operational capacity of National Center Water Resources	Conduct 2 workshops	Achieved: 2 workshops conducted and Draft Action/ Strategic plan prepared
	Number of units/departments in ministries and executive offices with institutionalized self-assessment process [Cumulative]	Organizational transformation	<ul style="list-style-type: none"> • Reconstitute OSTP team • Provide specific technical support as requested, based on needs identified during execution of action plans in 1 directorate (Phase 4 Step 4)
Self-assessment activities in 2 additional directorates or provinces		Train additional OSTP team members in Self-Assessment methodology	Not Achieved: Ministry has not provided adequate manpower to undertake this job
Sub-IR 10.1.3 : Project Result 3: Public Administration Training Capacity Expanded			
Sub-IR 10.1.3 Indicators:			
Ministry Training Centers Strengthened			
Number of ministries that have established a public administration training program [Cumulative]	Training design and delivery	<ul style="list-style-type: none"> • Assist training center to develop technical and non-technical courses • Gain ministry approval for curriculums 	<ul style="list-style-type: none"> • Achieved: Courses identified; Curriculum developed for two courses on GIS and Remote sensing based on Ministry's involvement and approval • Achieved: Ministry approval gained

Performance Indicators	Activities	March 2010 Expected Results	March 2010 Actual Results
	Organizational training needs systems development	<ul style="list-style-type: none"> Assist training centre to identify training needs 3 participants complete 3-week Training Analyst program 	<ul style="list-style-type: none"> Achieved: Assisted in identifying training needs Achieved: 3 participants completed Training Analyst program
	Training center and provincial training coordination	Provide workshops for ministry and provincial staff on administration and logistical subjects	Achieved: 1 workshop provided on training administration and logistics involved for Baghdad and provincial coordinators
	Evaluation components of the training system	<ul style="list-style-type: none"> Provide technical assistance to ministry and directorate staff to revise processes and systems that incorporate evaluation results in training systems Provide training evaluation programs for 10 staff 	<ul style="list-style-type: none"> Achieved: Evaluation processes assistance provided and Ministry incorporated 3 evaluation processes into its own courses Achieved: 5 staff trained
	TMS/MoP software	<ul style="list-style-type: none"> Determine suitability of ministry and provincial hardware for installation of software Install software 	Cancelled: Ministry systems evaluated and TMS not compatible with the systems available in the ministry so TMS will not be installed
Operational Effectiveness Indicators			
	Implementation of ISO procedures for 12 directorates and companies	<ul style="list-style-type: none"> Form team for internal and external review committee Conduct internal and external review 	<ul style="list-style-type: none"> Achieved: Team formed Achieved: Internal and external review conducted
	Commencement of ISO operations in 5 other directorates/companies	<ul style="list-style-type: none"> Reconstitute the ISO team Conduct process mapping 	<ul style="list-style-type: none"> Achieved: Team reconstituted Not Achieved: Process mapping will be taken up next quarter for time purposes
	SOPs for irrigation systems inventory management program for surveying hydraulic structures	Complete Mussaib area selected survey	Not Achieved: Survey not completed
	SOPs for project life cycle in Najaf, Dhi Qar and Basrah	Complete survey	Not Achieved: SOPs completed in Najaf and Dhi Qar; Basrah is on-going
	Transition to new Gol administration	Prepare briefing materials and be responsive to requests for assistance regarding the Gol transition	Not Achieved: Preparation of materials in progress

CONTEXT AND OBSTACLES ENCOUNTERED

The heightened security situation has been a matter of increasing concern. In addition, USAID/*Tatweer's* interactions with MoWR counterparts during the election period were significantly impacted because MoWR personnel were supervising the elections.

MINISTRY OF ELECTRICITY (MOE)

CENTRAL MINISTRY HIGHLIGHTS

USAID/*Tatweer* conducted two workshops for MoE managers and job description workgroup leaders to follow up on efforts to modernize job descriptions throughout the MoE. Participants discussed how to make draft job descriptions for their directorates as fair and realistic as possible.

Twenty MoE trainers from around the country graduated from a USAID/*Tatweer* ToT course. The course objective was for Ministry trainers to acquire the methodology, knowledge, and skills needed to effectively conduct training courses and perform particular tasks for their training departments. USAID/*Tatweer* received a formal engraved plaque from MoE expressing gratitude for “valuable efforts in training the cadres of our Ministry during the past three years.”

The Minister of Electricity approved a work plan jointly developed by the MoE Training Directorate and USAID/*Tatweer* to design and implement a new Employee Performance Management System (PMS) at MoE. The PMS work plan addresses defects in current performance appraisal forms, outlines objectives of the new PMS, and provides a detailed implementation action plan. In March, HR staff from different MoE directorates in Baghdad and the provinces participated in a USAID/*Tatweer* workshop on Employee Performance Management. The workshop focused on objectives, usage, process, factors, best practices, and case study of performance management.

Twenty MoE finance managers participated in a USAID/*Tatweer* capital budgeting workshop covering development of cash flows and calculation of pay back period, net present value and internal rate of return for development projects.

In February, three senior Iraqi academics representing leading Iraqi engineering schools met with USAID/*Tatweer* to finalize plans to include Integrated Supply Chain Management (ISCM) in the curricula at several of Iraq’s engineering colleges and institutes. USAID/*Tatweer* prepared specific, specialized workshops for twenty-two university lecturers, more than half of whom have doctorate degrees. These lecturers will be responsible for including ISCM in their curricula and teaching this material to MoO and MoE employees within engineering continuing education programs at their universities.

In March, USAID/*Tatweer* conducted the first ISCM workshop with senior faculty members from Almustansiriyah University College of Engineering. Workshop participants, led by the Industrial Engineering College Dean, discussed the purpose, antecedents, importance, and impact of the procurement and contracting function at the Ministries of Oil and Electricity. The workshop analyzed ISCM training materials and considered how best to incorporate them into the university academic curriculum. Later in the month, USAID/*Tatweer* conducted a similar ISCM workshop for nineteen senior faculty members from the University of Baghdad and the University of Nahrain, College of Engineering. This joint effort should significantly broaden familiarity with international best practices in procurement and ensure the sustainability of the ISCM reforms already in place.

The MoE has been invited to present papers at the Middle East-North Africa (MENA) Power Conference, May 24-26, 2010, on the “MoE Safety Equipment Deployment Program” and the “System-wide Application of Computerized Maintenance and Management System (CMMS) in Power Plants.” The MoE has been working closely with USAID/*Tatweer* on both topics. MoE submitted a summary of the proposed presentation and received a favorable response from the conference organizers.

MoE plans to expand the application of Computerized Maintenance Management System (CMMS) at power plants throughout the provinces, and has tasked participants from the four gas-powered plants who received USAID/*Tatweer* CMMS training in 2009 to serve as the advanced group to spearhead the project. In February, USAID/*Tatweer* and MoE agreed to work together to support CMMS implementation efforts: MoE and USAID/*Tatweer* will jointly coordinate deployment of CMMS software to power plants; MoE will support expansion of CMMS training via video tele-conference to certain field locations; and USAID/*Tatweer* will supply monthly progress reports on CMMS deployment efforts to MoE for review. In support of this effort, USAID/*Tatweer* has conducted a number of CMMS workshops for representatives from MoE power plants across Iraq. USAID/*Tatweer* has covered a variety of topics during the workshops, including: reviewing CMMS status and identifying impediments to its application; applying CMMS to construction projects warehouse inventory management; applying CMMS and coding to organize inventory at new construction warehouses; and training and developing ToTs in preparation of deployment of the software in production operations. In March, the Ministry announced that it is translating the MaintSmart CMMS manuals into Arabic, which will allow expansion of CMMS training to an additional 20 power plants.

Seventeen MoO and MoE engineers, senior managers, and translators participated in a week-long USAID/*Tatweer* workshop on International Communication and Protocol. This workshop focused on oral and written



communication standards the Ministries must use to engage with external audiences, such as international corporations and professional associations.

MoE Gas Power Production Projects (GPPP) Directorate and State Company for Oil Projects (SCOP) representatives met with USAID/*Tatweer* to evaluate natural gas supply constraints. MoE power plants at Najaf, Nassariya, Mussaib, Daura, and Taji need natural gas. The strategic gas pipeline from Rumaila field to the Baghdad area is not yet fully operational, but appears close to being able to transport gas once identified bottlenecks are fixed. Participants agreed that MoE will prioritize which power plants should receive natural gas first, and SCOP will hand over the pipeline operation to the state Oil Pipeline Company. Participants estimate gas pipeline reengineering and reconstruction should be completed within three months once these issues are addressed. Participants agreed to try to get South Gas Company planners to meet with MoE and realistically estimate how much dry gas can be delivered to the strategic gas pipeline.

The Minister of Electricity approved roll out of the Public Manager Cycle (PMC) program, including a budget to cover the cost of the training. MoE has appointed the Manager of the Baghdad Training Center and the Training and Development Directorate Manager of Training as the MoE Public Manager Cycle (PMC) team. The PMC roll out will be led by the MoE PMC team with technical and professional support from USAID/*Tatweer*. The MoE PMC team agreed with USAID/*Tatweer* that, pending adequate funding: MoE will utilize the USAID/*Tatweer* participants' entrance level questionnaire, program objectives, course curriculum, and software module for candidates' evaluation; six core competency courses of one week duration will be held at three different training centers; and USAID/*Tatweer* will provide an expatriate trainer for two courses and an Iraqi trainer for the other four courses. USAID/*Tatweer* trainers will assist MoE ToT trainers and oversee training quality.

MoE and USAID/*Tatweer* conducted a survey of key MoE project management (PM) offices to elicit information about the types of training and mentoring needed. The survey results, based on 84 responses, indicated familiarity with existing PM legal requirements and an eagerness to participate in practical, hands-on PM mentoring workshops.

USAID/*Tatweer* received positive feedback from MoE and MoO regarding the New Project Manager (NPM) program workshop held in January. Representatives from SCOP, North Oil Company (NOC), North Gas Company (NGC), Trade Bank of Iraq, MoO HQ and the MoE GPPP Directorate participated in the first NPM workshop covering the impact of the recently signed international oil company contracts. The NPM workshop emphasized the importance of expeditious decision-making, effective interface with foreign contractors on project management responsibilities and the need for MoE to develop a comprehensive policy in response to anticipated electric power demand from the international oil companies.

USAID/*Tatweer* conducted several Training Management courses this quarter. In early February, six MoE participants completed a three-week training analyst and curriculum design course enabling them to conduct training needs assessments, create training analysis reports from these assessments, develop training requirements matrices as part of short range training plans, and design and develop 'in-house' curricula to meet specific ministerial training requirements. Later in the month, seven MoE HR staff and three MoO HR staff completed a Training Evaluation course enabling them to analyze and report on the reaction of trainees to Ministry courses, analyze and report on knowledge and skills obtained from courses, and measure behavioral changes following the courses to evaluate training program effectiveness. In March, two managers from each of MoO and MoE completed a five-day course on Training Policy. The course objective is to provide senior ministry officials with the knowledge and skills to write an effective training policy.



Table 13: MoE Reporting Matrix

Performance Indicators	Activities	March 2010 Expected Results	March 2010 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 (central/provincial)	Job descriptions	Assist in drafting job descriptions for 14 General Directorates in the provinces	Achieved: Draft job descriptions developed for entire ministry including 15 Provincial General Directorates, 8 Baghdad General Directorates, and 10 ministry HQ departments
	Employee performance management system	Train 20 MoE HR staff on performance management systems	Achieved: 22 HR staff trained on performance management systems
	New Human Resources (HR) Department in accordance with the new Civil Service Law	Help develop a plan for new HR department organization structure and function	Achieved: Ministerial order issued to change the personnel divisions at HQ and General Directorates into HR divisions without changing the organization structure
Proportion of priority systems improvements in fiscal management implemented by ministries (central/provincial)	Budgeting and procurement systems improved using the case study of purchasing emissions control equipment for power plants	Conduct 2 workshops on strategy development of equipment and systems to control emissions	Cancelled: MoE's interest shifted away from emissions to inspections training of equipment; 1 inspection workshop conducted
	MoE's Center for Inspection, Safety and Environment's (CISE) ability to procure safety training and equipment	Hold workshop to develop a strategy for expanded safety training using ToTs	Achieved: 3 workshops conducted
	Billing software and procedures	Conduct workshops on modern software applicable to billing procedures	Achieved: 1 workshop conducted on systems development and database planning applicable to billing procedures for 5 MoE staff
	Financial management and budgetary procedures at MoE	Conduct 2 workshops on financial management and budgetary procedures	Achieved: 1 workshop conducted for 20 MoE finance managers
Proportion of priority systems improvements in information technology management implemented by ministries (central/provincial)	Maintenance planning and warehouse inventory management system using CMMS	Train 10 staff from thermal power plants, and others as requested by MoE, in CMMS	Achieved: 14 power plant personnel trained
Proportion of priority systems improvements in project management implemented by ministries (central/provincial)	Expand and transfer New Project Manager (NPM) program from MRC and institutionalize at MoE with focus on skill-sharing between experienced senior managers and new engineers, as well as applying best international PM practices	<ul style="list-style-type: none"> Select ToTAs to learn and help to organize and conduct NPM program Conduct 2 task-based NPM workshops 	<ul style="list-style-type: none"> Achieved: 6 ToTAs selected Achieved: 2 workshops conducted
	Unified system for parts and equipment coding at MoE	Train 10 operators from thermal power plants in KKS method for parts coding	Achieved: 14 power plant personnel trained
	Fuel supply manual (FSM)	Draft FSM completed with input from MoE headquarters and power plants	Shifted: Will be completed in 3rd quarter based on MoE priorities

Performance Indicators	Activities	March 2010 Expected Results	March 2010 Actual Results
	Conduct workshops to develop project management indicators for all new projects in the Ministry	Indicators approved and implemented	Achieved: Workshops conducted, indicators approved and implemented at the plant manager level
Proportion of priority systems improvements in leadership and communication implemented by ministries (central/provincial)	Effective interface and engagement with international companies	Conduct Protocol Workshop for 10 project team managers to enhance ability to communicate with international companies	Achieved: Workshop conducted for 17 project team managers
	Establish Public Manager Cycle program (PMC)	<ul style="list-style-type: none"> Develop PMC curriculum Select candidates Develop evaluation process 	<ul style="list-style-type: none"> Achieved: PMC curriculum (six courses) developed Achieved: Candidates selected Achieved: Evaluation process developed
	Inter-ministerial coordination mechanism at MoE/New Projects Directorate that manages critical challenges, including upcoming fuel supplies for new power plants	Conduct meetings and workshops to ensure inter-ministerial coordination is high priority at MoE	Achieved: 3 meetings, 2 VTC teleconferences, and 2 workshops conducted
	Assist MoE to establish communications system between central ministry and provincial DGs	Standard operating procedures developed for communications protocol	Achieved: Procedures developed and submitted to MoE
Number of units/departments in ministries and executive offices with institutionalized self-assessment process [Cumulative]	Organizational self assessment	Assist in writing action plans for 3 prioritized solutions	Achieved: Action planning workshop conducted with action plans created for 5 prioritized solutions and presented to Ministry leadership

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

Sub-IR 10.1.3 Indicators:

Ministry Training Centers Strengthened

Number of ministries that have established a public administration training program [Cumulative]	Training Directorate training management system	Staff trained on "Needs Analysis and Curriculum Design"	Achieved: 8 staff trained on "Needs Analysis and Curriculum Design"
	MoE's capacity to create training curriculum	Staff trained on "Training Evaluation"	Achieved: 5 staff trained on "Training Evaluation"
	Training Directorate management system compliant with ISO 9001-2008	Provide guidance during the drafting of the Total Quality Manual for MoE Training & Development Directorate that is in compliance with ISO 9001	Achieved: Provided guidance through weekly meetings with MoE Quality Management Team
	MoE training centers support training in USAID/Tatweer core competencies as well as ministry training programs	Identify and quantify the numbers of trainers and skill sets needed	Achieved: Needs identified and 19 MoE trainers participated in ToT training program

Performance Indicators	Activities	March 2010 Expected Results	March 2010 Actual Results
	MoE Training & Development Directorate compliance with ISO 9001-2008, a pilot for the whole MoE	<ul style="list-style-type: none"> Establish ISO Certification Project steering committee Provide assistance to get mission, vision, values, quality policy and quality objectives approved Analyze core service delivery processes and key supporting processes 	<ul style="list-style-type: none"> Achieved: Formed MoE Quality Management Team (QMT) which meets every week with USAID/Tatweer on developing and implementing an ISO 9001:2008 Quality Management System Achieved: Mission, vision and values statement developed, approved and published throughout the directorate; Quality policy and quality objectives still under development Achieved: Analysis of key delivery and support processes initiated
Operational Effectiveness Indicators			
	Transition to new Gol administration	Prepare briefing materials and be responsive to requests for assistance regarding the Gol transition	Achieved: Prepared briefing materials and delivered presentation to Deputy Director
	Review safety manuals available at MoE and assist MoE to revise/prepare new safety manuals	Safety manuals distributed	Achieved: Safety manuals distributed

CONTEXT AND OBSTACLES ENCOUNTERED

The electricity deficit which causes frequent, widespread power outages throughout the country is one of Iraq's most serious economic problems. 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. Obstacles to increasing MoE efficiency are reluctance to adopt a comprehensive, centralized approach to IT strategic planning and move ahead on billing and tariff reform.

MINISTRY OF OIL (MOO)

CENTRAL MINISTRY HIGHLIGHTS

The Manager of Human Resources at SCOP confirmed positive results from recent USAID/Tatweer competency-level Non Destructive Evaluation (NDE) and Construction Management work shops for MoO and MoE inspection personnel. SCOP acknowledged that NDE skills are critical for better administration of the work of its own inspectors and contractors. Proper inspection of MoO facilities under construction or rehabilitation has a significant impact on the probability of personnel injuries and major equipment damage.

MoO Training Directorate and IT staff completed a USAID/Tatweer workshop on the Training Management System Software (TMSS) at COSQC. Participants learned how to install and integrate TMSS with computers currently used by training department staff.

MoO participants completed a three-week Training Analyst and Curriculum Design course enabling them to: conduct training needs assessments, create training analysis reports from these assessments, develop training requirements matrices as part of short range training plans, and design and develop 'in-house' curricula to meet specific ministerial training requirements.

In close consultation with the SCOP Procurement Manager, USAID/Tatweer has developed a third draft of the SCOP Procurement Process Manual to incorporate additional suggestions and relevant best practices. In mid-March, the SCOP Procurement Manager met with USAID/Tatweer to review the final draft of the SCOP

Procurement Process Manual. At the end of March, USAID/*Tatweer* conducted an additional working meeting with the SCOP Procurement Manager regarding the Procurement Manual. It was agreed that this manual will be distributed to five sections to support their activities in terms of flow of information, sharing of knowledge, transparency, audit support, and aiming for standardization in the Procurement Process.

Representatives from the Baghdad Oil Training Institute and the Basrah Oil Training Institute met with USAID/*Tatweer* to move ahead with plans to establish partnerships with international oil training centers. Assistance in providing MoO meter operators with essential training and the purchase of metering simulators are high priorities. USAID/*Tatweer* is assisting the institutes to develop the necessary due diligence criteria and international request for proposal (RFP) standards.

In March, USAID/*Tatweer* conducted the first ISCM workshop with senior faculty members from Almustansiriyah University College of Engineering. Workshop participants, led by the Industrial Engineering College Dean, discussed the purpose, antecedents, importance, and impact of the procurement and contracting function at the Ministries of Oil and Electricity. The workshop analyzed ISCM training materials and considered how best to incorporate them into the university academic curriculum. Later in the month, USAID/*Tatweer* conducted similar ISCM workshops for senior faculty from the University of Baghdad and the University of Nahrain, College of Engineering. The workshops covered topics such as project procurement management, evaluation criteria, cost estimating, and general government contracts approval check lists as part of the proposed continuous education program curriculum. This joint effort should significantly broaden familiarity with international best practices in procurement and ensure the sustainability of the ISCM reforms already in place.

Participants in the current MoO PMC program completed a five-day workshop on IT Management at the Kirkuk Oil Training Institute. MoO provided the main PMC trainer and led the workshop, while USAID/*Tatweer* provided a co-trainer to mentor and evaluate the workshop. NOC hosted the workshop participants at the NOC guest house. The main sessions covered an introduction to the role of IT, including networks, internet, information security, data centers and an overview of Microsoft Word and Excel. The afternoon sessions included visits to NOC facilities, as well as sessions on electronic government and NOC oil production, exploration, and export processes.

USAID/*Tatweer* conducted a Technical Report Writing course for key MoO staff. Classes were well attended with robust participation by twenty-three senior engineers, scientists and managers. Based on participants varying English language comprehension levels, the course focused on ensuring participants could understand the content of technical reports written to international standards and could write executive summaries of such reports. MoO and MoE engineers, senior managers and translators also participated in a week-long USAID/*Tatweer* workshop on International Communication and Protocol. This workshop focused on oral and written communication standards the Ministries must use to engage with external audiences, such as international corporations and professional associations.

Midland Refinery Company (MRC) Training Department hosted a USAID/*Tatweer* presentation before a large audience of engineers and key staff covering technical report writing and communication with international oil companies. In line with a recent MRC directive on report-writing, USAID/*Tatweer* highlighted communicating effectively to the target audience, writing effective executive summaries and following clear strategies to make technical reports readable.

Participants in the current MoO PMC program completed a five-day workshop HR management. USAID/*Tatweer* provided the main HR management trainer and led this workshop, while MoO provided a co-trainer to support and prepare future roll-out. In addition to the main HR management sessions, the workshop covered total quality management, challenges in modernizing the Iraqi civil service and an overview OSTP.

USAID/*Tatweer* conducted one-on-one tutorials with participants in the NPM program, providing guidance on how to most effectively present results and conclusions to NPM task assignments. The NPM tasks assigned to participating engineers are based on actual problems at Daura Refinery. During the one-on-one sessions, NPM participants outlined their data analyses and organized findings and recommendations for inclusion in their final reports. USAID/*Tatweer* will review draft reports to ensure NPM participants fully understand and integrate concepts for effective technical report writing.



Participants in the current MoO PMC program completed a five-day workshop on Project Management at Daura Refinery Company (DRC) Training Department. USAID/*Tatweer* provided the main PM trainer and led this workshop, while MoO provided a co-trainer to support and prepare future roll-out. In addition to the main PM topics, the workshop had sessions on Positive Thinking and Time Management provided by the Manager of Total Quality Management and Performance Management Division at MoO HQ.

Senior SCOP management and SCOP project managers met with USAID/*Tatweer* to review three dimensional modeling, modular engineering and construction, and information management requirements. Modular construction is expected to play a pivotal role in implementing major complex projects in Iraq due to infrastructure limitations, potential bottlenecks and security concerns. The SCOP Project Management team conducted a review and assessment of current integrated project management systems with USAID/*Tatweer* using Chevron practices as a case study. SCOP senior management reviewed with USAID/*Tatweer* construction management requirements, training needs, and identified areas where planned external consultants will need to participate.

SCOP and MoE Gas Power Production Projects (GPPP) Directorate representatives met with USAID/*Tatweer* to evaluate natural gas supply constraints. MoE power plants at Najaf, Nassariya, Mussaib, Daura and Taji need natural gas. The strategic gas pipeline from Rumaila field to the Baghdad area is not yet fully operational, but appears close to being able to transport gas once identified bottlenecks are fixed. Participants agreed that MoE will prioritize which power plants should receive natural gas first and SCOP will hand over the pipeline operation to the state Oil Pipeline Company. Participants estimate gas pipeline reengineering and reconstruction should be completed within three months once these issues are addressed. Participants agreed to try to get South Gas Company planners to meet with MoE and realistically estimate how much dry gas can be delivered to the strategic gas pipeline.

USAID/*Tatweer* received positive feedback from MoO regarding the NPM program workshop held in January. Representatives from SCOP, NOC, NGC, Trade Bank of Iraq, MoO HQ and MoE GPPP Directorate participated in the first NPM workshop covering the impact of the recently signed international oil company contracts. The NPM workshop emphasized the importance of expeditious decision-making, effective interface with foreign contractors on project management responsibilities and the need for MoE to develop a comprehensive policy in response to anticipated electric power demand from the international oil companies.

The DG of the MoO Training and Development Directorate sent USAID/*Tatweer* a formal letter confirming plans to expand in 2010 safety training using MoO ToT's trained by USAID/*Tatweer*. MoO expressed appreciation for safety training provided to 120 employees in 2009. The MoO also sent USAID/*Tatweer* the Gas Filling Company's existing safety manual as part of the collaborative effort to update safety manuals for the various state oil companies in 2010. In response, USAID/*Tatweer* hosted a workshop to upgrade the Gas Filling Company's safety manual. Participants from the Gas Filling Company, South Gas Company, Pipelines Company, and Oil Products Distribution Company wrote procedures to be incorporated in the existing manual including: reporting of accidents, recording of injuries, investigation of accidents, emergency procedures, training, and requirements from contractors and subcontractors.

PROVINCIAL ACTIVITY HIGHLIGHTS

NGC and USAID/*Tatweer* are making progress building the capability of the Kirkuk Oil Training Institute (KOTI) to provide in-country training for a major new control system. Enabling KOTI to provide this training saves NGC the cost of sending personnel to more expensive and time-consuming training abroad.

USAID/*Tatweer* conducted a Stage 1 Introduction to Business Process Analysis workshop with a seven-person team from the NOC planning department. This Stage 1 workshop introduced basic principles of BPA, including familiarization with Bizagi BPA software. The NOC BPA team will now map three high priority processes: employee data management and updates; performance bonuses/compensation; and equipment maintenance.

North Refinery Company (NRC) agreed to work with USAID/*Tatweer* to map and upgrade its procurement process following participation in recent organizational self-assessment transformation process (OSTP) workshops.

Representatives from NGC attended CMMS training in Erbil. The NGC participants included representatives from the Electrical, Mechanical, Controls and HVAC sections of the Maintenance Department.



NOC is working with the Provincial Reconstruction Team (PRT)-Kirkuk to redesign the NOC Sewage Treatment plant, severely damaged during earlier military conflict. NOC has included funds for this project in its capital plan, the PRT is providing design assistance and USAID/*Tatweer* is providing practical project management mentoring. NGC obtained vendor agreement to bring the vendor company staff to Iraq to initiate the process of examining and starting up a major nitrogen plant which was never properly commissioned. NOC management is coordinating with USAID/*Tatweer*, Salah ad Din PRT and MNF-N to improve pipeline repair capability, particularly skilled welding services. Following success in resolving an initial pipeline leak problem, NOC is moving ahead to strengthen its rapid reaction capacity to respond to future pipeline leaks or damage.

The new NOC DG agreed to assign additional staff to work with USAID/*Tatweer* supported projects, particularly in the areas of finance and procurement. NOC environmental and procurement departments prepared a tender to purchase equipment needed to clean up an oily water sewer station based on formats developed in USAID/*Tatweer* workshops.

Table 14: MoO Reporting Matrix

Performance Indicators	Activities	March 2010 Expected Results	March 2010 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 (central/provincial)	Job description system	Finalize job description cards for the entire Ministry and state oil companies	Achieved: Job description cards for the entire Ministry and state oil companies finalized
	Performance Management System	Train key MoO HR staff from multiple oil companies on performance management	Achieved: 31 HR staff trained on employee performance management systems; New employees performance management system developed
Proportion of priority systems improvements in fiscal management implemented by ministries (central/provincial)	MoO Metering Office's operations and planning capability to develop 1-3 year plan	Assist with developing MoO and COSQC medium-range metering plan	Achieved: Assisted in developing medium-range metering plan; "Draft Tender for Metering Consultants" jointly developed and submitted for process review to MoO Metering Department
	Procurement of metering training simulators for oil and gas at the training institutes	Assist oil training institutes to establish partnerships with international oil training centers	Not Achieved: Shifted to 3 rd quarter
	Efficient, transparent procurement and contracting procedures	Hold 1 workshop for state oil companies covering procurement and contracts	Achieved: Utilized different strategy of on-the-job session with SCOP Procurement Manager ;and 19 working sessions at SCOP covering Procurement and Contracts Process;
	In-house capacity to conduct procurement and contracting training at MoO HQ and state oil companies	<ul style="list-style-type: none"> Hold workshop to strengthen training skills of the top 12 candidates in procurement and contracting Train them on TOT methodology 	Shifted: Meeting conducted with DG's Training Directorate Assistant and a tentative plan developed to be executed next quarter for both workshop and training
	Updates and modernization of procurement SOPs at State Company for Oil Projects (SCOP)	Assist SCOP to define measures and updates required to reach international best practices	Achieved: Procurement Process Manual defined and updated with international best practices

Performance Indicators	Activities	March 2010 Expected Results	March 2010 Actual Results
Proportion of priority systems improvements in information technology management implemented by ministries (central/provincial)	IT strategic planning process	<ul style="list-style-type: none"> Assist in the establishment of the IT Executive Committee Ensure the IT systems include a budget and process of developing and analyzing an appropriate budget 	<ul style="list-style-type: none"> Achieved: IT Executive Committee established Achieved: Committee has a budget and budgetary authority needed to implement significant modernization; IT Steering Committee also created which develops, analyzes, and proposes appropriate budget to Executive Committee
	IT Steering Committee guides the development of an IT system that is a fully compatible and systematic approach for the state oil companies	<ul style="list-style-type: none"> Provide assistance to Ministry HQ IT steering committee RFQ for ERP evaluation Train NGC project team in Computerized Maintenance and Inventory Management System (CMMS) software 	<ul style="list-style-type: none"> Achieved: MoO released the RFQ for ERP, responses being reviewed now by the evaluation committees with assistance from USAID/Tatweer Achieved: 4 NGC engineers trained in CMMS MaintSmart software
Proportion of priority systems improvements in project management implemented by ministries (central/provincial)	Project management (PM) function in planning units at state oil companies	Assist MoO companies in developing a comprehensive capital planning process	Achieved: NRC developed a comprehensive listing and prioritization process and scheme for capital planning
	State Company for Oil Projects (SCOP) and international project management standards	Assist SCOP to define scope of work for consultants and upgrades required to reach international best practice levels	Achieved: Scope of work for consultants and upgrades required to reach international best practice levels submitted to SCOP
	New Project Manager (NPM) program expanded from Midlands Refinery Company (MRC) to other state refinery companies	Conduct 2 task-based NPM workshops for managers and engineers	Achieved: 2 workshops conducted
	Project management mentoring program to align PM activities with Project Management Institute (PMI) best practices	Mentor 15 senior staff from South Oil Company (SOC) in PMI best practices	Not Achieved: Mentoring sessions scheduled for SOC next quarter
	Conduct project management workshops for NRC engineers and upgrade PM procedures	Procedures manual implemented	Achieved: Procedures manual published and implemented
	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 Basrah Training Institutes staff mentored on project execution using drilling simulator assembly as case study.	Shifted: Simulator assembly scheduled for third quarter FY 2010 by ministry
Proportion of priority systems improvements in leadership and communication implemented by ministries	Communication and negotiation capabilities with international oil companies	Assist MoO to draft schedule of needs for specific directorates	Achieved: Needs identified including technical report writing, executive summary writing, communication standards, and uniform correspondence protocols



Performance Indicators	Activities	March 2010 Expected Results	March 2010 Actual Results
(central/provincial)	Contract management units at state oil companies with administrative and financial skills required to participate in joint ventures	Establish a contract management unit in oil production companies	Not Achieved: MoO is in the decision process about where oil contracts should be managed (HQ or in the oil production companies)
Number of units/departments in ministries and executive offices with institutionalized self-assessment process [Cumulative]	Organizational self assessment	Conduct initial self-assessment training for South Oil Company (SOC) and Ministry HQ (Phase 1 Step 2)	Achieved: Self-assessment completed for SOC in Basrah; Self-assessment for Ministry HQ also completed
	Assist OPDC to complete self-assessment survey and establish self-assessment process	Action plan developed	Achieved: Action planning workshop conducted with action plans created
Sub-IR 10.1.3 : Project Result 3: Public Administration Training Capacity Expanded			
Sub-IR 10.1.3 Indicators:			
Ministry Training Centers Strengthened			
Number of ministries that have established a public administration training program [Cumulative]	MoO and Oil Training Centers capability to implement training needs analysis process	Conduct training needs assessment	Not Achieved: 13 staff trained but needs assessment not yet conducted by ministry
	Training curriculum development	Analyze MoO training curriculum needs	Not Achieved: 13 staff trained but training curriculum not yet assessed
	Training evaluation process	Support MoO to design and apply a training evaluation pilot program	Not Achieved: 12 staff trained but pilot program not yet set up
	MoO trainers at the state oil companies provide training in core competencies as well as Ministry training programs	Conduct TOT training for MoO trainers and training programs based on identified needs	Achieved: 18 MoO trainers finished TOT course
	“Modern engineering management” training	Assist the MoO Training Directorate to design a workshop on modern engineering and technology transfer	Achieved: Workshop designed
Operational Effectiveness Indicators			
	Procedures for improved health, safety and environmental management of operations at MoO and the state oil companies, including MRC and SCOP	Conduct workshops to develop strategy to expand and anchor improved safety procedures and inspections	Achieved: 5 workshops conducted to develop strategy, improve safety procedures and inspections, and to upgrade safety manual
	Transition to new Gol administration	<ul style="list-style-type: none"> Prepare briefing materials and be responsive to requests for assistance regarding the Gol transition Assist relevant ministerial/EO offices to prepare USAID/Tatweer briefing materials 	<ul style="list-style-type: none"> Achieved: Briefing materials prepared Achieved: Prepared briefing materials and delivered presentation to Energy Advisor to the Prime Minister

CONTEXT AND OBSTACLES ENCOUNTERED

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 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

This quarter was especially productive for USAID/*Tatweer* in technical assistance implementation. COMSEC's focus has been on streamlining its IT capabilities, and utilized USAID/*Tatweer*'s comprehensive network security assessments to address major network delays and take proactive steps in disallowing non-work related websites from penetrating its network. Employees state that there have been improved internal and external e-mail server reply times, which has improved their functions. COMSEC also approved the extended 2009-2010 work plan that continues activities and improvements in five major areas of public administration that required COMSEC's commitment for sustainability.

COMSEC is ensuring that the National Media Center (NMC) becomes 21st century media monitoring center by cost sharing IT improvements as part of its 2010 budget. USAID/*Tatweer* worked closely with COMSEC to enhance the NMC's media monitoring capability and design a government communications strategy to improve communications with all National executive offices and the MoP-KRG media office. USAID/*Tatweer* trained, delivered, and installed an automated Media Monitoring residential system and web access licenses for the NewsLog media monitoring system to the NMC, COMSEC's Press Advisors office, and several other Executive Offices' media centers. With the aid of an automated media streaming capability, all national executive offices are now able to provide real time reporting on four key elements that will shape the decision making output as it relates to Iraq as an environment for potential foreign investment, provide real time atmospheric on security conditions, and prospect the Pan Arab region's philosophy on the energy sector.

USAID/*Tatweer* completed a SOP Development workshop for NMC. Participants from four sections within NMC have completed business process maps and delivered draft SOPs Western media reporting, Arab media reporting, audio-visual reporting, and strategies reporting. All of these SOPs now include a process for information dump and archival capabilities utilizing NewsLog's express report capabilities. Output reporting has been automated to provide reports on strictly Arab media, English media, and Pan Arab media and can automatically be exported in MS Word, PDF, Excel and power point within minutes of setting subject parameters.

Table 15: COMSEC Reporting Matrix

Performance Indicators	Activities	March 2010 Expected Results	March 2010 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 (central/provincial)	Human Resource Department	<ul style="list-style-type: none"> Provide 1 workshops for 10 Secretariat staff to explain order to establish HRD and status of civil service law Assist COMSEC to prepare order to implement establishment of HRD Help to form HRD transition working group 	<ul style="list-style-type: none"> Achieved: Meeting held to review and explain Civil Service Reform Law Achieved: Order to rename Directorate of Personnel to Human Resources Directorate mandated and implemented Achieved: Working group created by Higher Commission
	Job descriptions	<ul style="list-style-type: none"> Assist Secretariat staff draft plan for development and installation of performance appraisal system Help gain Secretariat approval of performance appraisal system design Provide continuing TA to staff writing job descriptions in 4 directorates 	<ul style="list-style-type: none"> Not Achieved: Performance appraisal procedures introduced; Non-automated system currently in use Not Achieved: Approval not yet secured Achieved: TA provided to staff on writing job descriptions in 4 directorates/units and NMC

Performance Indicators	Activities	March 2010 Expected Results	March 2010 Actual Results
	Personnel appraisal system	<ul style="list-style-type: none"> Assist Council to adopt forms and SOPs for appraisal system Help staff secure Council management adoption of proposed SOPs Train ToTs in a 2-day workshops on new performance appraisal system 	<ul style="list-style-type: none"> Achieved: Forms adopted and 2 TOT's identified to review SOPs. Achieved: Formal adoption of SOPs not yet approved Achieved: ToTs trained in a 2- day workshop on new performance appraisal procedures
Proportion of priority systems improvements in fiscal management implemented by ministries (central/provincial)	Procurement training	<ul style="list-style-type: none"> Mentor 5 mid- to high-level staff Help to map procurement process 	<ul style="list-style-type: none"> Achieved: Staff mentored and procurement SOP process introduced Achieved: Procurement process mapping jointly developed by USAID/Tatweer and COMSEC internal audit team
	Capital budget and finance training	Mentor 5 staff in keeping capital budget in line with yearly budget strategy	Achieved: 5 staff (3 from budget office, 2 from internal audit) mentored on procedures for creating and tracking line item budgets
Proportion of priority systems improvements in information technology management implemented by ministries (central/provincial)	IT security assessment	Assist in development of SOW for external network security assessment	Achieved: Comprehensive IT assessment for internal network systems completed and statement of work developed
	Oracle 10g network administration and development training	Train 3 IT staff in Oracle database administration and development	Achieved: 3 IT staff trained on Oracle database fundamentals
	E-Learning applications in training and development unit	Assist in the procurement of e-Learning applications (Arabic interface)	Achieved: Purchase order in place for E-learning module development.
	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: Procurement not complete; consequently staff not yet trained
Proportion of priority systems improvements in project management implemented by ministries (central/provincial)	Project management and feasibility studies training including COMFAR III software	<ul style="list-style-type: none"> Train 2 staff of Finance Department and Project Monitoring Department in COMFAR III use procedures Test and utilize COMFAR III for feasibility study utilizing pilot project 	<ul style="list-style-type: none"> Achieved: 2 staff from Finance Department and Project Monitoring Department trained on COMFAR III use procedures Achieved: COMFAR III tested, but customization and utilization not complete
Proportion of priority systems improvements in leadership and communication implemented by ministries (central/provincial)	Government communications (GC)	<ul style="list-style-type: none"> Help create EO working group Assist in completing action plans for year 2010 Conduct workshops for 15 personnel in government communications with a module on decentralization 	<ul style="list-style-type: none"> Achieved: GC working group formed for the Directorate of Government Coordination; Not Achieved: Action plans will be completed during workshops Shifted: Workshops shifted to next quarter at request of SG



Performance Indicators	Activities	March 2010 Expected Results	March 2010 Actual Results
	Draft SOP development	<ul style="list-style-type: none"> Assist in creating EO working group Assist in completing action plans for year 2010 Help obtain action plan approvals by directorates Help begin implementation of action plans to draft SOPs 	<ul style="list-style-type: none"> Achieved: Government Coordination working group created Achieved: Action plans are approved Not Achieved: Approval on hold until new administration takes office Not Achieved: SOP action plans in place and managed by the internal audit and monitoring department; Implementation delayed until new administration takes office
	Strategic planning	<ul style="list-style-type: none"> Deliver strategic planning and government communications sessions to the newly appointed COMSEC leadership with emphasis on NCD program sustainability strategy Help create EO working group Assist in completing action plans for year 2010 to create and SP committee/unit/section 	Not Achieved: Activities dependant on new administration taking office and rescheduled for later in year
	Unified National Government Communications Strategy and National Conference for presentation of Strategy	<ul style="list-style-type: none"> Help create EO working group including new members of the new administration Help complete action plans for year 2010 utilizing Gantt Chart to create and SP committee/unit/section Action plans approved by EO and implementation of action plans to develop strategy by working group initiated (strategy will cover indicator 5.1-5.2) 	Not Achieved: Activities dependant on new administration taking office and rescheduled for later in year
	National Media Center's (NMC) media monitoring and archival system	<ul style="list-style-type: none"> Assist in archiving and getting media monitoring policies in place Help develop and approve procedures Train 10 of staff in Media Report Generation. 	<ul style="list-style-type: none"> Achieved: Media Monitoring draft policies completed Not Achieved: Policies not yet finalized and approved Achieved: 10 staff trained in Media Report Generation
	NMC's communications center's/directorate's organizational structure and processes	<ul style="list-style-type: none"> Work with NMC to reorganize communications center/directorate structure with improved responsibilities and new organizational structure and seek approval An audio-visual and photography unit for funding in 2011 budget will be proposed in the new structure 	<ul style="list-style-type: none"> Not Achieved: Draft reorganization structure developed and proposed at this stage Achieved: Audio-visual systems upgraded to improve TV channel coverage and recordings. System is now digitized.
	NMC's communications strategy	Conduct workshop for 22 NMC personnel	Achieved: Small group sessions delivered to five sections of NMC with over 22 participants



Performance Indicators	Activities	March 2010 Expected Results	March 2010 Actual Results
	Expanding role of NMC to include dissemination of national policy	Conduct workshop for 10 NMC personnel in economic and security trends in the PAN Arab region as it relates to Iraq.	Achieved: Workshop conducted for 10 NMC personnel on economic and security trends reporting
	Tracking public service improvements and report findings to press office	<ul style="list-style-type: none"> Provide center with follow-up mini workshops for media planning sessions and report writing Assist the National Media Center to generate first report on Iraqi atmospherics (government, economics, media, security, and public opinion trends) 	<ul style="list-style-type: none"> Achieved: Follow-up mini workshops for media planning and report writing delivered Achieved: TA provided at NMC to generate first report on Iraqi atmospherics
	Assist COMSEC to identify strategists, form a strategic unit, and develop strategic plan	5 strategists identified	Achieved: 5 strategists identified (1 from Training & Development, 2 from Citizens Affairs, 2 from Internal Audit directorate, and 1 from IT department)
	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	Achieved: 1 draft Government Communications strategy developed for Public Affairs Directorate
Number of units/departments in ministries and executive offices with institutionalized self-assessment process [Cumulative]	Organizational self assessment	<ul style="list-style-type: none"> Compile and analyze the self-assessment Assist in writing the Self-Assessment Benchmark Report for the Administrative directorate 	<ul style="list-style-type: none"> Not Achieved: Survey compilation in progress Not Achieved: Self-Assessment survey collection not complete

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

Sub-IR 10.1.3 Indicators:

Ministry Training Centers Strengthened

Number of ministries that have established a public administration training program [Cumulative]	Quarterly training plans for all departments and Executive Offices	Complete 2 working sessions on preparation of quarterly training schedule for core areas	Achieved: Quarterly training plan for COMSEC and EO resources sharing completed
	Training management system software (TMSS)	<ul style="list-style-type: none"> Help customize MoP Oracle 10G software to COMSEC needs Conduct workshops for 6 system users on data entry, analysis and reporting 	<ul style="list-style-type: none"> Not Achieved: Assessment completed, customization expected next quarter. Not Achieved: Workshops will be conducted following customization

Operational Effectiveness Indicators

	Institutionalize monitoring and evaluation procedures	<ul style="list-style-type: none"> Conduct one week-long workshop for 8 personnel of the training and development and internal audit departments on monitoring and evaluation Provide COMSEC's M&E team with field service internship with USAID/Tatweer (residential service, 1 employee from M&E) 	<ul style="list-style-type: none"> Not Achieved: However, introductory sessions were conducted Not Achieved: COMSEC postponed activity based on workload
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Performance Indicators	Activities	March 2010 Expected Results	March 2010 Actual Results
	Public policy analysis capacity	<ul style="list-style-type: none"> • Help to organize a COMSEC policy analysis team • Conduct one workshop for 8 policy team members on principles and techniques of public policy analysis 	<ul style="list-style-type: none"> • Achieved: 12 mid- to high level civil servants formed a working team on policy analysis • Series of policy development seminars provided for more than 12 COMSEC participants
	MS Office "Access" software to track public services	Conduct follow-up tracking meeting	Achieved: Follow- up mentoring meeting conducted with Citizens Affairs department
	Transition to new GoI administration	Prepare briefing materials and be responsive to requests for assistance regarding the GoI transition	Achieved: As agreed with USAID, DFID took charge of this area and conducted several transitional sessions.
	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	Achieved: Delivered and installed automated Media Monitoring system and web access licenses for NewsLog media monitoring system to COMSEC Press Advisors office, DPMO-S, Media Office, Diwan's Media Office, VPO Media Center, and the KRG's MoP Media offices.

CONTEXT AND OBSTACLES ENCOUNTERED

The USAID/*Tatweer* OSTP component remained a weak deliverable, in part due to the reallocation of COMSEC staff to the leadership transitional team tasked with preparing a report for the newly elected administration. The OSTP team will resume activities next quarter.

PRESIDENCY COUNCIL (PC)

HIGHLIGHTS

USAID/*Tatweer* delivered a series of workshops on international arbitration at the Presidency Diwan (PD). The Chairman of the National Investment Commission (NIC) provided a brief history on the need for arbitration. Officials from the PD, NIC, the Ministry of State for Parliamentary Affairs, the Prime Minister's Advisory Council (PMAC), VPO-Adel Abdul-Mahdi, and COMSEC attended the workshop. USAID/*Tatweer* also delivered the first of a series of workshops on public policy development at the PD's training center. This workshop series will continue throughout the year.

The Presidency Diwan (PD) hosted a USAID/*Tatweer*-cosponsored workshop series on International Arbitration held in the PD training center. The workshops were attended by senior officials from all GoI Executive Offices as well as members of the Shur'a Council, the Ministry of State for Parliamentary Affairs, the Dean of Baghdad University Law School, and the Council of Representatives' (COR) Legal Committee.

USAID/*Tatweer* delivered the first in a series of highly technical Management of Document Classification workshops at the PD training center. The session was attended by senior officials of both Vice President's Offices, senior PD officials, and COR staff. The workshop presented various issues related to management of document classifications and covered several types and categories of message classification. The session was conducted in Arabic and included case studies to illustrate the differences in message content and sensitivity.

USAID/*Tatweer* hosted two workshops designed to improve training management, Training Policy and Training Analysis, both of which were attended by an official from the PD Planning and Development Department. In addition, USAID/*Tatweer* and PD IT staff conducted a site survey of the PD training center's network infrastructure.

Table 16: PC Reporting Matrix

Performance Indicators	Activities	March 2010 Expected Results	March 2010 Actual Results
Sub-IR 10.1.2 : Project Result 2: Ministries Establish More Effective Administrative Systems			
Sub-IR 10.1.2 Indicators:			
Sub-IR 10.1.3 : Project Result 3: Public Administration Training Capacity Expanded			
Sub-IR 10.1.3 Indicators:			
Ministry Training Centers Strengthened			
Number of ministries that have established a public administration training program [Cumulative]	PC Training Center	Assist PC to develop action plan in Training Management System	Achieved: Action plan developed
Operational Effectiveness Indicators			
	Official document classification management system for the PC	Conduct workshop	Achieved: 2 workshops conducted covering issues of classifications, captions, distribution, and level of clearances
	Public Policy Management	Conduct workshop	Achieved: 1 workshop conducted covering issues of constitutional justifications, history, definitions, problem setting, research, and consultations
	International Arbitration	Provide TA on UN, American and Iraqi Arbitration Laws	Not Achieved: Discussions have begun on TA
	Transition to new Gol administration	Prepare briefing materials and be responsive to requests for assistance regarding the Gol transition	Achieved: Presidency Diwan completed first draft of the briefing materials for the next Administration.

CONTEXT AND OBSTACLES ENCOUNTERED

USAID/*Tatweer* has focused on assessing needs within the PD and tailoring workshops and interventions to address those needs.

PRIME MINISTER'S OFFICE (PMO)

HIGHLIGHTS

National Investment Commission (NIC)

“Learning by doing” is USAID/*Tatweer*'s intervention strategy for its collaboration with NIC. USAID/*Tatweer* recommended forming a team with representatives from all departments to undertake BPA and SOP development at NIC. This approach emphasizes the concept of team work, standardization, and decentralization among the directorates by sharing information and exchanging data in order to enhance current administrative processes and procedures. USAID/*Tatweer* is providing training and technical support which will enable the team to go on to develop processes and procedures within their own departments.

USAID/*Tatweer* is providing hands-on technical assistance and IT support to the NIC Economic Department to facilitate internal processes and upgrade procedures. USAID/*Tatweer* has developed a database that will allow NIC to generate a variety of reports and follow up on issues relevant to local and international investors, to generate data about investments by size of investment, location, sector, total investors per location, and product/service, and to list project licenses issued by location and indicate the percentage of local and foreign laborers for each project. USAID/*Tatweer* is also providing hands-on IT support for use of Microsoft Office programs and other daily tasks on request.

Prime Minister's Advisory Council (PMAC)

PMAC staff have participated in USAID/*Tatweer* workshops on international arbitration, management of document classifications, and public policy management. In addition, USAID/*Tatweer*, at the request from the PMAC Chairman, delivered a presentation on the structure, organization, and functions of a dedicated Office of Policy Development in the Prime Minister's offices.

Table 17: NIC–HCED–PMAC Reporting Matrix

Performance Indicators	Activities	March 2010 Expected Results	March 2010 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 (central/provincial)	Human Resource best practices to NIC according to proposed civil service legislation	Conduct analysis to determine which job descriptions need to be developed	Achieved: Determined job descriptions are reviewed and will be developed with coding
Proportion of priority systems improvements in information technology management implemented by ministries (central/provincial)	IT improvements for NIC	Complete IT needs assessment	Achieved: Assessment submitted to NIC and activities identified
	IT improvements for HCED	Complete IT needs assessment	Achieved: Assessment submitted to HCED and activities identified
Proportion of priority systems improvements in leadership and communication implemented by ministries (central/provincial)	Conduct strategic planning workshop for NIC advisors and staff	<ul style="list-style-type: none"> Approve strategic planning committee Initiate drafting the strategic plan 	<ul style="list-style-type: none"> Achieved: Strategic Planning Committee set-up Achieved: Strategic plan draft in progress
	Conduct strategic planning workshop for HCED advisors and staff	<ul style="list-style-type: none"> Approve strategic planning committee Initiate drafting the strategic plan 	<ul style="list-style-type: none"> Achieved: Strategic Planning Committee set-up Achieved: Strategic plan draft in progress
Operational Effectiveness Indicators			
	Management of document classification	Conduct workshop	Achieved: Workshop conducted covering issues of classifications, caption, distribution, and level of clearances
	Public Policy Management	Conduct workshop	Achieved: 1 workshop conducted covering issues of how to organize the Office of Policy Development in the PMO; Delivered 2 workshops covering issues of constitutional justification, history, definitions, research, and consultation
	Standard Operating Procedures for NIC	<ul style="list-style-type: none"> Develop business process analysis at NIC Draft map of the processes at the one-stop-shop 	<ul style="list-style-type: none"> Achieved: Business process analysis continues to all NIC department Achieved: Draft map to OSP
	International arbitration laws	Provide technical assistance (TA) on International arbitration law	Achieved: 5 workshops conducted covering issues of UNCITRAL, American Arbitration Law and Iraqi Arbitration Law
	Transition to new Gol administration	Prepare briefing materials and be responsive to requests for assistance regarding the Gol transition	Achieved: USAID/ <i>Tatweer</i> 's briefing materials completed

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

HIGHLIGHTS

Representatives of the DPMO-EA have been attending a series of management of document classifications and public policy management workshops delivered by USAID/*Tatweer* at COMSEC's training center.

USAID/*Tatweer*, in consultation with the DPMO-EA, has completed 80% of the cabling for the IT network in the new building and completed around 50% of the drops in new offices. These are fundamental to complete IT network. USAID/*Tatweer* has also provided hands-on IT support for Microsoft Office programs and other daily tasks upon request by DPMO-EA.

USAID/*Tatweer* has completed a fiscal management need *assessment* of DPMO-EA and has identified potential areas for intervention and technical support. In addition, USAID/*Tatweer* has provided hands-on support in procurement which has included developing systematic processes to handle shopping procurement and developing forms for receiving and evaluating offers.

Table 18: DPMO-EA Reporting Matrix

Performance Indicators	Activities	March 2010 Expected Results	March 2010 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 information technology management implemented by ministries (central/provincial)	Infrastructure IT network to include cabling, installation, training and testing of equipment in the new DPMO EA building. Equipping the offices with necessary machines and tools to facilitate the daily operations of the offices.	Examining and evaluating the network completed and clarify the work needed such as cabling and drops.	Achieved: Network examined and cabling work continues
Operational Effectiveness Indicators			
	Document classification management system	Conduct workshops	Achieved: 2 workshops conducted covering issues of classifications, captions, distribution, and level of clearances
	Office of public policy management in DPMO-EA	Conduct workshops	Achieved: 2 workshops conducted covering issues of constitutional justifications, history, definitions, problem setting, research, and consultations
	Transition to new Gol administration	Prepare briefing materials and be responsive to requests for assistance regarding the Gol transition	Achieved: USAID/ <i>Tatweer</i> briefing materials prepared



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

HIGHLIGHTS

DPMO-S staff have participated in USAID/*Tatweer* workshops on international arbitration, management of document classifications, and public policy management.

Table 19: DPMO-S Reporting Matrix

Performance Indicators	Activities	March 2010 Expected Results	March 2010 Actual Results
Operational Effectiveness Indicators			
	Document classification management system	Conduct workshop	Achieved: 2 workshops conducted covering issues of classifications, captions, distribution, and level of clearances
	Office of public policy management in DPMO-S	Conduct workshop	Achieved: 2 workshops conducted covering issues of constitutional justifications, history, definitions, problem setting, research, and consultations
	Transition to new Gol administration	Prepare briefing materials and be responsive to requests for assistance regarding the Gol transition	Achieved: USAID/ <i>Tatweer</i> briefing materials ready



D. CROSS-CUTTING TECHNICAL ASSISTANCE

CIVIL SERVICE REFORM (CSR)

CENTRAL MINISTRY HIGHLIGHTS

USAID/*Tatweer* is providing technical assistance to the Joint Coordinating Committee (JCC) established by the Council of Ministers to ensure the implementation of the executive order establishing modern Human Resources Departments. USAID/*Tatweer* is in regular communication with the JCC to answer questions, provide progress reports of implementation in USAID/*Tatweer* partner ministries and agencies, and to mentor JCC members to ensure that HRDs are established in line with the principles contained in the draft civil service law. In an effort to expedite civil service reform, the Council of Ministers issued an Executive Order instructing all ministries, government agencies, and governorates to transform personnel divisions into Human Resources Divisions. Twenty-five ministries, COMSEC, all fifteen provinces, and a large number of additional public agencies have begun implementation of the HRD as mandated by the executive order, as of March 31, 2010.

USAID/*Tatweer* has been assisting the GoI to build a modern, merit based, non-political, ethical, transparent, and representative civil service. To achieve this objective, the reform process started by establishing the Federal Civil Service Commission, introducing a new federal civil service law which takes into consideration the international best practices in this field, and creating civil service institutions capable of managing the new civil service system and training and developing the human capital forming the civil service.

Since 2009, the draft civil service law has been under discussion at the Shura Council. USAID/*Tatweer* is currently assisting the GoI to answer the Shura Council questions and harmonize the draft law with the FSCS law.

USAID/*Tatweer* is also responsible for providing technical assistance to the Federal Civil Service Commission. The FCSC is waiting for the appointment of commissioners by the GoI. However, due to the parliamentary elections, the process has slowed down.

USAID/*Tatweer* is providing technical assistance to its partner ministries as they work through the implementation process. The USAID/*Tatweer* CSR team has been working with ministries to establish effective HRDs by providing new organizational structures with HR units and functions, by providing clear descriptions of HR divisions, functions, and organization, and by training HRD staff in modern HR principles.

PROVINCIAL ACTIVITY HIGHLIGHTS

Human Resources Divisions

USAID/*Tatweer* has been providing technical assistance to Basrah, Baghdad, and Salah ad Din provinces as they work through the process of transforming personnel divisions into HRDs. To date, HRDs have been established in 15 provinces.

Table 20: CSR Reporting Matrix

Performance Indicators	Activities	March 2010 Expected Results	March 2010 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 (central/provincial)	Joint Coordinating Committee (JCC) to coordinate and monitor the creation of Human Resource Departments (HRDs) in ministries	<ul style="list-style-type: none"> Assist with creation of JCC Assist in drafting an Executive Order creating and empowering JCC Assist in drafting JCC Terms of Reference 	<ul style="list-style-type: none"> Achieved: JCC created and members appointed Achieved: Executive Order created and empowered the JCC Achieved: JCC terms of references prepared and adopted



Performance Indicators	Activities	March 2010 Expected Results	March 2010 Actual Results
	Establishment of HRDs in USAID/Tatweer mandated ministries	<ul style="list-style-type: none"> Assist ministries to prepare ministerial order for establishment of HRD Assist in forming ministerial HRD working groups Assist ministries in developing their action plans 	<ul style="list-style-type: none"> Achieved: All USAID/Tatweer – assisted ministries issued ministerial orders establishing HRD Achieved: Working groups were formed with MoP, MoH, NIC, and MoA Achieved: Action plans being discussed with ministries
	Assistance to ministry human resource directors during transition process	<ul style="list-style-type: none"> Help develop monthly meeting schedule and reporting format Assist in preparing and conducting monthly meetings with HRD directors 	<ul style="list-style-type: none"> Not Achieved : Currently working on the schedule and the reporting format Achieved: Assistance provided for monthly meetings
	Training for HRDs staff in job descriptions, classifications, performance evaluations, merit hiring and human resource management	Develop HR training materials for HRDs staff	Achieved: Job description, job evaluation, leadership training materials developed for HRD staff
	Workshops and training sessions for HRD directors on the new civil service legislation and HR policy and management	Design and develop workshops on HR policy and management for HR directors	Achieved: Designed and developed HR leadership workshop
	Pilot projects establishing provincial HRDs in Baghdad, Basrah and Salah ad Din	<ul style="list-style-type: none"> Assist provinces to prepare administrative order for establishment of HRD Assist in forming provincial HRD working groups Assist provinces in developing their action plans 	<ul style="list-style-type: none"> Achieved: All provinces issued administrative order to establish HRD Not Achieved: Provincial activities slowed down a bit due to pressures of time and security issues Not Achieved: Provincial activities slowed down a bit due to pressures of time and security issues
	HRDs in provinces	<ul style="list-style-type: none"> Coordinate with LGP in development of work plans to implement HRD in provinces Provide legislative and implementation materials and related information to facilitate the implementation of HRDs 	<ul style="list-style-type: none"> Not Achieved: Coordination with LGP is underway but work plans not complete. JCC is insisting that all such TA be coordinated and approved by JCC. Not Achieved: TA will be provided through the JCC
	Training courses for federal and provincial top management on civil service reform: legislation, institutions and implementation	Conduct workshops for DGs in 3 ministries/governorates	Not Achieved: Proposed and agreed on with the Joint Coordinating Committee, workshops will hold next quarter
	Workshops for FCSC members and newly appointed staff	Develop CSR workshop materials for newly appointed FCSC members	Not Achieved: This is postponed until members of FCSC are appointed



Performance Indicators	Activities	March 2010 Expected Results	March 2010 Actual Results
	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	Achieved: MOH, MOA, MOP, and NIC
	Assist provincial governments to establish HR departments and train HR staff	2 provincial level HR units established; Provincial level HR staff trained	Achieved: All 15 provinces already established their HRDs Not Achieved: Staff not trained
	Automated National Human Resources Management System (HRMS)	<ul style="list-style-type: none"> Help FCSC develop plan of action for design of national civil service HRMS Conduct survey of current status and needs for national HRMS Develop SOW for HRMS design based on survey results 	Not Achieved: Depends on members of FCSC being appointed
Proportion of priority systems improvements in information technology management implemented by ministries (central/provincial)	FCSC website	Assist with formation of website team	Achieved: Website team formed and work is on the way for the website
	Development of the FCSC	<ul style="list-style-type: none"> Assist FCSC to develop its organizational structure, staff requirements and space/equipment needs Assist in development of first work plan 	<ul style="list-style-type: none"> Achieved: First draft of FCSC's structure is ready Not Achieved: Depends on members of FCSC being appointed
Proportion of priority systems improvements in project management implemented by ministries (central/provincial)	Development of the FCSC	<ul style="list-style-type: none"> Assist FCSC to develop its organizational structure, staff requirements and space/equipment needs Assist in development of first work plan 	<ul style="list-style-type: none"> Achieved: First draft of FCSC's structure is ready Not Achieved: Depends on members of FCSC being appointed
	Rules, regulations and procedures for implementation of Federal Civil Service Commission Law	Assist FCSC identify required regulations, rules and procedures for the FCSC Law	Achieved: List of regulations to be issued prepared for FCSC
	Establishment of Provincial Civil Service Commissions (PCSC) as mandated by FCSC Law	<ul style="list-style-type: none"> Initiate collaborative relationships with provinces Identify provincial counterparts who will provide context/input on legal instruments Assist in developing legal frameworks for PCSCs 	<ul style="list-style-type: none"> Achieved: Relationships initiated Achieved: Provincial council chairpersons are identified Not Achieved: PCSC framework is currently under construction
	Study tours for new FCSC members and key Parliamentarians responsible for civil service legislation	Identify what other donors are doing in this regard. If other donors will provide the study tour, we may assist only where gaps may exist	Achieved: UNDP is planning a study tour for JCC members



Performance Indicators	Activities	March 2010 Expected Results	March 2010 Actual Results
	Passage of the new Civil Service Law	<ul style="list-style-type: none"> Conduct research as requested to inform legislative process Provide TA to Gol to revise and reach consensus on draft civil service law 	<ul style="list-style-type: none"> Achieved: Research conducted Achieved: TA provided to the Gol to revise and reach a consensus on the draft civil service law
Operational Effectiveness Indicators			
	Transition to new Gol administration	<ul style="list-style-type: none"> Prepare briefing materials and be responsive to requests for assistance regarding the Gol transition Assist relevant ministerial/EO offices to prepare USAID/Tatweer briefing materials 	<ul style="list-style-type: none"> Achieved: Briefing materials prepared for Gol transition Not Achieved: JCC has not finalized plans for briefing in-coming administration
	Assist Provincial Councils and Governorates to establish independent provincial civil service system	PCSCs and provincial level HR units formed	Not Achieved: Provincial HRD established in 15 provinces, but PCSCs not formed by Gol

CONTEXT AND OBSTACLES ENCOUNTERED

USAID/Tatweer remains poised to assist the Federal Civil Service Commission (FCSC) once members have been appointed by the GoI. Majority of program activities targeted towards the FCSC have not been achieved since 2009 because FCSC members have not been appointed. Although the Executive Order issued by the Council of Ministers and the establishment of the JCC has helped speed implementation and institutionalization of HRDs, it has also increased the workload for USAID/Tatweer's CSR team and stretched the ability of the team to respond to requests for assistance.

ORGANIZATIONAL SELF ASSESSMENT AND TRANSFORMATION PROGRAM (OSTP)

CENTRAL MINISTRY HIGHLIGHTS

The work of USAID/Tatweer OSTP continues to transition towards the Transformation stage with teams beginning to implement their prioritized solutions and action plans in Phase 4. In support of these implementation efforts, USAID/Tatweer OSTP is beginning to coordinate specific technical skills sessions with other Core Areas of USAID/Tatweer including the Business Process and Quality Management (BPQM) team, the Leadership and Communications team, and the Procurement team.

Activities at three central Ministries typify this type of technical coordination by USAID/Tatweer OSTP. At MoWR, the team identified a need to establish a vision and mission for the Engineering and Designs Directorate. USAID/Tatweer OSTP facilitated a Vision, Mission, and Values workshop with management in that Directorate and coordinated a strategic planning workshop with the MoWR OSTP team, USAID/Tatweer trained MoWR Strategic Planning ToTs and the USAID/Tatweer Strategic Planning team. The USAID/Tatweer MoA team conducted a BPA workshop at request of the MoA OSTP team for key personnel from four directorates to begin process mapping and streamlining. The workshop, led by a USAID/Tatweer-trained MoA trainer, provided basic skills training in BPA using examples from several processes in MoA provincial directorates, which led to discussion around coordinating and standardizing processes across MoA directorates as a possible outcome of their work. Additionally, USAID/Tatweer OSTP engaged the BPQM team in the planning and subsequent phases of the MoE OSTP team's work on the Processes Criterion.

The MoH, MoE, MoO – Oil Products Distribution Company (OPDC), and MoHR are all entering implementation. USAID/Tatweer OSTP expects to continue its coordination of specific technical support as requested.

Two central ministry OSTP teams continue to work in the Self-assessment stage of the program. The MoO HQ OSTP team rapidly progressed through interviews and report writing to complete their first Benchmark Report for the Administration Directorate and to prioritize solutions. The MoO HQ team will do additional assessments of the remaining HQ directorates.

The MoA OSTP team continued with its plan to conduct self-assessments for several MoA directorates, completing a report for the Veterinary Services State Company and writing the first draft of the Animal Supplies State Company. In addition, the MoA OSTP provided follow-up and training for the Kirkuk Agriculture Directorate OSTP team in their Benchmark Report writing process.

PROVINCIAL ACTIVITY HIGHLIGHTS

The USAID/*Tatweer* OSTP team expanded its work in the provinces to include two new provincial OSTP teams: the MoH Maysan Health Directorate and the South Oil Company (SOC) in Basrah. Both new OSTP teams progressed through the Introduction to Self-assessment and the Culture of Excellence phase into data collection quickly. The Maysan Health OSTP team was able to analyze its data and complete its initial draft of the Benchmark Report; the SOC OSTP team compiled its data and will write its Benchmark Report in May. USAID/*Tatweer* OSTP also facilitated the completion of the Kirkuk Agriculture Directorate Benchmark Report in coordination with the core MoA OSTP team. The MoA ADK received approval to move into Transformation planning.

Two of the longest-running OSTP teams, the North Oil Company (NOC) in Kirkuk, and the North Refining Company (NRC) in Beiji, continue to work on solution implementation. Specifically, they are both working on Vision, Mission, and Values within the Leadership Criterion and on Business Process Analysis for Procurement within the Processes Criterion. USAID/*Tatweer* OSTP coordinated with the USAID/*Tatweer* BPQM to provide extensive support for analyzing the current maintenance procurement process at NOC and designing an improved, streamlined “To-Be” state. Towards this end, USAID/*Tatweer* OSTP also engaged the USAID/*Tatweer* Energy Procurement team to provide specific technical advice on procurement as needed by the NOC OSTP.

Table 21: 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
MoA (ADBg)															√
MoA (ARSSC)								√							
MoA (ADK)					√										
MoA (MSSC)								√							
MoA (VSSC)					√										
MoA (ASSC)				√											
MoO (NOC - Planning Division)														√	
MoO (NOC - Finance Division)														√	
MoO (NOC - Whole Company)														√	
MoO (NRC - Beiji - Technical Division)														√	
MoO (NRC - Beiji - Whole Company)														√	
MoO (OPDC - Supply Division)									√						
MoO (OPDC - Whole Company)									√						
MoO (Headquarters)							√								
MoO (SOC)			√												
MoWR (Commercial Affairs Directorate)													√		
MoWR (Engineering Designs Directorate)														√	



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
MoWR (Groundwater Directorate)		√											√		
MoWR (Provinces)	√														
MoH (Training Center)										√					
MoH (Legal and Admin Directorate)								√							
MoH (Maysan)				√											
MoMPW (Sewerage Directorate)							√								
MoMPW (Provinces)	√														
MoHR (Whole Ministry)										√					
MoP (NCCMD)								√							
MoP (Al-Quds School)									√						
MoP (Diwan/HQ)									√						
MoP (COSQC)					√										
MoP (COSIT)	√														
MoP (Provinces)	√														
COMSEC			√												
MoE (Central)									√						
MoE (Provinces)	√														
MoMD (Whole Ministry)								√							
President's Council (VPO)		√													
President's Council (Diwan)	√														
PMO															
DPMO (Services)															

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

CONTEXT AND OBSTACLES ENCOUNTERED

USAID/*Tatweer* OSTP has identified the building of broad-based managerial support across directorates and departments as a key activity for success. USAID/*Tatweer* OSTP conducted a Self-assessment kickoff meeting with the MoO-SOC team with targeted managers to raise awareness, demonstrate DG-level support, and obtain cooperation for their self-assessments. Too, the MoA OSTP conducted a series of kickoff meetings for the targeted MoA state company Self-assessments and for the Kirkuk Agriculture Directorate, which led to a more efficient, participatory data collection and interviewing process. USAID/*Tatweer* OSTP has begun to encourage other Ministry teams to hold similar leadership meetings and symposiums.

As Ministry OSTP teams have started Phase 4 Transformation Implementation, they face the difficult, challenging work of actually making successful changes to their organizations. Progress in most cases has been made in fits and starts, often requiring the regaining of approvals, the allocation of resources, and commitment of time to the various solutions. In addition, the teams often require more specific, technical guidance for their work, which USAID/*Tatweer* can only partially provide. The reality of implementation will necessarily slow the progress of even the best performing OSTP teams going forward.

In two specific cases – COMSEC and the MoMPW -- the larger political environment within the GoI has proved challenging to the work of USAID/*Tatweer* OSTP. For COMSEC, the USAID/*Tatweer* COMSEC and OSTP team are meeting with that group's leadership after the election to assess restarting the program. In the case of MoMPW, the decentralization law for that entity requires the ultimate dissolution of the central Ministry organization, which is USAID/*Tatweer* OSTP's counterpart in the program.

ANTI-CORRUPTION (AC)

CENTRAL MINISTRY HIGHLIGHTS

USAID/*Tatweer* initiated a pilot project in process analysis to improve operations in the Office of the Inspector General (OIG) at MoH. The pilot project resulted in the creation of a process analysis team that subsequently analyzed other processes within the OIG and published SOPs for complaint processing. Under the direction of USAID/*Tatweer*, the MoH IG Team will be expanding to include at least two representatives from every division and will analyze all processes of the OIG which currently employs approximately 450 staff.

PROVINCIAL ACTIVITY HIGHLIGHTS

USAID/*Tatweer*, in conjunction with the Provincial Anti-Corruption Committees (PACC) from 13 provinces, has drafted a Provincial Anti-Corruption Organizational Strategy for implementation at the provincial level. The Organizational Strategy was based upon the national strategy and will be implemented by the Provincial Councils in the coming months.

Table 22: AC Reporting Matrix

Performance Indicators	Activities	March 2010 Expected Results	March 2010 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 (central/provincial)	Standard Operating Procedures (SOPs) for Offices of Inspector General (OIGs)	Complete OIG business process analysis and design at pilot ministry	Achieved: OIG business process analysis and design completed at MoH
	Standardized organizational plan for 13 Provincial Anti-Corruption Committees (PACCs)	<ul style="list-style-type: none"> Draft model organizational plan for PACCs Disseminate model plan to 13 PACCs 	<ul style="list-style-type: none"> Achieved: Model organizational plan for PACC drafted Not Achieved: Awaiting USAID approval before dissemination to PACCs
	SOPs for complaint processing	<ul style="list-style-type: none"> Analysis of IG complaint process Develop SOPs for complaint processing 	<ul style="list-style-type: none"> Achieved: Analysis of IG complaint processing completed Achieved: SOP for complaint processing drafted
Proportion of priority systems improvements in information technology management implemented by ministries (central/provincial)	Anti-corruption website	Develop website	Achieved: Website developed and being loaded with content
	E-mail server for A/C officials at the national level	Provide technical equipment to OIGs	Not Achieved: Procurement shifted to next quarter
	E-mail server for A/C officials at provincial level	Provide technical equipment to PACCs	Not Achieved: Procurement shifted to next quarter
Operational Effectiveness Indicators			
	Transition to new Gol administration	<ul style="list-style-type: none"> Prepare briefing materials and be responsive to requests for assistance regarding the Gol transition Assist relevant ministerial/EO offices to prepare USAID/<i>Tatweer</i> briefing materials 	<ul style="list-style-type: none"> Achieved: Briefing materials for new Gol administration prepared Not Achieved: Awaiting guidance from USAID on appropriate agency to coordinate with
	Current, professional anti-corruption course materials	<ul style="list-style-type: none"> Update and consolidate existing training materials Submit materials to National Academy of Public Administration (NAPA) for validation 	<ul style="list-style-type: none"> Achieved: New A/C Awareness Course developed Achieved: Materials submitted to NAPA for review

Performance Indicators	Activities	March 2010 Expected Results	March 2010 Actual Results
	Provincial IG ministerial staff member training	Train 20 provincial IG ministerial staff members on basic A/C principles from 4 provinces	Achieved: Over 130 provincial IG ministerial staff members trained
	PACC member training	Train 20 PACC members on basic A/C principles from 4 provinces	Achieved: Over 35 PACC members trained
	Council of Representatives (COR) member and Committee on Integrity (COI) staff training	Design and draft training materials	Achieved: Training materials designed and drafted; sent to LSP for review
	Auditing course for IGs, Commission of Public Integrity (CPI) members and Bureau of Supreme Audit (BSA)	Develop training materials for Basic Government Auditing course	Not Achieved: Materials for Basic Government Auditing course under development

CONTEXT AND OBSTACLES ENCOUNTERED

The disruption caused by the national elections reverberated throughout all aspects of government and USAID/*Tatweer* was no exception. For nearly three weeks, no significant functions were considered at the ministerial level. Additionally, as the election drew nigh, access to high ranking individuals became more problematic. Violence also struck close to home when a member of the MoH IG Team was assassinated causing an additional week of lost work, not to mention long-term consequences of such tragedy. However, despite these obstacles USAID/*Tatweer* was able to meet work plan objectives.

SOCIAL SAFETY NET (SSN)

CONTEXT AND OBSTACLES ENCOUNTERED

The following factors have restricted progress being made during the reporting period:

- The current Project Manager joined the SSN team mid-February and attended a World Bank Mission at the end of February in Amman, Jordan. A full project review was started during March whilst continuing to provide promised deliverables.
- Staff within the team and Ministry of Labor were not available for approximately a week at the start of March due to the national elections.
- The decentralization law proposed in January and ratified in February has had a big effect on the Ministry of Labor and Social Affairs – and will lead to the re-organization of that department and the governorates being responsible for Social Affairs and all related projects, staff and other resources.

USAID/TATWEER SCHOLARSHIP PROGRAM

HIGHLIGHTS

The first announcement of the USAID/*Tatweer* Alumni Program was sent to AMIDEAST Headquarters in Washington; AMIDEAST Offices in Amman, Cairo, and Beirut; and to all scholars and graduates. It introduced the Program and requested the participants to update their contact details. The communication included a statement of the primary objectives of the USAID/*Tatweer* Scholarship Alumni Program:

Create an Internship Program for all USAID/Tatweer graduates working in ministries. The scholars will be invited to spend one to two days a week working side by side with the USAID/Tatweer Senior Advisors in Fiscal, HR, IT, Strategic Planning, Communication & Leadership, Project Management, Public Policy, and Business Analysis. During this time the Interns from ministries will learn hands-on the nuts and bolts of public administration,

become familiarized with USAID/Tatweer's training manuals and philosophy, participate with the core advisors in the delivery of some trainings, and work side by side with the Team Leaders in their respective ministry.

The USAID/Tatweer Alumni Program held a social event to honor the first returning scholarship recipients. Alumni from the Ministries of Oil, Planning, Industry, Municipalities, and Electricity, as well as several from KRG, NCCMD, and private sector organizations, attended the event and had the opportunity to meet with USAID/Tatweer team leaders and core advisors.

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

	Completed Degrees	Currently Enrolled	Unable to Accept Offer	Pending	Total # of Scholarships Offered
Principal	29	86	90	1	206
Alternate	0	0	30	0	30
Total	29	86	120	1	236

Table 24: Number of Scholarship Recipients by University/Country

Partner University	Number Enrolled	Number Completed
Arab Academy of Science and Technology (Egypt)	35	24
American University in Cairo (Egypt)	5	5
American University in Beirut (Lebanon)	1	0
Norte Dame University in Lebanon	5	0
Mutah University (Jordan)	21	0
University of Jordan	2	0
Yarmouk University (Jordan)	17	0
Total	86	29



E. TRAINING UPDATE

Training: Between January and March 2010, **3,247** civil servants enrolled in **216** classes and received USAID/*Tatweer* training programs in public administration. USAID/*Tatweer* continues to increase the “critical mass” of staff from the key ministries management cadre beyond the LoP (2009) target of **58,000**. At the end of this quarter, a total of **92,359** civil servants had enrolled in USAID/*Tatweer* public management courses, with some individuals enrolling in more than one training program.

Geographic Outreach: USAID/*Tatweer* continues to deliver training in all eighteen Iraqi provinces. **Seventy-six (76%) percent** of all USAID/*Tatweer* trainees work in ministry directorate offices outside of Baghdad (Figure 1).

Figure 1: Geographic Outreach of Training Courses

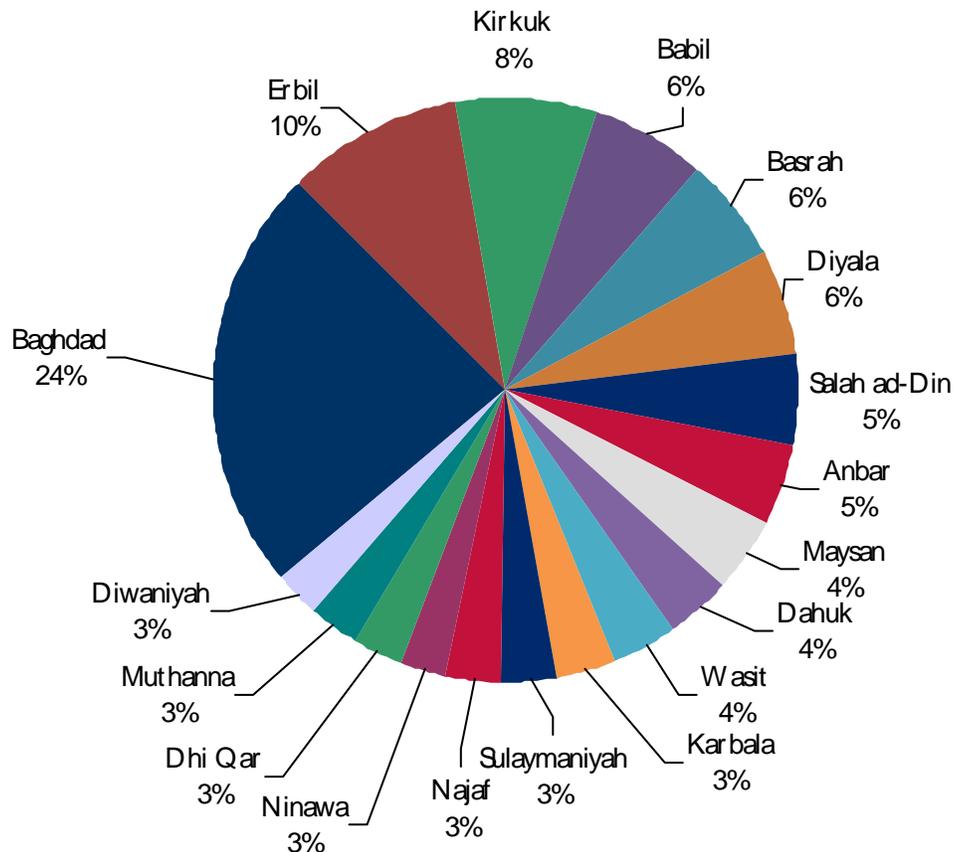
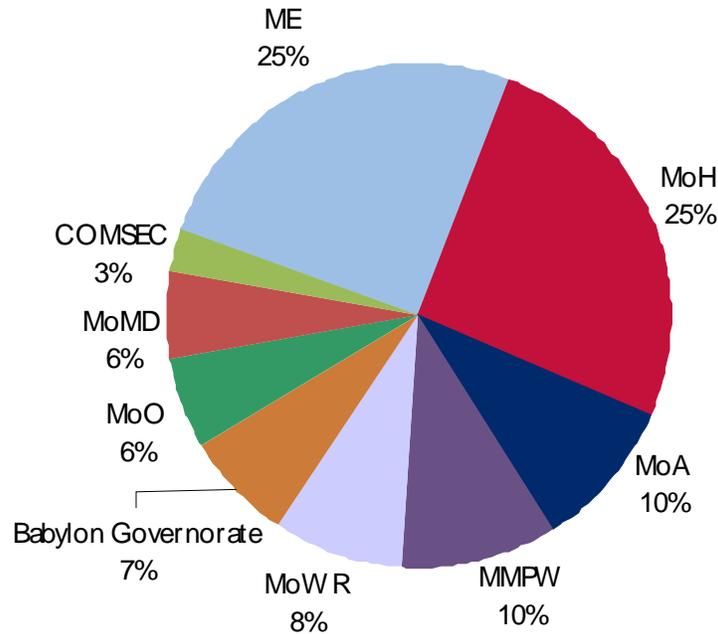
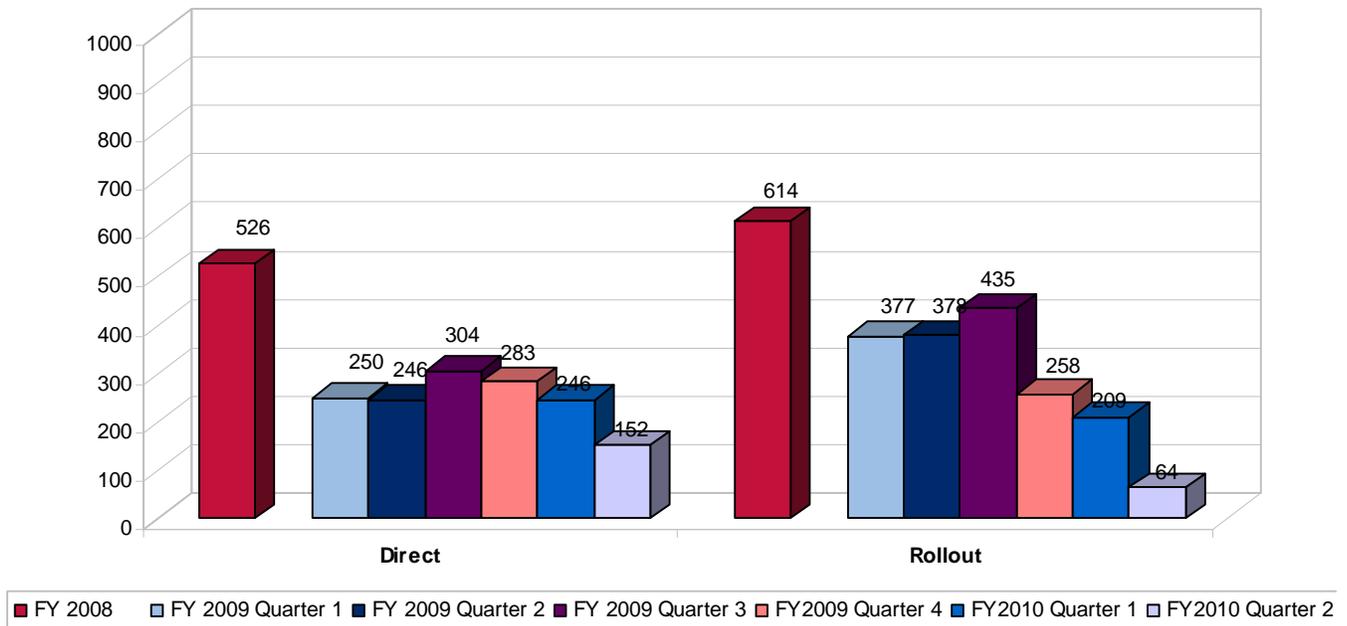


Figure 2: Ministry Training by ToTs



During the reporting quarter, there were six general ToT courses with 118 participants from three provincial directorates/companies. 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 3: Number of Courses by Type¹



¹ “Direct” courses are delivered by Tatweer trainers (expat or local); “Rollout” courses are delivered by GOI trainers (*Tatweer* TOT graduates).

Figure 4: Number of Participants by Type of Courses

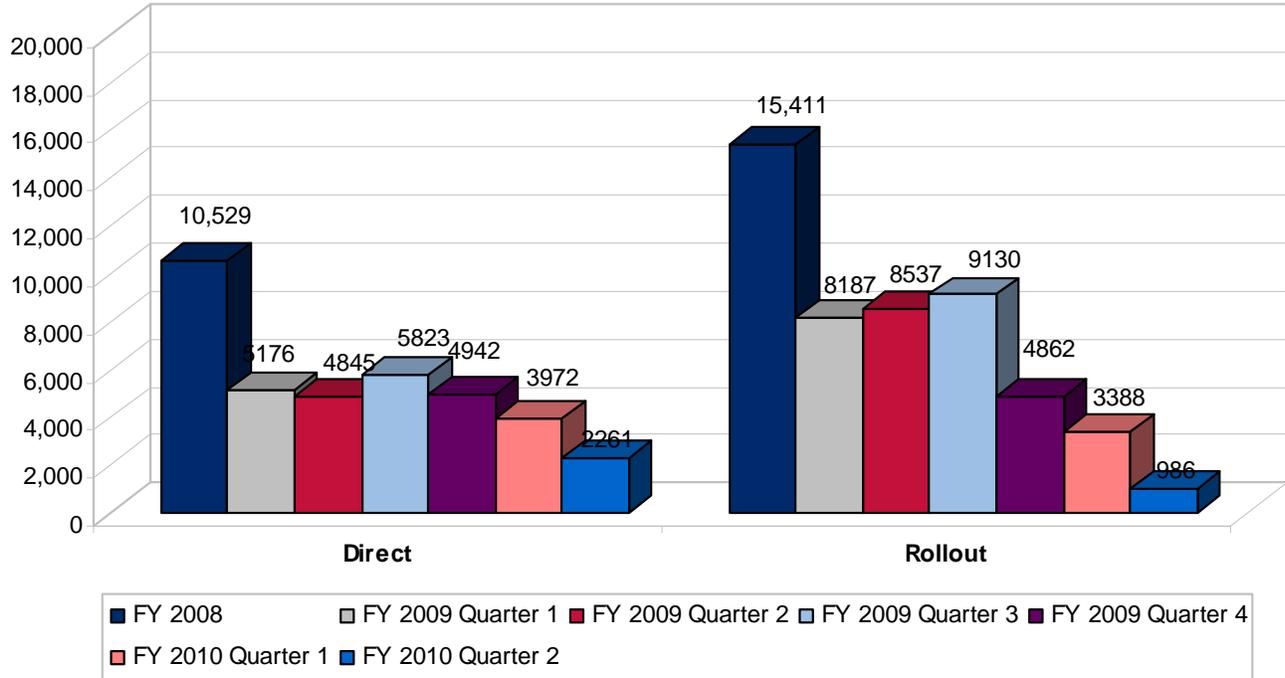


Figure 5: Number of Anti-Corruption Courses by Ministry

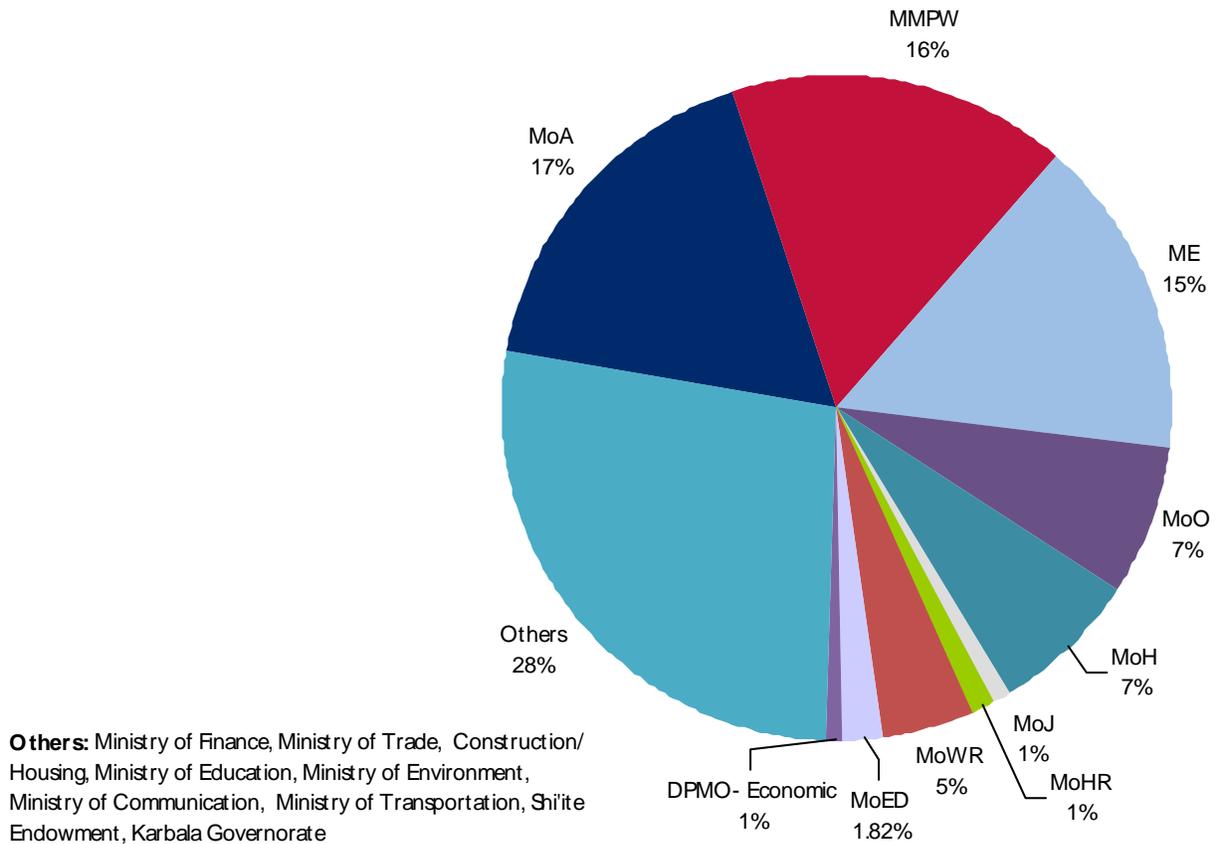


Table 25: Total Number of Courses and Enrollments

	Jan	Feb	March	Total
Classes Offered	78	69	69	216
Enrollments	1,259	1,054	934	3,247

Table 26: Number of Enrollments by Program Levels

Training Program Level	Courses	Enrollments			Participants			Percentage
		Total	Male	Female	Total	Male	Female	
Competency	17	252	201	51	252	201	51	8%
Advanced	16	201	150	51	196	146	50	6%
Expert	15	199	141	58	196	138	58	6%
Training of Trainers	4	71	45	26	71	45	26	2%
Competency (Rollout)	58	927	609	318	919	602	317	29%
Advanced (Rollout)	6	59	40	19	59	40	19	2%
Training of Trainers (Rollout)	0	0	0	0	0	0	0	0%
Advanced ToT (Refresher)	4	59	46	13	52	41	11	2%
Special Workshop	94	1,435	1,007	427	1,378	971	406	44%
Master Training of Trainers	2	44	32	12	44	32	12	1%
Total	216	3,247	2,271	975	3,167	2,216	950	100%

Table 27: Number of Enrollments by Training Program Area

Training Program Areas	Courses	Enrollments			Participants			Percentage
		Total	Male	Female	Total	Male	Female	
Project Management	32	497	358	139	486	353	133	15%
Fiscal Management	29	418	286	132	417	285	132	13%
Human Resources Management	25	391	272	119	391	272	119	12%
Information Technology Management	22	319	216	103	302	208	94	10%
Leadership and Communications	61	919	637	282	908	627	281	28%
Anti-Corruption	8	108	93	15	108	93	15	3%
Training of Trainers General Program	6	124	87	37	118	83	35	4%
Monitoring and Evaluation	8	131	81	50	131	81	50	4%
Technical Assistance Training	9	155	105	50	155	105	50	5%
Strategic Planning	6	72	42	30	57	33	24	2%
Quality Management	10	113	94	18	108	89	18	3%
Total	216	3,247	2,271	975	3,181	2,229	951	100%



II. PROGRAM MANAGEMENT

PERSONNEL

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

Administration

- Richard Huntington, Chief of Party
- Wylie Williams, DCOP -Administration & Finance
- Sagal Mohamoud, Chief Administrative Officer
- James Foley, Communications & Outreach Officer
- Tom Petocz, Procurement Manager
- Geoffrey Makaza, Procurement Accounting Specialist
- Calvin Madzorera, Controller
- Ana Maria Ubana, Finance and Administration Manager
- Flora Gitari, Finance Manager
- Virginia Jurika, Assistant to DCOP for Admin & Finance
- Gretchen Severson, Executive Officer
- Mohamed Douidi, Finance and Administration Advisor
- Muhammad Shamsuddin, Senior HR Advisor
- Lorna Tychostrup, Communication and Outreach 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, Senior Advisor to the Executive Office
- Joseph Scheibel, Executive Officer
- Curtis Yates, Executive Officer

Institutional Development

- Catherine Trebes, DCOP for Ministries and Consulting
- Zohair Mohsen, Senior Advisor, MoA
- Ali Allabadi, Senior Advisor, MoWR
- Mysore Ranganath, Advisor of Project Management, MoWR
- Saad Muhey, Senior Advisor of Project Management, MoMPW
- Mohammed Nasir, Advisor of Applications MoP
- Bushra Abbasi, Senior Advisor MoH
- Nael Shabaro, DCOP for Government Coordinating Institutions
- Mounah Abdel-Samad, Public Administration Advisor
- Mohamed Marzouk Abdallah, Senior Education Advisor
- Basil Haddad, MoWR Advisor
- Touhami Rhaïem, Advisor Civil Service Commission and PMAC
- Mostafa A. El-Erian, Senior Legal Advisor, PMO
- Emilio Matuk, Senior Advisor of Statistics - MoP
- Bassim Hilmi, Senior Advisor, MoMD
- Anne Marie Brun, Senior Business Processing and Reengineering Advisor
- Khader Abusway, Gol Executive Offices Advisor
- Michael Heydari, Quality Assurance Advisor
- Talib Al-Hamdani, Senior Advisor, MoMPW
- Muntaha Haddad, Sr. Advisor of L&C/COMSEC Advisor
- Mark Doherty, Technical Evaluator for the SSN Project

Training and Consulting

- Marc Shiman, DCOP for Training and Energy
- Faisal Adel Nasr, Senior Advisor of Fiscal Management
- Mohammed Hussain, Fiscal Management Advisor
- Ibrahim Kassab, Senior Advisor of Human Resource Management
- Ali Kazan, Senior Advisor of Project Management
- Randall Martin, Director Workforce Development Coordinator
- Riad Imam, Senior Procurement Advisor
- Abduljabbar Salman, Director of Regional Training - Erbil
- Atia Moor, Training Management Support Specialist
- Thomas Rousseau, Curriculum Development Specialist



- Jeffrey Coonjohn, Senior Anti-Corruption Advisor
- Sawsan Al-Nahawi, Senior Training Development Advisor
- Tanyel Taysi, Anti-Corruption 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

- Andy Griminger, Technical Director (MSI-DC)
- William Rich, Director of Contracts (MSI-DC)
- Ellen Seats, Anti-Corruption Specialist (MSI-DC)
- John Temm, Advisor for the Evaluation of the SSN (MSI-DC)
- Denford Madenyika, Database Administrator (MSI-DC)
- Mohamed H. El-Husseini, GIS Trainer
- Robert Ross, Business Process Analysis and Improvement
- George Dimitriou, Technical Evaluator
- George Awwad, Senior Procurement Advisor
- Portia Palmer, Communications Instructor
- Martin Mayerchak, Organizational Development Adviser

ADMINISTRATION

MNFI and CAC cards are no longer recognized by Iraqi immigration as visa substitutes. If a passenger's passport lacks the necessary appropriate visa, s/he will be immediately deported. A requirement for issuance or renewal of the visa is proof of testing for HIV and hepatitis. Additionally, travelers from certain countries must also test for malaria. Only blood tests from Iraqi Government-designated testers will be recognized for issuance of visas.

All 19 project vehicles have been re-registered.

The www.tatweer-iraq.com website was regularly updated during this reporting quarter, including the addition of 14 news stories – from the OSTP course for South Oil Company in early January to the MoP's Ministerial Order to transform its HR Department in March. Also, the Institutional Reform section of the site now includes the newest GoI entity receiving USAID/*Tatweer* technical assistance, the Ministry of Education.

USAID/*Tatweer* administration has begun the close-out process for program records, properties, and reports. Timeframes have been established for the compilation, collection, and recording of all required documents.

PROJECT MANAGEMENT SYSTEMS AND PROCUREMENT

Major Projects Accomplishments include:

- Three USAID/*Tatweer*-funded Change Requests to the MoLSA SSN software program were developed, delivered, installed, and tested.
- Subcontract awarded to Pan Arab Research Center to launch the COMSEC Media Monitoring activity (in progress, not yet completed).
- Subcontract awarded to Nashita for IT Equipment for the Inspector General's office (Part of anti-corruption component. In progress, not yet completed).



- Subcontract awarded to ICS Technologies for installation of a LAN for MoWR (in progress, not yet completed).
- Follow-on CMMS and KKS training courses conducted for MoE.
- Award made to local organization to test/certify two Al Quds staff for the ICDL program. This is the first step in getting Al Quds, as an institution, certified to be an authorized testing center for ICDL so that other GoI staff can be ICDL tested/certified at Al Quds (in progress, not yet completed).
- Subcontract awarded to Documedia, Inc. of Canada for the first component of the COMSEC e-Learning activity (in progress, not yet completed).

FACILITIES, SYSTEMS, AND EQUIPMENT

A study is underway to determine the best deployment of generators.

USAID/*Tatweer* is increasingly approached by other organizations wishing to lease space within our compounds.

SECURITY AND TRANSPORTATION

This reporting period has been highlighted by a series of VBIED (Vehicle-Borne Improvised Explosive Device) attacks against a GOI facility in Karada.

Local sources report that ISF have implemented strict movement control in various areas in Baghdad that include Karada, Daura, Rusafah, New Baghdad, Adhamiyah, Khadamiyah and on arterial routes leading into and out of the city. This has influenced the movement of CCNs to work. In addition, screening process thru checkpoints into the IZ has become more exhaustive causing heavy delays and schedules interruptions.



ANNEX I: PERFORMANCE INDICATORS AT A GLANCE

OUTPUT INDICATORS:

Output I.2: Number of Civil Servants Trained (January through March 2010)

Civil Servants Trained in Core Admin Functions	Total
Number of Individual Participants²	3,069
Male	2,148
Female	920
Number of Classes Offered	216
Number of Class Enrollments	3,247
Male Enrollments	2,271
Female Enrollments	975

Enrollments by Course (January through March 2010)

Program/Course	Classes	Enrollments	
		Male	Female
Project Management	32	358	139
Fundamentals of Project Management	13	114	63
Competency (Rollout)	11	93	57
Advanced (Rollout)	2	21	6
ISO 9000	1	16	2
Competency	1	16	2
Feasibility Studies & Evaluation of Project	3	37	13
Expert	3	37	13
Project Management Workshop	2	15	9
Special Workshop	2	15	9
Primavera Awareness	7	80	43
Special Workshop	7	80	43
Health Planning Project Management	2	27	1
Special Workshop	2	27	1
Project Management Practical Workshop	2	40	3
Special Workshop	2	40	3
New Project Manager	2	29	5
Special Workshop	2	29	5

² 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
Fiscal Management	29	286	132
Budgeting – Preparation, Execution, Controlling and Reporting	11	89	60
Expert	1	3	0
Competency (Rollout)	9	84	55
Advanced (Rollout)	1	2	5
Government Procurement	10	131	33
Competency	3	36	5
Advanced	1	25	0
Competency (Rollout)	4	53	26
Advanced (Rollout)	1	9	0
Advanced ToT (Refresher)	1	8	2
Practicum in Capital Budget Forms	1	14	6
Competency	1	14	6
Accounting & Auditing	5	46	24
Special Workshop	5	46	24
Budget Basic	1	3	1
Special Workshop	1	3	1
Special budget mentoring workshop	1	3	8
Special Workshop	1	3	8
Human Resources Management	25	272	119
Job Analysis, Job Descriptions, Specifications and Standards	20	224	85
Competency (Rollout)	18	212	83
Advanced (Rollout)	1	6	2
Advanced ToT (Refresher)	1	6	0
Training Analyses	1	10	9
Special Workshop	1	10	9
Potential DG Training Policy	2	18	17
Special Workshop	2	18	17
Employees performance management	1	17	3
Special Workshop	1	17	3
Human Resources- Appraisal	1	3	5
Expert	1	3	5
Information Technology Management	22	216	103
Cisco (CCNA)	1	13	6
Advanced	1	13	6
GIS	3	40	22
Special Workshop	3	40	22
Oracle Database	5	32	19
Special Workshop	5	32	19
IT Strategic Planning	1	4	3
Special Workshop	1	4	3
CMMS & KKS	1	21	1

Program/Course	Classes	Enrollments	
		Male	Female
Special Workshop	1	21	1
IT Management	1	18	3
Special Workshop	1	18	3
Windows server 2003 network infrastructure implementation	1	6	2
Special Workshop	1	6	2
IT Management Competency	1	8	10
Special Workshop	1	8	10
Implementing , Managing & Maintaining SSN Network	1	6	1
Special Workshop	1	6	1
Programming Windows using C# (Academy RI)	1	10	8
Special Workshop	1	10	8
GIS Database Concepts	3	35	24
Special Workshop	3	35	24
Planning & Implementing Win 2003 Active directory infrastructure	1	7	2
Special Workshop	1	7	2
Fundamentals of Computer	1	9	2
Special Workshop	1	9	2
Information Security Training	1	7	0
Special Workshop	1	7	0
Leadership and Communications	61	637	282
Communications I	18	178	107
Training of Trainers	1	9	4
Competency (Rollout)	16	167	97
Advanced (Rollout)	1	2	6
USAID/Tatweer Organizational Self-Assessment and Transformation Program	13	103	37
Advanced	13	103	37
Strategic Planning	2	18	14
Expert	1	5	6
Training of Trainers	1	13	8
Governorate Communication	9	93	34
Expert	9	93	34
Team Building	15	197	74
Special Workshop	15	197	74
Interpersonal Communication	1	9	6
Special Workshop	1	9	6
Technical Report Writing	1	15	8
Special Workshop	1	15	8
International Communication and Protocol	1	16	0
Special Workshop	1	16	0
Media & Monitoring	1	8	2
Special Workshop	1	8	2



Program/Course	Classes	Enrollments	
		Male	Female
Anti-Corruption	8	93	15
Ethics & Transparency	8	93	15
Competency	8	93	15
Training of Trainers General Program	6	87	37
General	6	87	37
Training of Trainers	2	23	14
Advanced ToT (Refresher)	2	32	11
Master Training of Trainers	2	32	12
Monitoring and Evaluation	8	81	50
Statistical Management	5	51	31
Competency	4	42	23
Advanced	1	9	8
M&E	1	6	1
Special Workshop	1	6	1
Training & Evaluation course	1	14	12
Special Workshop	1	14	12
Fourth Data Entry Training Course	1	10	6
Special Workshop	1	10	6
Technical Assistance Training	9	105	50
Circulating of Human Rights Principles	1	7	3
Special Workshop	1	7	3
Civil Service Act	7	96	39
Special Workshop	7	96	39
Government Financial Statistic	1	2	8
Special Workshop	1	2	8
Strategic Planning	6	42	30
COMFAR III	5	29	15
Special Workshop	5	29	15
Health Strategic Planning	1	13	15
Special Workshop	1	13	15
Quality Management	10	94	18
Standard Operating Procedures Instructions	10	94	18
Special Workshop	10	94	18

Participants/Enrollment by Ministry/Institution

Ministry/Institution	Enrollments			Participants		
	Total	Male	Female	Total	Male	Female
Government of Iraq (Baghdad)						
Council of Ministers Secretariat (COMSEC)	34	26	8	30	22	8
Ministry of Planning (MoP)	36	14	22	35	13	22
Ministry of Finance	13	10	3	13	10	3
Ministry of Oil (MoO)	224	181	43	218	176	42
Ministry of Electricity (MoE)	150	94	56	140	90	50
Ministry of Water Resources (MoWR)	240	171	69	221	159	62
Ministry of Health (MoH)	1265	883	382	1222	855	367
Ministry of Agriculture (MoA)	269	204	64	236	177	58
Ministry of Justice (MoJ)	2	2	0	2	2	0
Municipalities & Public Works (MoMPW)	334	259	75	302	234	68
Construction/ Housing	12	8	4	12	8	4
Ministry of Education (MoED)	4	4	0	4	4	0
Ministry of Interior	1	1	0	1	1	0
Ministry of Human Rights (MoHR)	32	19	13	32	19	13
Ministry of Environment	3	3	0	3	3	0
Ministry of Trade	5	5	0	5	5	0
Ministry of Communication	1	0	1	1	0	1
Deputy Prime Minister's Office–Economic Affairs (DPMO-EA)	1	1	0	1	1	0
Ministry of Labor and Social Affairs (MoLSA)	34	25	9	34	25	9
Ministry of Transportation	2	2	0	2	2	0
Ministry of Youth & Sports	1	1	0	1	1	0
Others	16	13	3	16	13	3
Ministry of Migration and Displaced (MoMD)	11	6	5	11	6	5
Babylon Governorate	5	2	3	5	2	3
Presidency Council (PC)	1	1	0	1	1	0
Vice President of the Republic of Iraq (VPO)	3	3	0	1	1	0
Shi'ite Endowment	1	1	0	1	1	0
Karbala Governorate	1	1	0	1	1	0
Kurdistan Regional Government						
Ministry of Planning (MoP)	33	13	20	31	13	18
Ministry of Finance	14	8	6	12	7	5
Ministry of Electricity (MoE)	33	23	10	32	22	10
Ministry of Water Resources (MoWR)	31	19	12	30	19	11
Ministry of Health (MoH)	8	7	1	7	6	1
Ministry of Agriculture (MoA)	45	28	17	44	27	17
Ministry of Justice (MoJ)	15	12	3	14	11	3
Municipalities & Public Works (MoMPW)	230	136	94	216	129	87
Ministry of Higher Education	12	5	7	12	5	7
Erbil Governorate	8	7	1	8	7	1

Ministry/Institution	Enrollments			Participants		
	Total	Male	Female	Total	Male	Female
Sulaymaniyah Governorate	6	5	1	6	5	1
Ministry of Education	20	12	8	19	11	8
Dahuk Governorate	3	1	2	3	1	2
Ministry of Interior	12	10	2	12	10	2
Ministry of Environment	6	4	2	6	4	2
Ministry of Trade	8	4	4	8	4	4
Ministry of Tourism	12	8	4	11	8	3
Ministry of Natural Resources	10	5	5	9	4	5
Ministry of Labor and Social Affairs (MoLSA)	4	4	0	4	4	0
Ministry of Transportation	1	1	0	1	1	0
Ministry of Youth & Sports	7	2	5	6	2	4
Others	28	17	11	27	16	11



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	FY2008	FY2009	Quarter 1 Oct-Dec 09	Quarter 2 Jan-Mar 10
Frequently	54%	56%	63%	49%
Sometimes	42%	38%	36%	47%

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	FY2008	FY2009	Quarter 1 Oct-Dec 09	Quarter 2 Jan-Mar 10
Significant Improvements	23%	28%	28%	22%
Some Improvements	56%	53%	53%	52%

Project Indicator 1.3: Number of trained trainers [Cumulative]³ (PE 2.2)

FY2008	FY2009	Quarter 1 Oct-Dec 09	Quarter 2 Jan-March 10
377	317	19	71

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

FY2008	FY2009	Quarter 1 Oct-Dec 09	Quarter 2 Jan-March 10
0	0	0	0

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

FY2008	FY2009	Quarter 1 Oct-Dec 09	Quarter 2 Jan-March 10
26,532	52,140	7,360	3,247

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

FY2008	FY2009	Quarter 1 Oct-Dec 09	Quarter 2 Jan-March 10
1,257	967	287	108

* 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) [Cumulative]

FY2008	FY2009	Quarter 1 Oct-Dec 09	Quarter 2 Jan-March 10
15,753	31,034	3,389	986

³ Indicators are "Cumulative" in annual reporting, not for quarterly progress reports.

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

FY2008	FY2009	Quarter I Oct-Dec 09	Quarter 2 Jan-March 10
81	120	91	86

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

FY2008	FY2009*	Quarter I Oct-Dec 09	Quarter 2 Jan-March 10
-	27	49	38

* Indicator calculation began in Quarter 4 FY2009



PROJECT RESULT 2: MINISTRIES ESTABLISH MORE EFFECTIVE ADMINISTRATIVE SYSTEMS

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

FY2008*	FY2009	Quarter 1 Oct-Dec 09	Quarter 2 Jan-March 10
45	145	26	25

* Indicator calculation began in FY2008

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

FY2008	FY2009*	Quarter 1 Oct-Dec 09	Quarter 2 Jan-March 10
-	3	1	1

* Indicator calculation began in Quarter 2 FY2009

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

FY2008	FY2009*	Quarter 1 Oct-Dec 09	Quarter 2 Jan-March 10
-	0	0	0

* Indicator calculation began in Quarter 2 FY2009

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

FY2008	FY2009	Quarter 1 Oct-Dec 09	Quarter 2 Jan-March 10
7	13	1	4

Project Indicator 2.11: Number of workshops (WS) and focus groups (FG) that address planning and implementation of improved systems and procedures (I9)

FY2008	FY2009	Quarter 1 Oct-Dec 09	Quarter 2 Jan-March 10
210	921	251 (118 FG, 133 WS)	258 (164 FG, 94 WS)

* Indicator calculation began in Quarter 4 FY2009

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

FY2008	FY2009*	Quarter 1 Oct-Dec 09	Quarter 2 Jan-March 10
-	0	0	0

* Indicator calculation began in Quarter 4 FY2009

Project Indicator 2.16: SSN Departments in MoLSA re-organized

FY2008	FY2009*	Quarter 1 Oct-Dec 09	Quarter 2 Jan-March 10
-	0	4	0

* Indicator calculation began in Quarter 4 FY2009

PROJECT RESULT 3: PUBLIC ADMINISTRATION TRAINING CAPACITY EXPANDED

Project Indicator 3.2: Number of trainees enrolled at NCCMD

FY2008	FY2009	Quarter 1 Oct-Dec 09	Quarter 2 Jan-March 10
1,300	664	0	8

Project Indicator 3.3: Number of trained trainers at NCCMD

FY2008	FY2009	Quarter 1 Oct-Dec 09	Quarter 2 Jan-March 10
61	182	0	0

Project Indicator 3.6: Number of trainees enrolled at regional training centers [Cumulative].

FY2008	FY2009	Quarter 1 Oct-Dec 09	Quarter 2 Jan-March 10
15,009	28,666	4,105	1,428

Project Indicator 3.7: Number of trained trainers at regional training centers [Cumulative].

FY2008	FY2009	Quarter 1 Oct-Dec 09	Quarter 2 Jan-March 10
256	135	0	0

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

FY2008	FY2009	Quarter 1 Oct-Dec 09	Quarter 2 Jan-March 10
5	9	3	1

Project Indicator 3.11: Number of anti-corruption agency staff trained by ministry training centers [Cumulative]* (PE 2.4)

FY2008	FY2009*	Quarter 1 Oct-Dec 09	Quarter 2 Jan-March 10
-	138	195	108

* Indicator calculation began in Quarter 3 FY2009