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USAID/*TATWEER* PROGRAM

QUARTERLY PROGRESS REPORT 20
APRIL-JUNE 2011

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USAID/TATWEER PROGRAM

QUARTERLY PROGRESS REPORT 20 APRIL-JUNE 2011

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ACRONYMS

BOTI	Basrah Oil Training Institute	MoA	Ministry of Agriculture
CD	Compact Disc	MOC	Maysan Oil Company
COMSEC	Council of Ministers Secretariat	MoE	Ministry of Electricity
CSI	Civil Service Institute	MoEd	Ministry of Education
CSR	Civil Service Reform	MoLSA	Ministry of Labor and Social Affairs
DCOP	Deputy Chief of Party	MoO	Ministry of Oil
DG	Director General	MoP	Ministry of Planning
DRP	disaster recovery plan	MoWR	Ministry of Water Resources
FCSC	Federal Civil Service Commission	MSI	Management Systems International
FCSL	federal civil service law	NCCMD	National Center for Consultancy and Management Development
FM	fiscal management	NDP	National Development Plan
FY	fiscal year	PCSC	Provincial Civil Service Commission
GAD	Government Assistance Database	PM	project management
Gol	Government of Iraq	PMC	Public Managers Cycle
ISO	International Standards Organization	PMO	Prime Minister's Office
HR	human resources	PRTs	provincial reconstruction teams
HRD	human resources department	SBD	standard bidding document
HRM	human resources management	SCOP	State Company for Oil Products
HQ	headquarters	SGC	South Gas Company
IDC	Iraqi Drilling Company	SOC	South Oil Company
IDMS	Iraq Development Management System	SoP	standard operating procedures
IG	Inspector General	SoW	scope of work
IST	in-service training	SRC	South Refinery Company
IT	information technology	SSN	Social Safety Net
JCC	Joint Coordinating Committee	STTA	short term technical assistance
KRG	Kurdistan Regional Government	TMS	Training Management System
LoP	life of project	ToT	Training of Trainers
M&E	monitoring and evaluation	USAID	United States Agency for International Development



PROGRAM OVERVIEW

The USAID-funded *Tatweer* program is a leading component of the U.S. Government's National Capacity Development program in Iraq. USAID/*Tatweer* focuses on "developing national capacity in public management," to improve key ministries' core management systems, raise the skill levels of a critical mass of public managers, and revive the government's training institutions' capacity. USAID/*Tatweer* works 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: USAID/*Tatweer* teams work directly with key national ministries and offices to introduce improved management systems and capabilities. Participating ministries are the Ministries of Planning, Oil, and Education.

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 of 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 Hilla, 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 June 2011, the program had enrolled 106,360 trainees in 5422 courses on core public administration topics including budgeting, procurement, project management, human resources management, information technology, strategic planning, and leadership and communication. All training is competence-based, geared towards practical skills, adult learner-centric, and in Arabic.

Strengthening Government's Training Institutions: As a central component of the efforts to ensure USAID/*Tatweer* activities are sustainable, USAID/*Tatweer* is building the capacity of training departments in four ministries to empower them to assume the responsibilities of developing the public administration capacity of their employees. USAID/*Tatweer* is enabling ministries to analyze needs, develop curricula, deliver training, and evaluate the results of training in an effort to establish a direct link between their training budget and the programs they need to deliver.



I. PROGRAM HIGHLIGHTS

A. SUMMARY HIGHLIGHTS

- USAID/*Tatweer* trained staff from the Budget and Planning Departments in budget preparation and execution which helped them to redesign the 2011 capital investment project plan and receive the approval of the Ministry of Finance for this new project plan.
- USAID/*Tatweer* worked closely with the Planning, Budget and other concerned departments to prepare a draft 2012 capital investment plan which has been submitted to the Ministry of Finance.
- MoEd and USAID/*Tatweer* targeted a number of the Ministry staff who scored highly in USAID/*Tatweer* courses and nominated them for a Training-of-Trainers program at NCCMD. More than 40 graduated from various specialties including leadership and communication, project management, and procurement.
- In June of 2011, USAID/*Tatweer* and the Ministry of Planning jointly hosted a conference to release the Iraq Development Management System (IDMS) and its included monitoring modules in a conference at the Baghdad Sheraton. This conference was attended by approximately 450 persons, including all of Iraq's provincial governors, several ambassadors, many VIPs, and officials from within the Iraqi government. Numerous Iraqi media outlets covered the event.
- As a result of using the procurement process manual delivered by USAID/*Tatweer*, several changes have been made in the SCOP Procurement department including increasing the level of authority of the procurement manager resulting in reduced cycle time, dividing the bidding process into two phases, and strengthening the use of the engineering, procurement, and construction contract type. Using the revised process SCOP has recently received on-time bids from international companies for a \$200 million contract. In addition, the staff of the ISO committee participated in two quality management training courses in the institute at the Ministry of Industry.
- USAID/*Tatweer* and the University of Basrah conducted a conference on May 16 to launch the procurement and contracts training program offered to all the government offices in Basrah based on four volumes of USAID/*Tatweer* developed training and reference material. USAID/*Tatweer* also visited with the first 18 participants of the program in the Continuous Education Department at the University of Baghdad. The program there runs one week per month for a total of six months.
- Basrah Oil Training Institute (BOTI) published tenders for a significant part of their training equipment needs for 2011-2012. USAID/*Tatweer* mentored BOTI on developing of their needs analysis, strategic planning, and technical specifications.
- Jointly with USAID/*Tatweer* the Joint Coordinating Committee (JCC) held a general meeting with 200 Directors General and other high officials to follow up on the implementation of the HRDs in their ministries and coordinate technical assistance provided by USAID/*Tatweer*. The JCC reports periodically to the GoI on progress and compliance of ministries.
- In the quarter, USAID/*Tatweer* deployed the SSN system within Erbil, Dahuk, and Sulaymaniyah and linked the system to the central test system to allow MoLSA KRG to test the deployment of the system. This is a multi-skill deployment including network engineers, software engineers and system users.
- USAID/*Tatweer* trained over 100 MoWR staff and as a result, these certified people from the targeted departments of training, planning, and HR, were able to complete the ministry matrix for 2012 with an identified training budget of \$820,000 for nine provinces which has been presented to the DG of Planning and Follow up for approval.



B. STRENGTHENING KEY MINISTRIES

MINISTRY OF EDUCATION (MOED)

HIGHLIGHTS

USAID/*Tatweer* trained staff from the Budget and Planning Departments in budget preparation and execution which helped them to redesign the 2011 capital investment project plan and receive the approval of the Ministry of Finance for this new project plan.

USAID/*Tatweer* worked closely with the Planning, Budget and other concerned departments to prepare a draft 2012 capital investment plan which has been submitted to the Ministry of Finance.

USAID/*Tatweer* worked with the MoEd to select and analyze three delayed or suspended projects and design new project management plans for the current fiscal year.

As a result of USAID/*Tatweer's* capacity building enhancement, MoEd staff's individual procurement skills were improved enabling them to finalize a procurement plan for 2011.

MoEd also announced a number of procurement opportunities for the new schools project to construct several hundreds of schools, using a standard bidding document designed by USAID/*Tatweer*.

USAID/*Tatweer* trained a team of 12 web developers who completed the development of the ministry website. Five members of the team received 48 days of training in a series of four courses while the other seven members participated in the practical workshops while constructing the website.

To strengthen the In-Service Training system, USAID/*Tatweer* trained more than 40 ministry staff in the HQ and two provincial training centers on the development of electronic training cards to replace the outdated manual system.

MoEd and USAID/*Tatweer* targeted a number of the Ministry staff who scored highly in USAID/*Tatweer* courses and nominated them for a Training-of-Trainers program at NCCMD. More than 40 graduated from various specialties including leadership and communication, project management, and procurement.

MoEd staff in central and provincial training departments became capable of identifying training needs for the several departments of the ministry in USAID/*Tatweer* courses in training policy, training evaluation, and training analyst. They can now conduct training development, and implement, and evaluate training programs effectively and efficiently.

Over 45 MoEd school directors, principals, educational specialists, supervisors discussed issues and new trends in school administration and education management. Participants were informed about modern theories and practices on how to make schools function better by promoting teachers' performance and student learning through better education management.

More than 80 MoEd experts working curriculum development and examinations management participated in three workshops where they have been discussing and informing about modern theories and best practices in the advanced educational systems.

Sixteen DGs from Baghdad and the provinces participated in four training courses of the Public Manager Cycle which increased their skills and knowledge about strategic planning, leadership and communication, modern financial management, procurement management, and IT management.

A leadership enhancement seminar was held in Baghdad where senior MoEd officials discussed the educational challenges facing the Ministry, and the role of USAID/*Tatweer* in making positive changes through the Ministry Coordination Committee. It was clear that the participants, especially those who had attended previous USAID/*Tatweer* courses, have become more qualified to identify the challenges and constraints at the ministry and come up with workable solutions.



Table I: MoEd Reporting Matrix

Performance Indicators	Activities	June 2011 Expected Results	June 2011 Actual Results
Sub-IR 10.1.1 : Project Result 1: Strengthened Public Administration Skills			
Sub-IR 10.1.1 Indicator:			
Number of civil servants trained	Procurement training and technical assistance	Advanced courses for 30 participants Assist MoEd drafting of two contracts to institutionalize more transparent bidding process	Achieved: Refresher courses held for a total of 38 participants Achieved: This activity was merged in the 2011 Capital Investment activities below
	Development of fiscal management (FM) system focusing on budget preparation and expenditures	Provide technical assistance to 10 staff of FM and its branches in other directorates in budget preparation and expenditure	Achieved: USAID/ <i>Tatweer</i> provided technical assistance and practical training were provided to 18 MoEd staff to enhance capacity in FM and its branches in departments other than FM
	Basic computer use	Provide 15 MoEd staff in specific directorates with computer skills	Achieved: 17 participants attended computer skills course in Najaf from 24 April to 5 May
	Implementation of selected recommendations from the ministry's in-service training (IST) program assessment report	Train 15 staff on electronic training card and electronic training forms	Achieved: 18 participants attended the workshop of the electronic cards, and then the new formats were presented to the MoEd
	Workshops in creating training evaluation forms for the (IST)	Conduct two workshops on preparing and creating various training evaluation forms (end-of-course evaluation, trainer evaluation, trainees' evaluation etc.)	Not achieved: MoEd decided to form a technical committee to study the evaluation forms before doing any training, and the committee decided to continue using the current forms
	Training of Trainers (ToT)	To train 20 participants from the provinces who passed the competency and advanced courses in communication and leadership, procurement, and project management as ToTs	Achieved: 18 MoEd staff participated and acquired the necessary skills and knowledge in the ToT training course, conducted at NCCMD from 24 April through 5 May
	Enhancement of educational and school management	Conduct one workshop for educational specialists and supervisors	Achieved: 36 MoEd staff who work as school principals and educational supervisors and specialists participated successfully in two workshops to enhance their experience in education and school management
	Improve curriculum and examinations management	Conduct three workshops to train curriculum and examination experts, school directors, and staff to apply training and discuss issues of current system	Achieved: 70 MoEd / curriculum and examination experts studied the Iraqi textbooks in several subject matters and put down a number of recommendations for the DG in three workshops which improved their skills and knowledge in curriculum and examination management

Performance Indicators	Activities	June 2011 Expected Results	June 2011 Actual Results
	Improve leadership skills and system efficiency	Conduct workshop for previously graduated Leaders of Change Conduct one seminar for senior MoEd officials to elucidate benefits of training already conducted, and identify challenges and optimal solutions	Achieved: A workshop was conducted from 26-28 April, for MoEd senior staff who graduated from the PMC program "Leaders of Change" to improve their leadership skills as part of improving the efficiency of the system. Achieved: A seminar was held in June for senior MoEd officials to discuss the educational challenges facing the Ministry, and the role of USAID/Tatweer in making positive changes
	Improve leadership skills and system efficiency	Conduct three PMC courses for directors general and senior managers Conduct one seminar for senior MoEd officials to elucidate benefits of training already conducted, and identify challenges and optimal solutions	Achieved: Four PMC courses on: strategic planning, leadership and communication, IT management, and budget were conducted Achieved: a workshop to improve leadership skills and system efficiency was conducted for senior MoEd senior staff in Baghdad

Sub-IR 10.1.2 : Project Result 2: Ministries Establish More Effective Administrative Systems

Sub-IR 10.1.2 Indicator:

Number of units/departments implementing USAID/Tatweer recommended changes in administrative systems or procedures	2011 Capital Investment Planning	Assist MoEd to finalize 2011 capital investment projects plan and ensure approval from MoP Create draft 2012 capital investment projects plan	Achieved: MoEd got the MoP approval of the redesigned current 2011 capital investment budget Achieved: MoEd prepared and finalized the draft of the 2012 budget
	2011 Capital Investment Procurement	Assist MoEd to prepare a 2011 procurement plan based on the new capital investment plan Assist MoEd staff to simplify the standard bidding document (SBD) and prepare criteria for pre-qualification, bid opening, and bid evaluation Conduct one refresher workshop on procurement	Achieved: USAID/Tatweer assisted MoEd in the preparation of a procurement 2011 plan Achieved: The standard bidding documents were simplified in coordination with concerned departments such as: contracts, budget, school buildings, IG, and legal Achieved: A refresher procurement workshop was conducted for employees involved in the procurement process



Performance Indicators	Activities	June 2011 Expected Results	June 2011 Actual Results
	2011 Capital Investment Management	<p>Select and create new project management plans for three delayed or suspended projects using new PM techniques in coordination with MoEd</p> <p>Assist MoEd in analyzing and identifying constraints in delayed projects as part of new project plans</p> <p>Agree with MoEd on a new on-site supervision plan for capital investment projects</p>	<p>Achieved: USAID/<i>Tatweer</i> assisted MoEd in selecting and creating new project management plans for three suspended projects</p> <p>Achieved: The capital investment section of the current 2011 budget has been redesigned and approved by MoP</p> <p>Achieved: A new on-site supervision plan for the capital investment projects was prepared in collaboration with MoEd</p>

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

Sub-IR 10.1.3 Indicator:

Ministry Training Centers Strengthened

Number of ministries with training budget formulated and submitted based on ministry priorities	TMS strengthens capacity of MoEd / training Institute	Deliver training analyst courses for 10 participants	Achieved: more than 10 MoEd staff participated in a training analyst course which in turn will strengthen the capacity of the MoEd Training Institute
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CONTEXT AND OBSTACLES ENCOUNTERED

The largest obstacle encountered was end-of-year exams. It was difficult to execute some activities as planned because ministry staff was required to travel to other provinces to monitor exams.

Factors of success included support from the Minister of Education, and the Deputy Minister for Scientific Affairs through the ministry coordination committee, as well as the dedication of the highly motivated ministry staff.

MINISTRY OF PLANNING (MOP)

HIGHLIGHTS

USAID/*Tatweer*'s technical activities ended with the MoP on the highest note, the completion and unveiling of the Iraq Development Management System (IDMS), an online software battery that allows Iraq unprecedented control and analysis of its burgeoning capital investment portfolio. USAID/*Tatweer* assisted first to develop the National Development Plan (NDP) 2010-2014, and then completed the process by assisting the MoP to develop a comprehensive national monitoring framework and to subsequently systemize that framework into an online application in order to measure the impact of the NDP.

Through 2009 and 2010, USAID/*Tatweer* assisted the MoP to develop the National Development Plan 2010-2014. Following the Council of Ministers' approval of the NDP and its accompanying US\$186 billion portfolio of investment projects in April 2010, the Ministry of Planning turned to USAID/*Tatweer* and requested help to develop a system for monitoring the sweeping plan. Over the better part of the past year, USAID/*Tatweer* worked diligently with the MoP and the GoI overall to develop an all-inclusive Iraqi National Monitoring System that will track the progress of the NDP through the course of its five year implementation.

The components of the National Monitoring Framework include the objectives laid out for each sector within the pages of the NDP as well as a comprehensive set of indicators used to measure the objectives. To refine and integrate the NDP's broad objectives into a practical monitoring framework, USAID/*Tatweer* assisted the MoP through a series of workshops and a large conference in Erbil, which included participation and representation from the various ministries, executive offices, and provincial councils to provide a consensus on the whole structure and content of the National Monitoring Framework.



USAID/*Tatweer* assisted the MoP and GoI to ensure that the goals laid out in the NDP are measurable and linear, and then assisted to identify a total of 550 indicators to monitor the impact of the implementation of the NDP's project portfolio. Many of these indicators are already monitored, either by the Iraqi Central Statistical Organization, by ministries, or by other parties. These pre-existing data collection and data flow structures will help the national monitoring framework get off to a quick start.

In June of 2011, USAID/*Tatweer* and the Ministry of Planning jointly hosted a conference to release the Iraq Development Management System (IDMS) and its included monitoring modules in a conference at the Baghdad Sheraton. This conference was attended by approximately 450 persons, including all of Iraq's provincial governors, several ambassadors, many VIPs, and officials from within the Iraqi government. Numerous Iraqi media outlets covered the event.

With the Ministry of Finance's approval of a 2011 capital investment budget of over US\$31.2 billion, the importance of the IDMS, and its included monitoring functions, will be paramount to the success of Iraq's investments. USAID/*Tatweer* leaves the MoP and Iraq overall not only with a clear development plan for the coming years, but also with unprecedented control to oversee and manage the resources used to implement that plan.

Table 2: MoP Reporting Matrix

Performance Indicators	Activities	June 2011 Expected Results	June 2011 Actual Results
Sub-IR 10.1.2 : Project Result 2: Ministries Establish More Effective Administrative Systems			
Sub-IR 10.1.2 Indicators:			
Number of units/departments implementing USAID/ <i>Tatweer</i> recommended changes in administrative systems or procedures	NDP M&E Planning	Produce M&E data analysis plan	Achieved: Iraq National Monitoring System data analysis plan completed and in use by the MoP.
	NDP M&E Systems	Collect projects data using the new M&E system	Achieved: Monitoring system functioning online and collecting projects data.
	IDMS Business Process Management	Complete testing of the audit trail system	Achieved: Audit trail system completed and tested as part of the IDMS' business process management features
	Off-line Version of IDMS	Complete testing of offline version of the IDMS	Achieved: Offline version of the IDMS developed and testing completed.
	IDMS M&E Module	Program M&E modules into the IDMS	Achieved: M&E modules for sectoral and projects-level monitoring programmed into the IDMS.
	IDMS Online	MoP portal has a subpage to reflect key IDMS information	Achieved: IDMS login page located on MoP portal at www.mop.gov.iq/IDMS The site reflects all partner information and is properly branded.
	IDMS Skills Deployment at MoP	Train 20 key MoP staff on the advanced features of the IDMS	Achieved: 20 key MoP staff from the government investments directorate, NDP monitoring unit, and sectoral directorates trained on features and usage of the IDMS.
	Off-line Version of IDMS	Develop offline version of the IDMS and conduct initial test	Achieved: Offline version of the IDMS created and initial test completed

MINISTRY OF OIL (MOO)

HIGHLIGHTS

USAID/*Tatweer* met with the Dean of the Continuous Education Program at the University of Baghdad for an update on the implementation of the procurement and contracts program, and visited the first 18 participants of the program. The program runs one week per month for a total of six months, and is based on four volumes of the procurement and contract experience given to the university by USAID/*Tatweer*.

As a result of using the procurement process manual delivered by USAID/*Tatweer*, several changes have been made in the SCOP Procurement department including increasing the level of authority of the procurement manager resulting in reduced cycle time, dividing the bidding process into two phases, and strengthening the use of the engineering, procurement, and construction contract type. Using the revised process SCOP has recently received on-time bids from international companies for a \$200 million contract. In addition, the staff of the ISO committee participated in two quality management training courses in the institute at the Ministry of Industry.

The USAID/*Tatweer* new project manager program was introduced to a combined audience from academia (five participants) and oil industry (nine participants). The attendees represented the Universities of Baghdad and Basrah, and engineering/project management from Basrah and Maysan. The four-day workshop discussed the complementary roles of the universities and industry in rebuilding Iraq. The universities can coach engineers on the critical success factors of project implementation including health, safety, and environment aspects, and utilize their expertise to unify oil industry standards (e.g. design of dismountable well head fencing and prefabricated panels for camps). The oil industry can use university labs to conduct technical studies such as soil testing and design testing instructions for tenders. On the fourth day the SGC presented a live case study of a SoW for a gas gathering project. Participants reviewed the document using techniques learned convincing SGC to rewrite the SoW.

USAID/*Tatweer* distributed two CD's containing all of the material from the workshops and seminars conducted in Basrah to SOC, SGC, SRC, IDC, MOC, and BOTI.

USAID/*Tatweer* conducted a seminar with the South Oil Company Planning Group on May 4 on problem solving. The attendees were presented with the six steps of problem solving, discussed the methods in solving problems within their organization, and were provided a systematic method to resolve many of the problems that they face in planning for the short and long term activities of SOC.

USAID/*Tatweer* conducted a seminar at the Iraqi Drilling Company on new drilling technologies attended by 16 drilling and planning engineers. The seminar gave an overview of most of the technological advances in drilling horizontal wells and in drilling with casing.

Basrah Oil Training Institute published tenders for a significant part of their training equipment needs for 2011-2012. USAID/*Tatweer* mentored BOTI on developing of their needs analysis, strategic planning, and technical specifications. They have also requested more oil field equipment from the Iraqi Drilling company for their training departments as a result of USAID/*Tatweer* facilitation of other training materials IDC has already furnished.

USAID/*Tatweer* and the University of Basrah conducted a conference on May 16 to launch the procurement and contracts training program offered to all the government offices in Basrah using USAID/*Tatweer* developed training and reference material.

Table 3: MoO Reporting Matrix

Performance Indicators	Activities	June 2011 Expected Results	June 2011 Actual Results
Sub-IR 10.1.1 : Project Result 1: Strengthened Public Administration Skills			
Sub-IR 10.1.1 Indicator:			
Number of civil servants trained	Develop in-house capacity to conduct procurement and contracting training in south Iraq state oil companies	Lead three procurement process workshops and focus group meetings to develop trainers and change specialists	Achieved: A total of 17 workshops and focus groups were held during the period January - May



Performance Indicators	Activities	June 2011 Expected Results	June 2011 Actual Results
	Improve financial management skills for south Iraq state oil companies	Conduct two workshops on advanced budgeting (including joint venture accounting and internal auditing)	Achieved: Two workshops were held for a total of 38 people from SOC and SRC
	Develop capacity of state oil companies in the south to carry out integrated project planning	Hold one workshop on project management challenges and focus group discussions on integration of project and financial planning	Achieved: One workshop was held in April for eight project managers from SGC, SRC, and IDC
	Training in task implementation techniques for project managers in south Iraq state oil companies	Conduct one workshop for project managers of south Iraq state oil companies	Achieved: One workshop was held in April for 21 project managers
	Develop communications and negotiation with international companies for south Iraq state oil companies	Conduct one workshop on international communication and negotiations for 15 participants	Not Achieved: Cancelled due to security reasons
	Develop skills for joint venture contracts management for south Iraq state oil companies	Hold one seminar on service contracts management for 20 participants from south Iraq state oil companies	Achieved: One seminar held in April for 13 participants of MOC
	Expand outreach and provision of essential new technologies in oil production for state oil companies in south Iraq	Conduct one workshop on new engineering technologies for south Iraq state oil production companies	Not Achieved: Cancelled due to security reasons
	Work with all south oil companies on change management and to develop sharing and team attitude	Conduct two change management seminars to review changes made and review tasks	Achieved: Two seminars held for a total of 23 participants of south oil companies
	Transfer accumulated knowledge in procurement and contracting to the University of Basrah	Assist the university's Continuous Education Department to design a training course curriculum in procurement and contracts Hold a seminar to launch the training program	Achieved: Training course curriculum developed based on USAID/Tatweer materials Achieved: Seminar held for 25 professors to launch the training program
	Mentor oil companies in the south on modern decision making tools and techniques	Conduct two seminars on decision making	Achieved: Two seminars held on due diligence and team building for a total of 32 participants

Sub-IR 10.1.2 : Project Result 2: Ministries Establish More Effective Administrative Systems

Sub-IR 10.1.2 Indicator:

Number of units/departments implementing USAID/Tatweer recommended changes in administrative systems or procedures	Enhance Basrah Oil Training Institute's (BOTI) capacity to procure goods and services	Provide decision making matrix to BOTI to evaluate bids and tenders	Achieved: Procurement employees were mentored in development and use of decision making matrix
	Develop process mapping skills for procurement professionals	Develop a procurement process manual from results of the mapping process	Achieved: Procurement employees were trained, and SOC formed a committee to finalize the draft procurement process manual

CONTEXT AND OBSTACLES ENCOUNTERED

Basrah began to enforce a ban on tinted windows in security vehicles in May which limited movement and caused logistical difficulties.

C. CROSS-CUTTING TECHNICAL ASSISTANCE

CIVIL SERVICE REFORM (CSR)

HIGHLIGHTS

USAID/*Tatweer* has been assisting the government of Iraq (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, drafting a new federal civil service law which takes into consideration the international best practices in this field, creating civil service institutions capable of managing the new civil service system, and training and developing the human capital forming the civil service in addition to a senior executive service for Iraq.

USAID/*Tatweer* is responsible for helping ministries to transform their personnel divisions into human resources departments (HRD) and to develop needed training and operational procedures that would allow these HRDs to be functional and effective.

USAID/*Tatweer* has been assisting ministries in the provinces in the implementation of the organization structure of the HRD (five pilot ministries and three pilot provinces). USAID/*Tatweer* is assisting ministries in establishing HRDs, providing a clear description of HRD functions and structure, and training HRD staff in modern HR principles in order for them to manage the new HRD and perform HR functions.

USAID/*Tatweer* is also responsible for providing technical assistance to the Joint Coordinating Committee (JCC) that is provided with the mandate of establishing HRDs in all public agencies of Iraq and drafting legislation and introduce new programs like the Senior Executive Service.

Jointly with USAID/*Tatweer* the JCC holds general meetings with all Directors General to follow up on the implementation of the HRDs in their ministries and coordinate technical assistance provided by USAID/*Tatweer*. The JCC reports periodically to the GoI on progress and compliance of ministries.

USAID/*Tatweer* is also responsible for providing technical assistance to the Federal Civil Service Commission. FCSC Commissioners have not been approved by Parliament due to political struggle between different parties forming the government.

Table 4: CSR Reporting Matrix

Performance Indicators	Activities	June 2011 Expected Results	June 2011 Actual Results
Sub-IR 10.1.1 : Project Result 1: Strengthened Public Administration Skills			
Sub-IR 10.1.1 Indicator:			
Number of civil servants trained	Strategic HR training and transformation workshops	Deliver five workshops on HR management and policy to HRD staff in five ministries and three provinces	Achieved - Five workshops on HRM and policy delivered to pilot ministries and provinces
	Training and follow up on the establishment of the HRD in selected provinces	Conduct two workshops in Basrah, two workshops in Baghdad, and two workshops in Ninawa	Achieved - Six workshops conducted in the pilot provinces
Sub-IR 10.1.2 : Project Result 2: Ministries Establish More Effective Administrative Systems			
Sub-IR 10.1.2 Indicator:			
Number of units/departments implementing USAID/ <i>Tatweer</i> recommended changes in administrative systems or procedures	2011 JCC workplan	Provide technical assistance in workplan implementation through regular meetings (at least 10 during the quarter)	Achieved - 10 meetings conducted
	General joint meetings with the High Committee and ministries to follow up on the implementation of the HRD, SoPs, and change management	Hold one general meeting with ministry HR directors general	Achieved - held one successful conference with 200 participants DGs and other high officials.

Performance Indicators	Activities	June 2011 Expected Results	June 2011 Actual Results
	Joint provincial conference with the representatives of all provinces to follow up on the implementation of the HRD, SoPs, and change management	Hold provincial conference with representatives of the provinces	Not achieved - postponed to later date
	Structure of the Federal Civil Service Commission (FCSC)	Propose strategic plan, structure, workplan to FCSC and seek adoption	Achieved - structure, functions, plan prepared but FCSC members have not been approved by Parliament
	Provincial Civil Service Commissions (PCSCs) framework	Provincial conference conducted and framework for setting up PCSCs defined	Not Achieved - framework prepared, conference postponed.
	Civil Service Institute (CSI)	Draft policies and legal framework for the CSI	Achieved - Draft policies written
	High Committee and Shura Council review of Federal Civil Service Law (FCSL) and other civil service legislation	Eight FCSL review reports drafted, sent to Secretary General	Not achieved - some JCC members were away during the quarter
	New civil service legislation	Carry out conference with stakeholders, donors, and union representatives	Not achieved
	Training on new civil service legislation and system	Three training sessions conducted for commissioners and DGs.	Not achieved - postponed until the legislation is adopted.
	HRDs structure in order to streamline HR functions and group them under the HRD	Document standards and procedures for HR management	Achieved - document standards and procedures for HRM drafted
	Senior executive program for senior government managers	Proposal for core qualification, testing, selection, and training of new leadership appointees drafted for presentation	Achieved - proposal written and ready for presentation
	Senior executive salary system	Prepare recommendations for a new salary system taking into account the general civil service pay system and best practices.	Achieved - recommendations and report written for new salary system

CONTEXT AND OBSTACLES ENCOUNTERED

Three obstacles include the security situation in Iraq, delays in issuing visas to technical STTA, and that the FCSC members have not been approved by Parliament.

SOCIAL SAFETY NET (SSN)

HIGHLIGHTS

USAID/*Tatweer* continued with the deployment of the Social Safety Net (SSN) system within MoLSA offices around Iraq. This involves a hardware and software roll-out and involves both USAID/*Tatweer* and MoLSA technical staff. As of the end of June a total of nine sites have been deployed and a further five sites have had their equipment prepared ready for staff to visit on-site once MoLSA have provided for internet connectivity.

In the quarter, USAID/*Tatweer* deployed the SSN system within Erbil, Dahuk, and Sulaymaniyah and linked the system to the central test system to allow MoLSA KRG to test the deployment of the system. This is a multi-skill deployment including network engineers, software engineers and system users. Work has been coordinated with the internet service provider and MoLSA to ensure that both internet is available and the server rooms are ready for the deployment.

Table 5: SSN Reporting Matrix

Performance Indicators	Activities	June 2011 Expected Results	June 2011 Actual Results
Sub-IR 10.1.1 : Project Result 1: Strengthened Public Administration Skills			
Sub-IR 10.1.1 Indicator:			
Number of SSN staff trained in new information technology business process	Training for infrastructure, database management, and data entry	Provide on-the-job training for developers, infrastructure engineers, and system users in two sites	Achieved - The on-the-job training program has continued throughout the deployment process and a total of 10 network engineers, 14 software engineers and 129 data entry/system users have received one-on-one training. This equates to 153 people provided with training sessions in a total of nine sites
Sub-IR 10.1.2 : Project Result 2: Ministries Establish More Effective Administrative Systems			
Sub-IR 10.1.2 Indicator:			
Number of MoLSA sites with install and functioning SSN information systems (central and provincial)	Three-year SSN procurement plan	Draft a hardware replacement plan	Achieved - The hardware and software replacement program draft document has been created.
	Roll-out of the SSN application deployment	Deploy up to two sites throughout Iraq	Achieved - Three more sites were deployed in the quarter bringing the total to date of nine sites versus a target of seven (HQ, Sadr, Kurkh, Rusafa, Najaf, Basrah, Erbil, Dahuk and Sulaymaniyah). In addition to this, five further sites have sent their servers to Baghdad and have had their hardware checked for faults, cleaned, their operating systems rebuilt and the SSN installed. These systems are ready to [or have been] returned to the provinces for deployment by the USAID/ <i>Tatweer</i> and MoLSA teams in the coming months.
	Business continuity and disaster recovery plans (DRP)	Provide generic template to five sites and assist with customization as necessary of the DRP	Achieved - Generic template is ready for MoLSA use in nine sites. Training was provided by USAID/ <i>Tatweer</i> in 2009/2010 with regards to disaster recovery and business continuity documentation.
	SSN Redesign document	Develop and deliver the phase III design blueprint	Achieved - A draft software requirements blueprint document has been produced. This is a very high level document and is provided as a starting point for further developments. To be read in conjunction with the issue log.
	Model Office Design	Develop and deliver a model office document	Achieved - Draft model office report has been developed.



Performance Indicators	Activities	June 2011 Expected Results	June 2011 Actual Results
	Monitoring implementation for sustainability	Hand over monitoring system to MoLSA	Achieved - USAID/ <i>Tatweer</i> staff providing appropriate information to MoLSA to carry on running system. Providing details of usernames, passwords, policy details and IP's to enable support of the system. PMO is taking our lead and visiting all SSN sites in the provinces around Iraq to assess site readiness. This aids in the deployment and adoption of the SSN system.

CONTEXT AND OBSTACLES ENCOUNTERED

Issues relating to the provision of communications between the provinces and MoLSA headquarters, the provision of a stable power supply, the completion of site preparedness, MoLSA's procurement process, site security, and the putting in place of a service level agreement for the new SSN system continue to be of a concern. None of the problems are insurmountable and there appears to be a political will to overcome them. However, it is to be noted that all these issues are being progressed slowly by MoLSA and with USAID/*Tatweer* coming to a conclusion in the middle of June this will be a major risk to the continued deployment/adoption of the SSN in the remaining SSN offices. It is to be noted that this risk is in part due to the culture shock of changing business processes and the adoption of a new system rather than any technical issues and simply requires more time to adopt new ways of working within the ministry, accept guidance, and gain confidence in their available skill sets.

TRAINING MANAGEMENT SYSTEMS (TMS)

HIGHLIGHTS

MoWR: USAID/*Tatweer* trained over 100 staff and as a result, these certified people from our targeted departments of training, planning and HR, were able to complete the ministry matrix for 2012 with an identified training budget of \$820,000 for nine provinces which was presented to the DG of Planning and Follow up for approval.

MoE: USAID/*Tatweer* trained over 130 staff and as a result the staff was able to complete the 2012 ministry matrix and identify a \$200,000 budget for Baghdad and northern Iraq.

MoA: USAID/*Tatweer* has helped the MoA implement the quarters of the matrix after receiving budget approval. The budget of training for MoA for 2011 was approved with a \$500,000 budget including building a new training center which should last for many years.

MoEd: USAID/*Tatweer* trained over 50 MoEd staff in formal training courses and was able to coordinate with the Basrah directorate of education and conduct several courses and workshops to come up with the 2012 matrix and identify a budget for the Basrah staff.

Table 6: TMS Reporting Matrix

Performance Indicators	Activities	June 2011 Expected Results	June 2011 Actual Results
Sub-IR 10.1.1 : Project Result 1: Strengthened Public Administration Skills			
Sub-IR 10.1.1 Indicator:			
Number of civil servants trained	Training Policy	Provide training policy course for 20 DGs and Directors	Achieved - 22 DGs and directors completed the training policy course

Performance Indicators	Activities	June 2011 Expected Results	June 2011 Actual Results
	Training Competency	Provide competency training for 60 training department employees	Not Achieved - 51 Training department employees trained. Last class cancelled due to ministry demands for increased focus on analyst training to complete matrices at expense of competency training courses
	Training Evaluation	Provide evaluation training for 40 training department employees	Not Achieved - 19 trained - several courses cancelled due to ministry demands for increased focus on analyst training to complete matrices at expense of training evaluation courses
	Workshops to develop training requirements and courses	Conduct nine curriculum design workshops for MoA, MoWR, MoEd, and MoE	Not achieved - Ministries demanded increased focus on needs analysis workshops and matrix creation at the expense of curriculum design workshops
	Workshops to coordinate training program to implement/deliver training courses	Conduct five implementation and coordination workshops in Baghdad for MoA, MoWR, MoE, and MoEd	Not achieved - Ministries demanded increased focus on needs analysis workshops and matrix creation at the expense of implementation and coordination workshops
	Workshops to develop and analyze evaluation effectiveness of training programs	Conduct five training evaluation workshops between Baghdad and Kirkuk for MoWR, MoEd, MoE, and MoA	Not achieved - Ministries demanded increased focus on needs analysis workshops and matrix creation at the expense of training evaluation workshops

Sub-IR 10.1.2 : Project Result 2: Ministries Establish More Effective Administrative Systems

Sub-IR 10.1.2 Indicator:

Number of ministries with training budget formulated and submitted based on ministry priorities	Training Analyst	Provide Training Analyst courses to 40 participants	Achieved - 52 analysts trained this quarter, and course conducted for 13 people in April to bring total to 80 for Q19
	Workshops to identify ministry training requirements	Conduct nine needs analysis workshops and coordination meetings between Baghdad, Hilla, Kirkuk, and Basrah; review 30% of the ministry's training requirements for MoEd, MoE, MoWR, and MoA	Achieved - 22 needs analysis workshops conducted involving 231 staff to aid in 2012 matrix creation and workshop conducted in April to complete Q19 requirements.

CONTEXT AND OBSTACLES ENCOUNTERED

The four ministries have unique problems and obstacles they must overcome in order to fully implement a working training management system (TMS). Several ministries were not properly organized to handle a complete TMS. The training departments are currently being organized in the Ministry of Agriculture and the Ministry of Education focused on training public administrators within their organizations. Up to this point, both ministries had an external training focus on developing farmers and educators, albeit important tasks, but not the focus of the TMS program.

The TMS program starts with first determining the training deficiencies and then applying resources (funding, personnel, and time) to correct the problems. Once all valid requirements are determined, the ministry then should compile its estimated training budget and request funding. The training budget process in all ministries is inefficient and works 'backwards' by initially allocating funds based on last year's training expenditures and then determining what needs to be trained.

The Ministry of Water Resources had a small training staff with limited time and resources to conduct their plan, so USAID/*Tatweer* had to reach to other directorates as well. The greatest challenge facing the Ministry of Electricity is the decentralization of the training activities within 26 different directorates. Each DG still submits their training budget requirements directly to the finance directorate cutting out the training directorate altogether. This leads to duplication of training funds and inefficiently conducts ministerial training focused on ministry priorities and not directorate priorities.

Finally, the most significant hurdle that has remained is the senior leadership within the ministries to accept a new system. The recent seating of parliament and the changing of ministers has required re-educating the leadership of the ministries on the value of the TMS program within their respective organization.

E. TRAINING UPDATE

Training: Between April and June 2011, 477 civil servants enrolled in 27 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 106,360 civil servants had enrolled in USAID/*Tatweer* public management courses, with some individuals enrolling in more than one training program.

Geographic Outreach: USAID/*Tatweer* delivered training in fifteen Iraqi provinces. **Forty-eight percent (48%)** of all USAID/*Tatweer* trainees work in ministry directorate offices outside of Baghdad (Figure 1).

Figure 1: Geographic Outreach of Training Courses

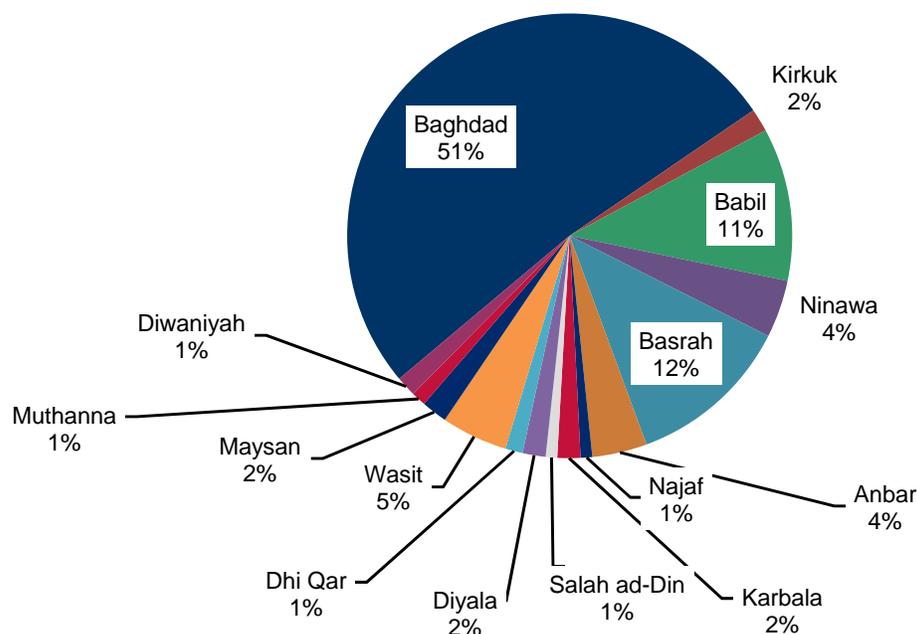


Figure 2: Number of Courses by Type¹

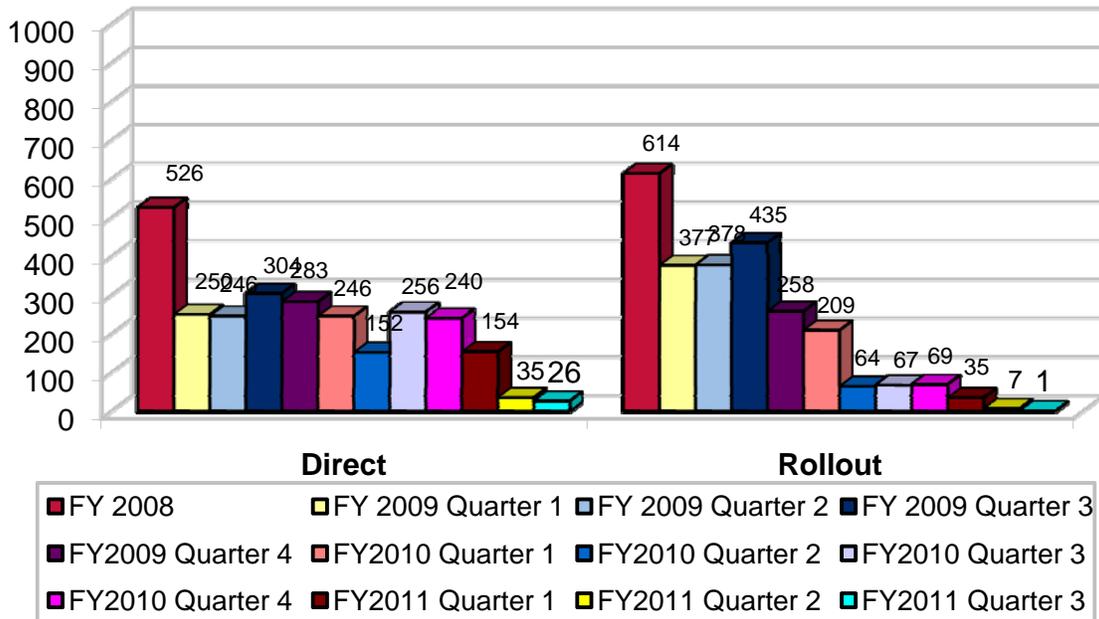
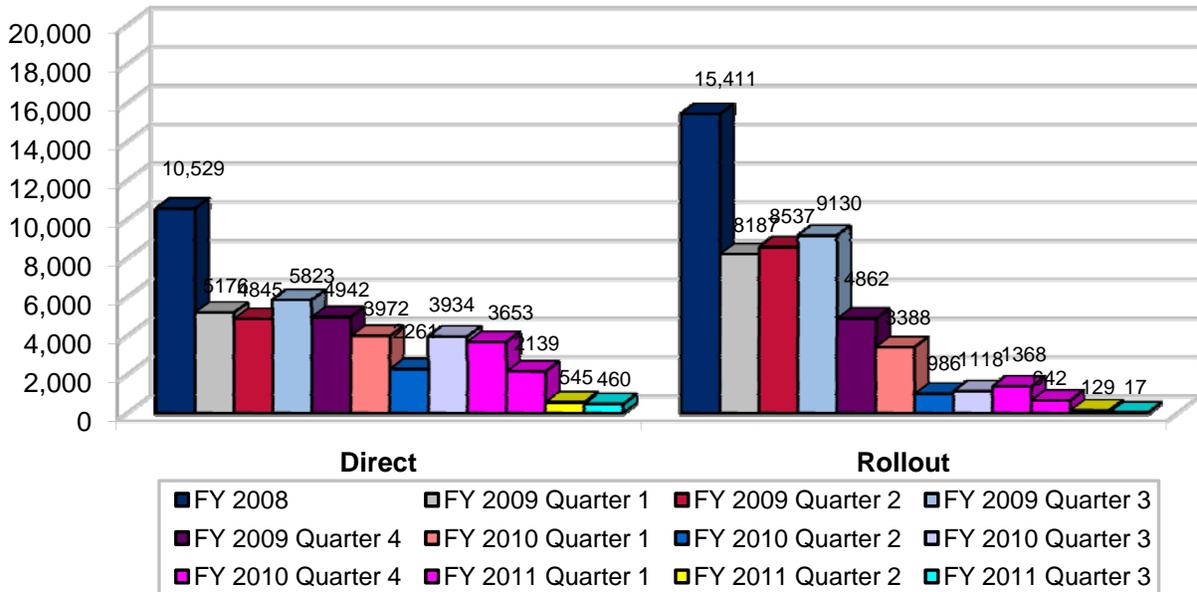


Figure 3: Number of Participants by Type of Courses



¹ "Direct" courses are delivered by USAID/Tatweer trainers (expat or local); "Rollout" courses are delivered by Gol trainers (USAID/Tatweer ToT graduates).



Table 7: Total Number of Courses and Enrollments

	April	May	June	Total
Classes Offered	15	9	3	27
Enrollments	234	152	91	477

Table 8: Number of Enrollments by Program Levels

Training Program Level	Courses	Enrollments			Participants			Percentage
		Total	Male	Female	Total	Male	Female	
Competency	0	0	0	0	0	0	0	0%
Advanced	0	0	0	0	0	0	0	0%
Expert	1	15	15	0	15	15	0	3%
Training of Trainers	1	17	10	7	17	10	7	4%
Competency (Rollout)	1	21	17	4	21	17	4	4%
Advanced (Rollout)	0	0	0	0	0	0	0	0%
Training of Trainers (Rollout)	0	0	0	0	0	0	0	0%
Advanced ToT (Refresher)	0	0	0	0	0	0	0	0%
Special Workshop	24	424	274	150	410	263	146	89%
Master Training of Trainers	0	0	0	0	0	0	0	0%
Total	27	477	316	161	463	305	157	100%

Table 9: Number of Enrollments by Training Program Area

Training Program Areas	Courses	Enrollments			Participants			Percentage
		Total	Male	Female	Total	Male	Female	
Project Management	2	27	25	2	27	25	2	6%
Fiscal Management	5	71	55	16	71	55	16	15%
Human Resources Management	6	138	82	56	136	81	55	29%
Information Technology Management	3	36	25	11	35	24	11	7%
Leadership and Communications	2	25	22	3	25	22	3	5%
Anti-Corruption	0	0	0	0	0	0	0	0%
Training of Trainers General Program	1	17	10	7	17	10	7	4%
Monitoring and Evaluation	1	21	10	11	21	10	11	4%
Technical Assistance Training	7	142	87	55	142	87	54	30%
Strategic Planning	0	0	0	0	0	0	0	0%
Quality Management	0	0	0	0	0	0	0	0%
Total	27	477	316	161	474	314	159	100%



II. PROGRAM MANAGEMENT

PERSONNEL

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

- Marc Shiman, Chief of Party
- Wes Brightman, Financial Analyst and Administrative Officer
- Mark Doherty, Technical Evaluator for the SSN Program
- George Dimitriou, Technical Evaluator
- Charles Hall, Director Energy Group
- Milton Troconis Villarreal, Procurement Advisor
- Touhami Rhaïem, Advisor Civil Service Commission and PMAC
- Curtis Yates, Executive Officer
- Nael Shabaro, DCOP for Government Coordinating Institutions
- Thomas Rousseau, Curriculum Development Specialist
- Mohamed Marzouk Abdallah, Senior Education Advisor
- Samir Kubba, Deputy Director, Oil
- Dennis Hobbs, Contract Management Advisor

Short-Term Personnel

- Michael Heydari, Quality Assurance Advisor
- Katherine Krueger, Technical Manager - MSI
- Hussain Aziz, Consultant for Ministry of Oil
- Chester Newland, Civil Service Consultant

ADMINISTRATION

- This reporting period has centered on the finalization of all program activities and the affiliated closeout activities. This included submission to USAID's contract office of an asset disposition request and updated close out plan.
- Steps have been taken to close down all provincial offices with instructions regarding asset disposition being the final unresolved issue.
- Project information, personnel documents, and financial documents have also been reviewed and sorted for retention based on USAID, MSI, and GoI record retention requirements.

PROJECT MANAGEMENT SYSTEMS AND PROCUREMENT

Major Projects Accomplishments include:

- The completion, launch, and handover of the Iraq Development Management System (IDMS) to the GoI.

FACILITIES, SYSTEMS, AND EQUIPMENT

- Offices and residences have been cleaned and contractual required maintenance performed to restore them to their received condition.
- An updated inventory has been submitted to USAID and an asset disposition plan is awaiting approval.

SECURITY AND TRANSPORTATION

There has been an increased scrutiny of vehicles and weapons on private security companies. Impromptu checks and searches have been carried out on venues of other companies. This scrutiny has not yet affected this project. Our security provider has assured us that all vehicles and weapons are properly registered.



ANNEX I: PERFORMANCE INDICATORS AT A GLANCE

OUTPUT INDICATORS:

Output I.2: Number of Civil Servants Trained (April through June 2011)

Civil Servants Trained in Core Admin Functions	Total
Number of Individual Participants	455
Male	297
Female	157
Number of Classes Offered	27
Number of Class Enrollments	477
Male Enrollments	316
Female Enrollments	161

Enrollments by Course (January through March 2011)

Program/Course	Classes	Enrollments	
		Male	Female
Project Management	2	25	2
Project Management Workshop	2	25	2
Special Workshop	2	25	2
Fiscal Management	5	55	16
Government Procurement	1	17	4
Competency (Rollout)	1	17	4
Inventory control System	1	5	3
Special Workshop	1	5	3
Cost Estimating	1	6	1
Special Workshop	1	6	1
Accounting and Auditing	2	27	8
Special Workshop	2	27	8
Human Resources Management	6	82	56
Training management system	2	27	22
Special Workshop	2	27	22
Training Analyses	3	43	24
Special Workshop	3	43	24
Potential DG Training Policy	1	12	10
Special Workshop	1	12	10
Information Technology Management	3	25	11
IT Management	1	14	1
Special Workshop	1	14	1



Program/Course	Classes	Enrollments	
		Male	Female
GAD Application	2	11	10
Special Workshop	2	11	10
Leadership and Communications	2	22	3
Strategic Planning	1	15	0
Expert	1	15	0
Leadership Enhancement Seminars	1	7	3
Special Workshop	1	7	3
Training of Trainers General Program	1	10	7
General	1	10	7
Training of Trainers	1	10	7
Monitoring and Evaluation	1	10	11
Training and Evaluation course	1	10	11
Special Workshop	1	10	11
Technical Assistance Training	7	87	54
Curriculum Development	3	35	20
Special Workshop	3	35	20
Electronic Training Card	2	25	4
Special Workshop	2	25	4
School Management	2	27	31
Special Workshop	2	27	31

Participants/Enrollment by Ministry/Institution

Ministry	Enrollments			Participants		
	Total	Male	Female	Total	Male	Female
Government of Iraq (Baghdad)						
Ministry of Planning and Development Cooperation (MoPDC)	15	9	6	15	9	6
Ministry of Oil (MoO)	49	39	10	49	39	10
Ministry of Electricity (ME)	35	20	15	34	20	14
Ministry of Water Resources (MoWR)	21	9	12	21	9	12
Ministry of Health (MoH)	14	10	4	13	9	4
Ministry of Agriculture (MoA)	69	44	25	68	43	25
Municipalities and Public Works (MMPW)	6	4	2	5	3	2
Ministry of Higher Education	4	4	0	4	4	0
Ministry of Education	258	173	85	241	157	84
Ministry of Human Rights (MoHR)	2	0	2	1	0	1
Basrah Governorate	1	1	0	1	1	0
Ministry of Youth and Sports	1	1	0	1	1	0
Presidency Council	1	1	0	1	1	0



PROJECT RESULT 1: STRENGTHENED CORE PUBLIC ADMINISTRATION SKILLS

Project Indicator 1.1: Number of civil servants trained [Cumulative] (PE 2.2)

FY2008	FY2009	FY2010	Quarter 1 Oct-Dec 10	Quarter 2 Jan-Mar 11	Quarter 3 Apr-Jun 11
26,532	52,140	20,680	2,781	674	477

Project Indicator 1.2: Number of SSN staff trained in new information technology business process

FY2008	FY2009	FY2010	Quarter 1 Oct-Dec 10	Quarter 2 Jan-Mar 11	Quarter 3 Apr-Jun 11
-	27	140	42	70	153

Project Indicator 1.3: Number of post-graduate scholarship recipients that complete courses of study [Cumulative]

FY2008	FY2009	FY2010	Quarter 1 Oct-Dec 10	Quarter 2 Jan-Mar 11	Quarter 3 Apr-Jun 11
1	24	50	101	4	3

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	FY2010	Quarter 1 Oct-Dec 10	Quarter 2 Jan-Mar 11	Quarter 3 Apr-Jun 11
45	145	174	17	19	1

* Indicator calculation began in FY2008

Project Indicator 2.2: Number of MoLSA sites with installed and functioning SSN information systems (central and provincial)

FY2008	FY2009	FY2010	Quarter 1 Oct-Dec 10	Quarter 2 Jan-Mar 11	Quarter 3 Apr-Jun 11
-	0	2	4	2	1

* Indicator calculation began in Quarter 2 FY2009

PROJECT RESULT 3: PUBLIC ADMINISTRATION TRAINING CAPACITY EXPANDED

Project Indicator 3.1: Number of ministries with training budget formulated and submitted based on ministry priorities

FY2008	FY2009	FY2010	Quarter 1 Oct-Dec 10	Quarter 2 Jan-Mar 11	Quarter 3 Apr-Jun 11
-	-	-	-	0	3

* Indicator Calculation began in Quarter 2 FY2011