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# ANNUAL REPORT

## OCTOBER 2012 - SEPTEMBER 2013

### **DISCLAIMER**

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**Name of USAID Activity: Iraq Financial Development Project (FDP)**

**Name of Prime Contractor: AECOM International Development**

**Total funding: USD 43,322,834 (total cost plus fixed fee)**

**Start date: July 18, 2010**

**End date: December 31, 2013**

**Overall goals and objectives: The Iraq Financial Development Project will expand private sector financial intermediation by enhancing the advocacy capacity of the private financial sector, improving the soundness of the private financial sector through institution building and targeted reforms, and improving the quality and availability of finance and business education.**

**Expected outcomes:**

- **Upgrading the capacity of the private financial sector through the establishment of a Banking Studies Center**
- **Improve the soundness of the private financial sector through credit reporting reform and improved institutional capacity**
- **Implementation of a financial system architecture required for a modern banking system.**

# ACRONYMS

AACSB	Association to Advance Collegiate Schools of Business
ADG	Akademie Deutscher Genossenschaften
BIAP	Baghdad International Airport
BIS	Bank for International Settlement
BSC	Banking Studies Center
CBI	Central Bank of Iraq
CBS	Core Banking System
CIB	Credit Information Bureau
CIEI	Credit Information Exchange Instruction
COM	Council of Ministers
COR	Council of Representatives
DG	Director General
FBA	Financial Business Architecture
FDP	Financial Development Project
FSVC	Financial Services Volunteer Corps
GIZ	Deutschen Gesellschaft für Internationale Zusammenarbeit
GOI	Government of Iraq
HCED	Higher Committee for Educational Development
ICBS	Integrated Core Banking System
IIER	Iraqi Institute for Economic Reform
IPBL	Iraqi Private Bankers League
IPS	Iraqi Payment System
IT	Information Technology
IZ	International Zone
KRG	Kurdistan Regional Governate
MOU	Memorandum of Understanding
MSME	Micro, Small and Medium Enterprise
NBFI	Nonbank financial institution
NGO	Non-governmental organization
PPP	Public Private Partnership
PMP	Performance Monitoring Plan
PSP	Payment Service Provider
RFP	Request for Proposal
RPS	Retail Payment System
RPSI	Retail Payment Systems Infrastructure
SGS	Sallyport Global Services
SME	Small and Medium Enterprise
TOT	Training of Trainers
U.S.	United States
US-ASBE	U.S. Association of Small Business and Entrepreneurship
USAID	United States Agency for International Development
USG	United States Government
WB	World Bank



# EXECUTIVE SUMMARY

A strong banking sector is essential to a strong economy. However, Iraq's banking sector is limited by three key difficulties: a cash-based economy, a lack of adequate recordkeeping and credit reporting by banks, and a shortage of trained financial professionals. These deficiencies conspire to limit Iraq's potential, and stand in the way of translating Iraq's resource wealth into a modern productive economy.

The USAID/Iraq Financial Development Project (FDP) is implementing a financial sector reform project designed to enable Iraqi stakeholders to build their capacity and expand or introduce an array of financial services in Iraq. Project activities involve working with Iraqi partners to build a modern Retail Payment System Infrastructure (RPSI) featuring mobile banking, design and implement a Credit Information Bureau (CIB), and the creation of new educational opportunities for finance and banking professionals through the Banking Studies Center (BSC).

This year was faced with many challenges including a long process of leadership change at the Central Bank of Iraq (CBI), a scaling back of resources at USAID, and implementation challenges that caused several delays. FDP successfully worked with USAID and the CBI to tackle each and every one of these challenges to make it one of the most successful US funded projects.

FDP has assembled a team of local and international experts that works actively with public and commercial banks, and other key stakeholders, to implement program activities. The Financial Development Project focuses on long-term sustainability when providing technical assistance to ensure that all users of the BSC, RPSI, and CIB will benefit from these initiatives for years to come.

Under the critical path plan agreed with USAID, the 2013 fiscal year saw the responsible handover of two original project components.

The Iraqi Private Banks League (IPBL) is operating successfully and self-sufficiently after the handover of FDP-supported activities to the League. As part of the handover, FDP provided communications materials and plans to support their efforts to increase their membership and influence as private advocates for banking reform. Since transitioning from FDP support, the organization has independently organized a productive and well-attended conference that brought together senior representatives of the banking sector and Government of Iraq to address challenges to the growth of the industry.

Iraqi Business schools pursuing accreditation from the Association to Advance Collegiate Schools of Business continue to participate in the multi-year accreditation process. These business programs continue to operate in a manner more consistent with international standards as a result of FDP assistance. As a result of FDP support, students will graduate from established business programs at leading Iraqi universities and are better able to meet the demand for qualified financial professionals fluent in modern business practices.

FDP made substantial progress in preparing the Banking Studies Center in Baghdad, and Banking and Finance Academy in Erbil, to operate independently and sustainably.

With FDP assistance, the Banking Studies Center in Baghdad undertook a series of reforms to its management structure to enable continued independent operations after the transition of direct support from FDP. These included the implementation of a new organizational structure and a series of staff training courses on topics ranging from marketing to organizational development. The BSC held its first self-financed course in early September in which all participants paid course fees to enroll. The BSC has also independently engaged in consultations with private and public banks to design their course offerings for 2014.

FDP's activities in support of the Banking and Finance Academy (BFA) in Erbil were transitioned to its international partner, the German Association for International Cooperation (GIZ), who will continue to work to expand and develop the Academy. The BFA held its first self-financed course in late August with students in attendance from regions across Northern Iraq.

The Central Bank of Iraq's Credit Information Bureau Steering Committee continues to work closely with FDP to improve and expand Iraq's credit reporting and analysis system. The Financial Development Project has assisted in conducting broad surveys of Iraqi banks to determine the status of their records with respect to information relevant to the establishment of a new credit rating system. FDP has also worked closely with the CBI to design the technical specifications for an RFP to select a vendor to implement an electronic system. Work continues with the Central Bank to reorganize and expand the Credit Information Exchange Department and prepare regulations to support the new Credit Information Bureau.

The CBI, with FDP assistance, selected a Retail Payments System Infrastructure provider after a transparent and competitive international RFP process and began contract negotiations with the winning vendor. With the support of the CBI governor, CBI staff were assigned to an RPSI implementation team within the Payments Department of the Central Bank of Iraq that are currently being trained and mentored by FDP to operate the RPSI.

Regulations and procedures were finalized with the CBI for banks and mobile network operators to become payment service providers in the RPSI system. FDP continued to advise the CBI on allocating further staff and premises for the Payments Department to operate the new system. Training courses were also delivered to key CBI staff and prepared for participating banks and MNOs following the public announcement of the system's implementation.

This report presents the achievements of the USAID/Iraq Financial Development Project (FDP), as well as challenges involving implementation and how the project intends to move forward. The activities in this report take into account the instructions provided by USAID to work on an accelerated delivery schedule that follows the USAID approved workplan.

# INTRODUCTION

Iraq once possessed an advanced educational and financial system, but years of turmoil and isolation have eroded a once developed state. Decades of war and insecurity have caused Iraq to fall behind in employing modern financial practices, limited access to quality education and denied access to international institutions necessary to foster competitiveness and development.

The Republic of Iraq faces the challenge of creating a stable economy. While there are many components of economic development, a key element is the banking sector. The banking sector provides start-up financing for small and large organizations, fosters functioning markets, and stimulates consumer confidence to encourage investment in the economy.

FDP's project design proceeds under the view that enhanced investments will result in increased private sector financial intermediation—the transformation of deposits into investment resources—that will, in turn, lead to an increase in lending and investment in the private sector that contributes to job creation and the diversification of the economic base. FDP strives to build sector capacity as well as bridge institutional gaps in the financial sector architecture and address legal and regulatory constraints.

The banking sector in Iraq is currently dominated by public banks that lack the capacity to compete in international markets. Limited access to technology often results in lengthy paper-based bureaucratic processes that make simple activities such as obtaining a loan or withdrawing money from an ATM difficult to conduct. The country remains highly dependent on cash, and financial professionals lack both the hard and soft skills to operate in the modern international financial arena.

During this year FDP faced several challenges including the changes at the Central Bank of Iraq resulting from the anti-corruption Integrity Commission issued a warrant for Central Bank Governor Sinan Shabibi and several members of his staff on October 15, 2012. At this time the deputy governor of the Central Bank of Iraq Matheher Mohammed Mudher Salah became the acting governor, but FDP was instructed to limit its interaction with the Central Bank until the Bank resolved its internal issues. On March 13, 2013, the Director of the Board of Supreme Audit, Dr. Abdul Basit Turki, was named as the temporary head of the Central Bank. The changes in leadership and limited communication with the Central Bank caused significant delays and uncertainties in FDP activities; however, the project has recovered and increased its momentum with achievements across all activities which will be described in this report.

USAID recognized the achievements made on FDP despite the challenges faced, including those stemming from the leadership changes of the CBI over 6 months and an extended period during which FDP was not authorized to communicate with the CBI. USAID also face a drastic scaling back of their resources and thus needed to reduce its portfolio in Iraq to make it manageable for them.

AECOM worked closely with USAID and, as the dust settled, scaled up its collaboration with the Central bank of Iraq effectively getting key activities back on track. However, given the USAID's resource constraints a modification of the scope of work was made to increase efforts to fast track results in four activity areas: Banking Studies Center, Retail Payment System Infrastructure and Credit Information Bureau; close for convenience all university activities by February 28, 2013; and phase out the Advocacy efforts by April 30, 2013.

In 2010, USAID awarded a five-year, US\$53 million contract to AECOM to implement private sector financial reforms in coordination with the banking sector in Iraq. This was modified to a four-year US\$43 million contract in August 2013 with a critical path workplan for accelerated delivery developed in partnership with USAID. This ambitious workplan tackled these changes resulting in significantly advancing key goals of the project in a matter of months.

Work to build the advocacy capacity of the Iraqi Private Bankers League was transitioned to the organization with a final provision of communication materials produced with the assistance of FDP. The IPBL has begun to operate independently and organized a major conference with the Government of Iraq to address issues pertinent to the growth of the sector.

Iraqi Business schools pursuing accreditation from the Association to Advance Collegiate Schools of Business continue to participate in the multi-year accreditation process. Their progress and commitment is complimented by the reforms made to curricula with FDP assistance which aid university courses to reach international standards.

Following the critical path plan determined with USAID the project's workplan was revised to three principal Task Areas:

**Task 1. Upgrading the capacity of the private financial sector through the establishment of a Banking Studies Center.** This initiative will provide relevant educational opportunities for financial professionals to address the need for improved skills and knowledge in the banking and financial services sectors.

**Task 2. Improve the soundness of the private financial sector through credit reporting reform and improved institutional capacity.** This task is intended to assist the Central Bank of Iraq to establish a Credit Information Bureau to enable greater retail lending by Iraqi Banks.

**Task 3. Implementation of a financial system architecture required for a modern banking system.** To facilitate and mobilize monetary transactions, FDP will assist the CBI to establish a Retail Payments System Architecture, including a national switch and interoperable mobile payments system.

The key to ensuring long-term sustainability and unlocking the potential that lies beyond the duration of FDP is placing ownership of project initiatives into the hands of the Iraqi people and their institutions. The local ownership model is a key part of the FDP strategic plan that will continue to transfer increasing responsibility to local partners over the coming stages of the project.

Furthermore, FDP recognizes that additional donors are targeting other segments of the financial sector to achieve complementary goals and promote the sustainability of an independent Iraqi banking system. FDP works to collaborate with these institutions to leverage resources, avoid duplication, and create a strong foundation for FDP initiatives.

Now at the end of its third year, this report will demonstrate the achievements in each task of the Iraq Financial Development Project (FDP), as well as the challenges to implementation that FDP faced and how the project intends to move forward.



Participants from public and private-sector banks attend a course at the Banking Studies Center in Baghdad.

## PROJECT PROGRESS

### **Task I: Upgrading the capacity of the private financial sector through the establishment of a Banking Studies Center.**

#### **Deliverables - Narrative**

Iraq has fallen behind developments in modern international banking methods and regulations. Developing the skills and knowledge of Iraqi financial professionals is therefore important to the growth and modernization of the banking sector.

In partnership with the Central Bank of Iraq, the Financial Development Project created the Banking Studies Center (BSC) which began offering courses in January 2012 to improve the skills and knowledge of professionals working in the banking and finance sectors. BSC courses focus on structured training using traditional classroom learning delivered by qualified, certified instructors. Actively embraced by the banking and financial sector, FDP rapidly expanded its curriculum and has offered 18 different courses including: Managing Customers by Telephone, Marketing, Internal Auditing, Marketing and Product Development, Leadership and Governance, and many others. In the past year, over 560 participants have successfully completed the banking courses. More than 50% of these participants have been women.

### ***IR 9.1 Banking Studies Center (BSC) established in Baghdad***

On April 23, 2013 the Banking Studies Center building was inaugurated. Located at the Central Bank of Iraq's site in the Jadriyah district of Baghdad, the facility houses three classrooms and administrative offices for BSC staff.

The BSC held its opening course the following week. The class addressed Letters of Credit and was taught by a combination of national and international instructors and visited by the CBI Governor. Since the official opening of the Center in Baghdad, 18 different courses relevant to finance and banking professionals have been delivered.



**Workers install a sign at the main entrance of the Banking Studies Center in Baghdad**

#### ***For next quarter:***

Following the successful completion of IR 9.1, FDP's activities involving the Banking Studies Center in the upcoming quarter will be limited to an advisory and mentoring role in support of the independent and self-financing operation of the BSC. This includes attending meetings of the steering committee, providing counsel to BSC staff and helping to develop the teaching skills of the Center's trainers. No further financial support from FDP is anticipated as the BSC is financially sustainable under a cost model.



**Representatives of USAID, FDP, GIZ and Business School ADG in Erbil following the inauguration ceremony.**

### ***IR 9.2 Banking Studies Center (BSC) established in Basrah and/or Erbil***

On July 3, 2013, the Banking and Finance Academy (BFA) was inaugurated in Erbil. Based at the University of Kurdistan-Hawler, the BFA offers courses designed for financial and banking professionals.

In September 2013, FDP support for the Academy was transitioned to GIZ, a partner of FDP in the founding of the institution. The German Association for International Cooperation will

## Banking and Finance Academy Inaugurated in Erbil



**A university official addresses the audience at the inauguration ceremony of the Banking and Finance Academy in Erbil.**

On July 3, 2013 a ceremony was held at the University of Kurdistan-Hawler to commemorate the inauguration of the Banking and Finance Academy.

A statement released by the US Embassy marking the inaugural ceremony said “The new academy will support the efforts exerted by the Iraqi Government to improve the performance and capacities of the Iraqi financial and banking sectors to develop the economy of the Iraqi private sector.”

continue to support the development of the Academy under the cost model developed with FDP assistance.

### ***For next quarter:***

With the responsible handover of support for the BFA to GIZ, and the first successful course conducted under a cost model, FDP does not anticipate further activities to support the operation of the BFA.

### ***IR 9.3 Training curriculum approved by BSC steering committee that includes private sector stakeholders***

The training curriculum for 2014 was approved by the Banking Studies Center steering committee at a meeting held on June 20, 2013.

Deliberations concerning the Banking Studies Center curriculum for 2014 were undertaken by the BSC steering committee in May and June of 2013. These discussions included representatives from the Iraqi Private Bankers League and two private sector banks who are members of the Steering Committee.

### ***For next quarter:***

FDP will train and mentor BSC instructors to ensure a high and consistent quality of training delivery at the BSC. In addition, training will be provided in stakeholder relations to facilitate communication with private sector employers to ensure the relevance of the BSC curriculum and their continued financial support for the Center.

A 'Training of Trainers' program will continue to prepare a pool of BSC instructors who possess both technical knowledge and teaching skills in order to maintain a high standard of instruction at the Center in the absence of international educators previously provided by FDP.

### ***IR 9.4 Cost model established by the steering committee or governing body in at least two bank training institutions***

In Baghdad, a cost model was developed and approved by the Banking Studies Center Steering Committee on June 20, 2013. The committee includes representatives from the Central Bank of Iraq, Ministry of Education and from several private and public banks. The decision followed

several weeks of Committee deliberations to ensure that the course fees were reasonable for students and employers and were sufficient to fund the operations of the Center.

In Erbil, a cost model was established in the Banking and Finance Academy's business plan published on January 19, 2013. The plan has been endorsed by the Advisory Committee, which includes representatives from FDP and GIZ.

***For next quarter:***

With both the BSC and BFA having begun successful operation under cost models, FDP activities in the coming quarter will build on this achievement to sustain their course offerings.

FDP will therefore continue to work to build the capacity of both institutions in the areas of stakeholder relations and marketing. Training and mentoring activities will take place throughout the quarter to emphasize the importance of ensuring that course content meets the staff development needs of private sector employers and international standards of training.

### **Baghdad Banking Studies Center Holds First Self-Financed Course**



**The first self-financed course at the Banking Studies Center in Baghdad.**

In September 2013, the Banking Studies Center in Baghdad held its first course financed by fees paid by participants and their employers. The Banking Law course was attended by 24 participants from 11 private and 4 state-owned banks and included professionals working in risk management, internal auditing and regulatory compliance.

The recruitment of participants and administration of the course were conducted by the BSC staff.

Certificates for participants who successfully completed the course were presented by the Deputy Governor of the CBI.

## **Implementation Issues and Challenges Faced**

A significant challenge faced by FDP in the latter half of Year 3 is the difficulty in identifying a sufficient number of qualified trainers to lead courses at the BSC and BFA. As the Financial Development Project ceases to provide instructors to conduct courses, recruiting and developing trainers who hold both relevant expertise and teaching skills remains a priority. In many cases, though holding qualifications as financial professionals, instructors lack teaching experience. To address this challenge, FDP will provide instruction and mentoring to BSC and BFA trainers; including familiarization with the ISO 10015 training standard throughout the lifecycle of BSC and BFA activities.



Members of the Central Bank of Iraq's Credit Information Exchange Department review credit reports.

## **Task 2: Improve the Soundness of the Private Financial Sector through Credit Reporting Reform and Improved Institutional Capacity**

### **Deliverables Narrative**

Iraq has one of the lowest loan-to-deposit ratios (LTD) in the Arab world. A low LTD ratio means that banks earn less than they should on their deposits and subsequently the private sector has less access to credit. Iraq is also one of the few countries in the region without an automated credit bureau. As a necessary tool to enable local banks to make more quality loans and rely less on collateral and more on previous lending experience, FDP and the Central Bank of Iraq partnered to develop a modern Credit Information Bureau operated by the Central Bank of Iraq.

A rudimentary credit registry exists in Iraq under the management of the Central Bank of Iraq. The CBI recognizes the need for a fully automated Credit Information Bureau System, however the existing system has not been upgraded due to a lack of technical definition of needs and delineation of the role the CIB would play in the Iraqi banking system.

FDP helped to clarify these issues and the CBI acted on FDP's recommendation for the new CIB to be based on a solid and comprehensive database of credit and loan data. The new system will provide information to lenders which will help manage credit risk; leading to a growth in lending throughout the consumer and corporate sector. The CBI also allocated funds and is undergoing a procurement process to determine a suitable vendor.

This will provide the Central Bank with oversight tools and regulatory control to enable effective supervision of the banking sector; resulting in the improvement of the lending process by measuring risk in the financial sector through efficient online reporting. A Credit Information Bureau assists lenders to better assess the creditworthiness of loan applicants. A Bureau also

increases consumer borrowing while making lending easier and increasing the funds available to finance small- and medium-sized enterprises. FDP is collaborating with the CBI to facilitate the purchase of an automated system and provide the requisite training and technical support to ensure that the new system properly serves the Iraqi banking sector.

***IR 10.1 Evaluate the existing Credit Registry in CBI and the banks' (state-owned or private) current systems to provide recommendations (Gaps Analysis) for CBI to implement a functioning CIB.***

A key challenge in establishing an operational Credit Information Bureau is the significant variance in the past and current recordkeeping practices of Iraqi banks. While FDP has assisted the CBI to improve the detail and consistency of credit reporting requirements for Iraqi banks, historic data is nonetheless important to establishing a functioning Credit Information Bureau.

To address this challenge, on May 3, 2013 the Central Bank of Iraq issued a survey designed with FDP assistance to determine the status and detail of recordkeeping systems currently used by Iraqi banks. More than 40 banks responded providing a broad picture of the current condition of data collection in the Iraqi banking system.

A Gaps Analysis was conducted in June of 2013 using the data collected through this survey to develop reforms to recordkeeping practices that will be required of Iraqi banks at later stages of CIB implementation to ensure appropriate detail and consistency of reporting across the banking sector. A second survey addressing issues identified through the first research tool was distributed to better understand gaps and variations in the recordkeeping systems of state-owned and private banks to aid in developing a data structure for the new system.

The outcome of the Gaps Analysis was incorporated into the system design requirements of the Request for Proposals to ensure that existing historical data from Iraqi banks can be incorporated into the new automated system.

***For next quarter:***

Results of the evaluation of Iraq's Credit Registry and the recordkeeping practices of Iraqi banks were incorporated into the design of the Credit Information Bureau, and in the RFP to select a vendor for the automated system that will support the CIB. No further activity is anticipated with respect to IR 10.1.

***IR 10.2 A complete legal and regulatory framework for establishing a credit bureau is submitted for approval to the CBI.***

The completed legal and regulatory framework was submitted to the Central Bank of Iraq CIB Steering Committee in February 2013 for their review and approval.

The legal and regulatory framework establishes the Credit Information Bureau as a formal legal entity. Among other functions, it defines oversight authorities, reporting requirements for banks and penalties for non-compliance with the proposed new credit reporting rules.

On March 25, 2013 the CBI Banking and Supervision Directorate distributed the proposed regulation to all Iraqi banks for comment. Feedback was provided by 39 Iraqi banks, 3 Insurance Companies and the Iraqi Company for financing SMEs to the Banking and Supervision Department of the Central Bank.

***For next quarter:***

FDP will continue to work in partnership with the Central Bank of Iraq to provide technical assistance as regulations pertaining to the Credit Information Bureau are amended and implemented. Assistance will also be provided to the CBI to advance regulations through the process and facilitate amendments as required.

***IR 10.3 Develop the necessary business requirement (Technical and Administrative) specifications for a Request for Proposal that is issued by the CBI.***

With FDP assistance, the Central Bank of Iraq conducted a survey and analysis of the Iraqi banking sector to assess the business practices and core banking systems currently in use. The results of this survey were analyzed and used to develop a model for a Credit Information Bureau that was feasible to implement given the current realities of the banking sector in Iraq.

An RFP to select a vendor to provide an electronic credit registry was released on October 3, 2013. The RFP was developed with FDP assistance and incorporated requirements determined through a Gaps analysis, business requirement review, and a review of legal and regulatory requirements.

***For next quarter:***

An RFP to procure an automated Credit Information Bureau system is expected to be released by the Central Bank of Iraq in October 2013. With FDP assistance the Central Bank will review vendor submissions giving appropriate weight to the business requirements specified in the RFP.

***IR 10.4 Provide a CIB user manual and training program for the CBI to use internally and with end-users***

Four course modules were developed based on CBI staff training needs identified by FDP. The first module, which addresses the financial basics of credit reporting and analysis, was delivered to CBI staff affected by the upcoming implementation of the new Credit Information Bureau.

***For next quarter:***

The remaining three training modules will be used to prepare relevant staff members from the Central Bank to ensure that they are ready to implement and operate the new Credit Information Bureau.

***IR 10.5 Train CBI staff to manage and administer the Credit Information Bureau system.***

To prepare CBI staff to manage and administer the CIB, FDP first assisted in identifying training needs relevant to



**The Central Bank's Director General of Information Technology asks a question during an FDP training.**

employees who will be responsible for the sustainable operation of the system. This analysis formed the basis for designing training courses tailored to the needs of Central Bank staff that will be responsible for administering the system.

In addition to identifying training needs, FDP assisted in developing an organizational structure, and job descriptions, for the new Credit Information Exchange Department that will be established to operate the CIB.

FDP held 7 training courses for staff from the Central Bank of Iraq's Information Technology and Credit Supervision Departments to prepare for the successful implementation and operation of the Credit Information Bureau.

***For next quarter:***

Three additional training courses are planned for the next quarter to support the implementation and operation of the Credit Bureau. An auditing guide will also be developed for employees of the Credit Information Exchange Department to facilitate the auditing of credit departments in Iraqi banks.

***IR 10.6 Develop with the CBI a roll-out plan to deploy the solution to all reporting entities***

A roll-out plan to deploy the CIB to reporting entities was developed and approved by the Central Bank of Iraq.

Credit Bureau support plan implementation – a section of the CIB rollout plan for the selection of implementing vendor and implementation phases through the start of production operations – was incorporated into the RFP to select vendor to implement the new automated system.

***For next quarter:***

Following the selection of a vendor for the CIB system, FDP will assist the CBI to develop a roll-out plan. This plan will include public outreach to explain the necessity and benefits of enhanced credit reporting and to banks as they begin to report loan information through the new system.

***IR 10.7 Develop with the CBI SOW to acquire services for pilots, training, system testing, and other technical and administrative support that are needed for CIB sustainable operations.***

A Scope of Work was developed in September 2013 to enable the Central Bank of Iraq to independently procure technical assistance to continue with the implementation of the Credit Information Bureau beyond the duration of the Financial Development Project

***For next quarter:***

The Financial Development Project will continue to revise the SOW to reflect the Central Bank of Iraq's need for support based on progress made in implementing the Credit Information Bureau.

## **Implementation Issues and Challenges Faced**

Ensuring a fair and objective review of vendor proposals to implement the new automated Credit Information Bureau on the part of a Central Bank Department that has never undertaken a procurement exercise of this scale will require assistance and support from FDP.

A sustained effort on the part of the Central Bank to ensure that Iraqi banks can adapt to new reporting requirements and consistently submit loan information consistent with the new system's data requirements will require significant effort and FDP assistance.



With FDP assistance, members of a Central Bank RPSI evaluation team participate in a videoconference presentation with bidding vendors.

## **Task 3: Implementation of Financial System Architecture Required for Modern Banking System**

### **Deliverables- Narrative**

A major barrier to economic growth in Iraq is its reliance on a cash-based economy which limits the efficiency of transactions, weakens the banking sector, and results in fewer auditable transactions. To address these deficiencies, USAID is supporting the Central Bank of Iraq to develop the infrastructure and systems to enable modern electronic banking.

The Iraqi banking sector remains underdeveloped in large part due to the lack of beneficial services offered to consumers by Iraqi banks, which limits the incentive to open accounts. This results in a lack of capital to make loans to support businesses.

A cash economy also limits the growth of businesses by requiring the physical transport of large sums of cash to make routine transactions which results in inefficiencies, higher costs, and increased risk of theft and fraud. Reliance on cash also reduces controls that mitigate money laundering activities by making it easier to bypass documentation procedures intrinsic to modern banking systems like the RPSI.

The Retail Payments System Infrastructure will bring Iraq's banks, mobile network operators, retailers and consumers together on one platform to enable electronic transactions. It enables a range of new consumer services such as debit and credit cards that work nationally and internationally, card payments for retail transactions, Internet banking, and payments through mobile phone accounts for citizens who do not currently use banks.

***IR 11.1: Review and modify draft regulations/instructions based on input from CBI legal department and expert Payments System lawyers, and CBI Payments Department.***

FDP, in partnership with the Central Bank of Iraq, developed legal instructions to enable the CBI to govern, oversee and regulate retail and mobile payments. These include: a Payment Services Instruction, a Payment Service Provider Instruction, a Banking Code of Practice and a Collateral Instruction.

The Payment Services Instructions set out the general principles and policies that govern the establishment of the Retail Payment System Infrastructure and the activities and duties of organizations that provide payment services to customers or payment processing services. The Instructions also define the role of the proposed Steering Committee for Payments Management (SCPM) which would be chaired by the CBI and include members from banking and stakeholder groups authorized by the CBI to oversee aspects of payment system governance.

The Instructions also establish CBI's role as the governing body for all payment systems and that CBI will oversee and promote payment systems based on the Bank for International Settlement (BIS) Core Principles.

The Payment Service Provider (PSP) Instructions set out the principles and policies that govern the establishment of the Retail Payment System Infrastructure and define the rules by which PSPs and Agents are authorized, registered and supervised. The PSP Instructions also establish the CBI as the Registration Authority maintaining a register of authorized persons/entities including Payment Service Providers, and operators of payment systems, who are regarded as agents of Payment Service Providers providing services to customers

The Banking Code of Practice is included as part of the Payment Service Provider Instruction, and addresses the relationships between PSPs and their customers. It is a voluntary code which sets standards for good banking practices for financial institutions to follow when they are dealing with customers in Iraq. The Code applies to: current accounts, including mobile banking



**Central Bank of Iraq staff at a stakeholder outreach seminar**

accounts; savings and deposit accounts; interest rates; charges; payment services, including foreign-exchange services; cards and PINs; mobile payment services; and loans and overdrafts.

***IR 11.2: Prepare with the CBI a complete Request for Proposals that will be issued to procure a new Retail Payment System that ensures interoperability.***

A complete Request for Proposals was drafted in collaboration with the Central Bank of Iraq and issued in February 2013. The deadline for responses from interested vendors was on May 2, 2013 and the FDP-assisted evaluation was completed by the CBI in June of this year.

***For next quarter:***

IR 11.2 was completed with the release of the RFP in February 2013.

### **RPSI Receives Strong Interest from International Vendors**



**Vendor responses to the RPSI Request for Proposals at the Central Bank of Iraq**

The Central Bank of Iraq's Legal Department held a formal session to unseal proposals from potential vendors on May 4, 2013.

The proposals were delivered to the Head of the RPSI Evaluation Committee and review of the RFPs began two days later.

With FDP assistance, three evaluation teams from the Central Bank of Iraq conducted a transparent and methodical evaluation of the proposals. The evaluation process included interviews with existing users of the proposed systems and presentations from vendors via videoconference.

***IR 11.3: Develop with the CBI an RPSI user manual and training program for the CBI to use internally and with end-users.***

The Financial Development Project worked extensively with the Central Bank of Iraq to develop an RPSI Participants handbook. The handbook provides comprehensive and detailed information on the operation of an RPSI system, with a particular focus on future CBI employees who will join the RPSI team after implementation is complete.

FDP also delivered 5 training courses to CBI staff assigned to assist in the RPSI vendor selection and system implementation. These courses began with training to build the capacity of the CBI evaluation teams to support a transparent and methodical proposal evaluation process. Subsequent courses addressed the role and responsibilities of the Central Bank in operating an RPSI system.

***For next quarter:***

In the next quarter the RPSI user manual will be finalized and approved by the Director of the CBI Payments Department. Further training courses relevant to the implementation of the RPSI will be held for Central Bank staff. Documentation and seminars will also be delivered to potential pilot users of the RPSI system to assist in their preparations to integrate their core banking systems and business processes with the new system.

***IR 11.4: Assist with the selection of a vendor for the CBI to procure a comprehensive retail payments system that incorporates a solution for a National Switch model.***

FDP provided assistance to the RPSI team housed at the Payment Services Department at the CBI to conduct a fair selection process. The CBI formed three separate evaluation teams to score proposals from competing vendors on the basis of technical suitability, operational soundness and financial impact.

On August 8, 2013 the Board of the Central Bank of Iraq met to endorse the recommendation of the RPSI evaluation teams and select the international BPC consortium as the winning vendor.

***For next quarter:***

The next quarter will see the conclusion of negotiations with the selected vendor consortium to implement the RPSI, and the signing of a contract to initiate implementation activities.

***IR 11.5: Develop and provide a roll-out plan to deploy the chosen RPSI solution to all reporting entities.***

A comprehensive roll-out plan was developed and approved by the Central Bank of Iraq in September 2013. The plan addresses the implementation of Retail Payments System Infrastructure through various phases including installation, training, pilot participant recruitment, testing and expansion.

The comprehensive plan includes also outreach to the public, potential Payment Service Providers and other stakeholders to ensure that the benefits of the RPSI are implemented efficiently and understood by all relevant parties.

***For next quarter:***

The roll-out plan was approved by the Director of the CBI's Payment Services Department in September 2013. Following the signing of the RPSI contract, the first stages of the RPSI roll-out plan will be deployed by the Central Bank of Iraq with support from the Financial Development Project.



**CBI RPSI team members study System Rules**

***IR 11.6: Train CBI staff to implement a retail and mobile payment system.***

FDP assisted in the development and delivery of a series of workshops to assess candidates from throughout the Central Bank for their suitability to become members of the RPSI team within the Payments Department. Following the selection of candidates, a matrix of training needs was developed based on the skills that new RPSI staff possessed and required.

FDP delivered four courses to CBI staff assigned to the RPSI project covering public relations, RPSI administration and systems rules.

***For next quarter:***

In the upcoming quarter, FDP will continue focused training of CBI staff to ensure that they are able to exercise effective oversight and operation of the RPSI. As the RPSI contract, once signed, will involve a series of trainings provided by the selected vendor for the operation of the system, training activities in the next quarter provided by FDP will focus on providing effective oversight of the RPSI and management of payment service providers under relevant instructions and regulations.

***IR 11.7: Develop with the CBI SOW to acquire services for pilots, training, system testing and other technical and administrative support that are needed for RPSI sustainable operations.***

A Scope of Work was developed in September 2013 to enable the Central Bank of Iraq to independently procure technical assistance to continue with the implementation of the Retail Payments System Infrastructure beyond the duration of the Financial Development Project

***For next quarter:***

The Financial Development Project will continue to revise the SOW to reflect the Central Bank of Iraq's need for support based on progress made in implementing the Retail Payments System Infrastructure.



**RPSI Implementation Team members make preparations at the Central Bank of Iraq**

## **Implementation Issues and Challenges Faced**

The Retail Payments System Infrastructure will have a wide-ranging and transformative impact on the operations of the CBI's Payment Services Department, various national and international financial organizations, and Iraqi consumers. Ensuring that the system is implemented efficiently and with adequate understanding on the part of Payment Services Providers and consumers is essential to promote participation and confidence in the system.

Pilot participants in the RPSI will be selected based upon the current readiness of their Information Technology and management systems to integrate with the RPSI. However, other banks and financial services organizations will need to undertake internal reforms to take advantage of new business opportunities enabled by the RPSI. This will require ongoing education and support from the Central Bank to ensure that the maximum number of consumers have access to RPSI-enabled services.

FDP will continue to support the Central Bank of Iraq to help ensure that the need for clear and consistent communication with potential Payment Service Providers and consumers is understood and acted upon.

# OPERATIONS AND ADMINISTRATION

## **Operational Activities**

### **Overview of visa and badging issues**

The program has been successful in obtaining six-month multiple entry visas for both long and short-term staff. The Ministry of Interior has announced that individuals seeking visas coming from Arab countries and from Southern Asia will be subjected to increased scrutiny before being given a visa. To date, this has resulted in delays in acquiring visas for individuals from Sri Lanka, Egypt, and the West Bank.

Badging for the International Zone continues to present challenges. While program personnel have not generally had substantial difficulty accessing the International Zone, staff are usually required to surrender their passport at the IZ entry points. Additionally, not having IZ badges has led to occasional difficulty in entering the BIAP area, which has hindered staff movement. FDP continues to work on securing badging for International Zone access to key personnel, but it continues to be reported to the project that the cognizant office in the Prime Minister's Office has ceased issuing new badges until a reorganization of relevant staff is complete.

### **Overview of financial, administrative, and security operations**

Sallyport Global Services (SGS) continues to maintain a valid license with regard to security operations within Iraq. The Iraq Civil Aviation Authority's limit of 3 entries to the BIAP area per day by private security firms continues to cause inefficiencies in moving project staff into and out of the airport.

FDP has faced delays during the quarter due to consultants not being approved for mobilization by USAID within timelines optimal to the activities of the project.

### **Subcontract Management**

As of the date of this report, the USAID/Financial Development Project is working with the following subcontractors: the Louis Berger Group (LBG), the Aries Group, 4Points, Monetics, and Sallyport Global Services (SGS).

# MONITORING AND EVALUATION

This reporting period marks the end of the 3rd reporting year of the project. The tracking sheets for all indicators being monitored in Year 3 are found in Appendix B, PMP Indicator Tracker and a complete description and calculation formulas for all project indicators can be found in the PIRS documents for each indicator that are included.

# APPENDICES

- A) Project Year 3 PMP
- B) Performance Monitoring Plan (PMP) Indicator Tracker
- C) Training Events Log

## **Annex A. Project Year 3 PMP**

# USAID/Iraq Financial Development Project Results Framework

## Strategic Objectives

**Program Area:**  
4 Economic Growth

**Program Element:**  
4.3 Financial Sector

**Program Sub-Elements:**  
4.3.1 Financial Sector Enabling Environment and  
4.3.2 Financial Services

**USAID/Iraq Mission Intermediate Result 2.2:**  
**Access to finance and other foundational enablers of business growth are enhanced**

**Critical Assumption:**  
Project design assumes project investments will result in increased private sector financial intermediation—transformation of deposits into investment resources—that will in turn lead to an increase in lending and investment in the private sector that will contribute to job creation and diversification of the economic base

## Intermediate Results

**Project Objective:**  
**Strengthen the private financial sector's ability to provide financial intermediation.**

**Indicator:**  
**P1) Number of financial sector professionals trained on international standards this year with USG assistance.**

**IR 1**  
The capacity of the private financial sector is upgraded through the establishment of a Banking Studies Center.

**IR 2**  
The soundness of the financial sector is improved through credit reporting reform and improved

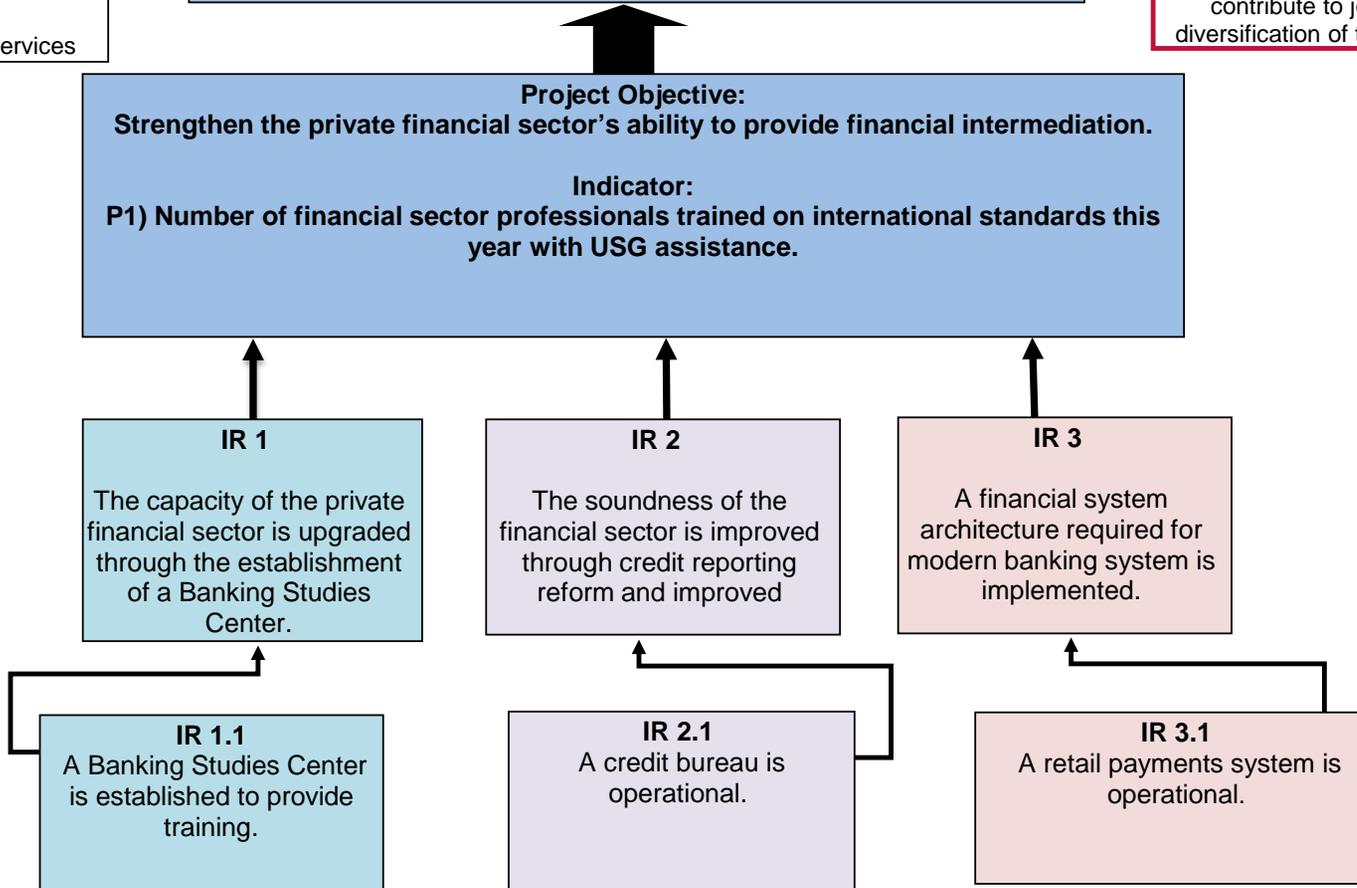
**IR 3**  
A financial system architecture required for modern banking system is implemented.

## Sub-Intermediate Results

**IR 1.1**  
A Banking Studies Center is established to provide training.

**IR 2.1**  
A credit bureau is operational.

**IR 3.1**  
A retail payments system is operational.



**USAID Iraq Financial Development Project**  
**IR 1**  
**Results Framework**

Intermediate Result

**Program Area:**  
4 Econ Growth  
**Program Element:**  
4.3 Financial Sector  
**Program Sub-Elements:**  
4.3.2

**Critical Assumptions:**  
1. CBI continues to embrace technical assistance to establish the Banking Studies Center.

**IR 1**

Upgrade the Capacity of the Private Financial Sector through the Establishment of a Bank Studies Center.

**IR 1.1**

A Banking Studies Center is established to provide training.

**IR 1.1.1 a&b**

Number of Financial Sector professionals trained on international standards this year with USG assistance.  
Disaggregated by:  
Number of men.  
Number of women.

Sub-IRs

Supporting Output Indicators

# USAID Iraq Financial Development Project

## IR 2

### Results Framework

Intermediate Result

**Program Area:**  
4 Econ Growth  
**Program Element:**  
4.3 Financial Sector  
**Program Sub-Elements:**  
4.3.1 and 4.3.2

**IR 2**  
The soundness of the financial sector is improved through credit reporting reform and improved institutional capacity.

**Critical Assumptions:**  
1. The Central Bank of Iraq continues to embrace technical assistance to establish the Credit Bureau.

Sub-IRs

**IR 2.1**  
A credit bureau is operational.

Supporting Output Indicators

**2.1.1**  
Milestones to putting the legal and regulatory framework in place and making a credit bureau operational.

**2.1.2 a&b**  
Number of financial sector professionals trained on international standards this year with USG assistance.  
Dissaggregated by:  
Number of men.  
Number of women.

**USAID Iraq Financial Development Project  
IR 3  
Results Framework**

Intermediate Result

Sub-IRs

Supporting Output Indicators

**Program Area:**  
4 Econ Growth  
**Program Element:**  
4.3 Financial Sector  
**Program Sub-Elements:**

**IR 3**  
A financial system architecture required for modern banking system is implemented

**IR 3.1**  
A retail payments system is operational.

**IR 3.1.1**  
Number of instructions issued on the use of the retail payment system.

**IR 3.1.2**  
Phase I completed- Milestones.

**IR 3.1.3a**  
Phase II completed- IPS infrastructure.

**IR 3.1.3b**  
Phase II completed- National Switch provider.

**IR 3.1.4**  
Milestones for assisting the CBI in Monitoring Implementation of the RPSI.

**IR 3.1.5 a&b**  
Number of financial sector professionals trained on international standards this year with USG assistance.  
Disaggregated by:  
Number of men  
Number of women.

**Critical Assumptions:**  
1. Vendors, banks, and the Iraq population are willing to trust the RPSI and transition to a cashless society.  
2. The RPSI will result in increased private sector financial intermediation that will in turn lead to an increase in lending and investment in the private sector that will contribute to job creation and diversification of the economic base.

## **Annex B. Performance Monitoring Plan (PMP) Indicator Tracker**

PMP IR #	Intermediate Result	Indicator Number	Indicator Title	Unit of Measure	Data Source	Frequency of Collection	Baseline	Associated Deliverable	Targets			Actuals		
									Yr 3	Yr 4	Total	Yr 3	Yr 4	Total
1.1	A Banking Studies Center is established to provide training	1.1.1	Number of Financial Sector professionals trained on international standards this year with USG assistance	Total # of professionals	Training records	Quarterly	0	9.1; 9.2	100	500	600	568		568
		1.1.1a	Number of men	# Men	Training records	Quarterly	0	9.1; 9.2	60	250	310	337		337
		1.1.1b	Number of women	# Women	Training records	Quarterly	0	9.1; 9.2	40	250	290	331		331

PMP IR #	Intermediate Result	Indicator Number	Indicator Title	Unit of Measure	Data Source	Frequency of Collection	Baseline	Associated Deliverable	Targets			Actuals		
									Yr 3	Yr 4	Total	Yr 3	Yr 4	Total
2.1	A credit bureau is operational.	2.1.1	Milestones to putting the legal and regulatory framework in place and making a credit bureau operational	Milestones (see PIRS)	Project and stakeholder documents	Quarterly	0	10.1; 10.2; 10.3; 10.4; 10.5; 10.6; 10.7	3	2	5	3		3
		2.1.2	Number of financial sector professionals trained on international standards this year with USG assistance	Total # of professionals	Training records	Quarterly	0	10.4; 10.7	100	100	200	22		22
		2.1.2a	Number of men	# men	Training records	Quarterly	0	10.4; 10.7	60	50	110	12		12
		2.1.2b	Number of women	# women	Training records	Quarterly	0	10.4; 10.7	40	50	90	10		10

PMP IR #	Intermediate Result	Indicator Number	Indicator Title	Unit of Measure	Data Source	Frequency of Collection	Baseline	Associated Deliverable	Targets			Actuals		
									Yr 3	Yr 4	Total	Yr 3	Yr 4	Total
3.1	A retail payments system is operational.	3.1.1	Number of instructions issued on the use of the retail payments system	Number of instructions.	Central Bank of Iraq Records	Annually	0	11.1	1	3	4	0		0
		3.1.2	Phase I completed	Milestones (See PIRS)	Project records	Quarterly	0	11.1	10	0	10	10		10
		3.1.3a	Phase II completed- IPS infrastructure	Milestones (See PIRS)	Project records	Quarterly	7	11.2	10	0	10	10		10
		3.1.3b	Phase II completed- National Switch Provider	Milestones (See PIRS)	Project records	Quarterly	7	11.4	7	2	9	9		9
		3.1.4	Milestones for assisting the CBI in Monitoring Implementation of the RPSI	Milestones (See PIRS)	Project records	Quarterly	5	11.4; 11.5	4	6	6	1		1
		3.1.5	Number of financial sector professionals trained on international standards this year with USG assistance	Total # of professionals	Training records	Quarterly	0	11.6; 11.7	100	100	200	235		235
		3.1.5a	Number of men	# men	Training records	Quarterly	0	11.6; 11.7	60	50	110	88		88
		3.1.5b	Number of women	# women	Training records	Quarterly	0	11.6; 11.7	40	50	90	147		147

**USAID Iraq Financial Development Project  
Performance Management Plan (PMP) List of Indicators**

**Task 1**

USAID Long Term Objectives (LTO): LTO1 Create jobs by strengthening the private financial sector's ability to provide increased financial intermediation services  
LTO2 Improve the enabling environment for private financial sector expansion through capacity building, legal and regulatory reform

Program Objective	Program Area	Program Element	Long Term Objective	PMP IR #	Intermediate Result	PMP Indicator #	F Indicator	Indicator Title	Unit of Measure	Data Source	Frequency of Collection	Baseline	Associated Deliverable	TARGETS				Project Total	Cognizant Project Task
														Yr 1	Yr 2	Yr 3	Yr 4		
1	4	4.3	4.3.1	1.1	A Banking Studies Center is established to provide training.	1.1.1	F	Number of Financial Sector professionals trained on international standards this year with USG assistance.	Total # of professionals	Training records	Quarterly	0	9.1; 9.2	N/A	N/A	100	500	600	1
						1.1.1a	F	Number of men.	# Men	Training records	Quarterly	0	9.1; 9.2	N/A	N/A	60	250	310	1
						1.1.1b	F	Number of women.	# Women	Training records	Quarterly	0	9.1; 9.2	N/A	N/A	40	250	290	1

## Performance Indicator Reference Sheet (PIRS)

Performance Indicator # 1.1.1, a & b			
Program Objective	4 Economic Growth		
Program Area	4.3 Financial Sector		
Program Element	4.3.1 Financial Sector Enabling Environment		
USAID Long Term Objective	Improve the enabling environment for private financial sector expansion through capacity building, legal and regulatory reform		
"F" indicator	YES		
Is this a Custom "Project Specific" Indicator?	NO		
Intermediate Result No:	1.1		
Expected Result Per Contract	A Banking Studies Center is established to provide training.		
DESCRIPTION			
Indicator Title:	4.3.2-1 Number of Financial Sector Professionals trained on international standards this year with USG Assistance		
Precise Definition(s):	The number of financial sector professionals – accountants, actuaries, insurance and pension specialists, bankers and other individuals that manage financial institutions, manage risk or provide operating services to the financial market that have been trained as a result of USG training activities (excluding supervisory staff, which is measured separately.)		
Unit of Measure:	Number of professionals		
Disaggregated by:	Gender (men 2.1.1a/women 2.1.1b)		
Type: Output/Outcome:	Output		
Rationale:	A typical bank lending officer in a developed market will have an MBA or accounting degree, followed by up to five years of mentoring by experienced senior lenders before (s)he is qualified to assume any significant lending authority. In most developing countries, the education system does not provide a comparable base, and senior lenders often do not themselves have the technical skills to teach. Other financial sector specialists require a similar extensive learning curve before they can be reliable practitioners. Training programs that compensate for these gaps in skills development opportunities can substantially accelerate the rate at which a country can form the professionals needed to expand the economy.		
PLAN FOR DATA ACQUISITION			
Data Source:	Training Event Request Forms and Post-training documents		
Method of data acquisition:	Project Training Coordinator to report data to person responsible for data collection		
Data Acquisition Freq & Reporting:	Quarterly		
Estimated Cost of Data Acquisition:	N/A		
Individual responsible for data collection:	Mohammed Al Qisweeney		
Individual responsible for project reporting data:	Timothy Shumaker		
Location of Data Storage:	Hard Copy: Project Files/USAID; Elect: Project Server/OneSource		
DATA QUALITY ISSUES (if used in USAID Annual Report)			
Date of Initial Data Quality Assessment:	TBD		
Known Data Limitations and Significance (if any):	None at this time		
Actions Taken or Planned to address Data Limitations:	None at this time		
Date of Future Data Quality Assessments:	TBD		
Procedures for Future Data Quality Assessments:	TBD		
OTHER NOTES:			
Notes on baselines/Targets:	No individuals had been trained at startup, therefore baseline=0. Numbers trained are reflective of numbers in attendance at training sessions. Individuals must be present for least 80% of a training in order to be considered as having attended the training.		
Year	Target	Actual	Notes
		0	Total number of professionals trained each year
Year 3	100	568	
Year 4	500		
		0	Total number of professionals trained (Men)
Year 3	60	237	
Year 4	250		
		0	Total number of professionals trained (Women)
Year 3	40	331	
Year 4	250		
<b>Last Updated: 09/15/2013</b>			

**USAID Iraq Financial Development Project  
Performance Management Plan (PMP) List of Indicators**

**Task 2**

USAID Long Term Objectives (LTO): LTO1 Create jobs by strengthening the private financial sector's ability to provide increased financial intermediation services  
LTO2 Improve the enabling environment for private financial sector expansion through capacity building, legal and regulatory reform

Program Objective	Program Area	Program Element	Long Term Objective	PMP IR #	Intermediate Result	PMP Indicator #	F Indicator	Indicator Title	Unit of Measure	Data Source	Frequency of Collection	Baseline	Associated Deliverable	TARGETS				Project Total	Cognizant Project Task
														Yr 1	Yr 2	Yr 3	Yr 4		
2	4	4.3	4.3.2	2.1	A credit bureau is operational.	2.1.1		Milestones to putting the legal and regulatory framework in place and making a credit bureau operational.	Milestones (see PIRS)	Project and stakeholder documents	Quarterly	0	10.1; 10.2; 10.3; 10.4; 10.5; 10.5; 10.6; 10.7	NA	NA	3	2	5	2
						2.1.2	F Indicator	Number of financial sector professionals trained on international standards this year with USG assistance.	Total # of professionals	Training records	Quarterly	0	10.4; 10.7	NA	NA	100	100		2
						2.1.2a	F Indicator	Number of men.	# men	Training records	Quarterly	0	10.4; 10.7	NA	NA	60	50		2
						2.1.2b	F Indicator	Number of women.	# women	Training records	Quarterly	0	10.4; 10.7	NA	NA	40	50		2

## Performance Indicator Reference Sheet (PIRS)

Performance Indicator # 2.1.1			
Program Objective	4 Economic Growth		
Program Area	4.3 Financial Sector		
Program Element	4.3.2 Financial Sector Capacity		
USAID Long Term Objective	Create jobs by strengthening the private financial sector's ability to provide increased financial intermediation services		
"F" indicator	NO		
Is this a Custom "Project Specific" Indicator?	YES		
Intermediate Result No:	2.1		
Expected Result Per Contract	The soundness of the financial sector is improved through credit reporting reform and improved institutional capacity.		
DESCRIPTION			
Indicator Title:	Milestones to measure the steps of putting the legal and regulatory framework in place and making a credit bureau operational.		
Precise Definition(s):	<p>These milestones are found in the project Work Plan and described in detail, including the estimated timeline for achieving them. The following eight (8) fundamental milestones will be tracked for this indicator:</p> <p>1) Iraqi Driven Credit Bureau Business Plan and Model Developed</p> <p>2) Legal and Regulatory Requirements for Credit Bureau Identified and Recommendations for Needed Changes Drafted</p> <p>3) Public Education Campaign(s) Launched to Inform Public About the Role of a Credit Bureau in the Financial Sector</p> <p>4) Sources of Data and Data Requirements for Launch of Credit Bureau Resolved</p> <p>5) Legal and Regulatory Requirements for Credit Bureau are implemented</p> <p>6) Request for Proposal Issued to Selected Vendors by CBI</p> <p>7) Vendor selected by Central Bank of Iraq for Credit Information Bureau</p> <p>8) Credit Bureau Operations Initiated</p>		
Unit of Measure:	Milestone		
Disaggregated by:	None		
Type: Output/Outcome	Output		
Direction of Change:	1-8, 8 = complete		
Rationale:	This milestone indicator is useful to management in measuring progress toward achieving the expected result in clearly defined steps, including a timeline for completion.		
PLAN FOR DATA ACQUISITION			
Data Source:	Project and stakeholder documentation		
Method of data acquisition:	IR 2 staff will collect evidential documentation as it becomes available and submit it to the M&E Department.		
Data Acquisition Freq & Reporting:	Quarterly/Quarterly		
Estimated Cost of Data Acquisition:	N/A		
Individual responsible for data collection:	Gary DiNoia		
Individual responsible for project reporting data:	Timothy Shumaker		
Location of Data Storage:	Hard Copy: Project Files/USAID; Elect: Project Server/OneSource		
DATA QUALITY ISSUES (if used in USAID Annual Report)			
Date of Initial Data Quality Assessment:	TBD		
Known Data Limitations and Significance (if any):	None at this time		
Actions Taken or Planned to address Data Limitations:	None at this time		
Date of Future Data Quality Assessments:	TBD		
Procedures for Future Data Quality Assessments:	TBD		
OTHER NOTES:			
Notes on baselines/Targets:	Baseline is 1, as one milestone has been achieved as of 31 March 2013. Targets are sequential milestone numbers.		
Year	Target	Actual	Notes
		1	Milestone Number achieved
Year 3	3	3	
Year 4	2		
Last Updated: 10/15/2013			

### Performance Indicator Reference Sheet (PIRS)

<b>Performance Indicator # 2.1.2, a &amp; b</b>			
Program Objective	4 Economic Growth		
Program Area	4.3 Financial Sector		
Program Element	4.3.1 Financial Sector Enabling Environment		
USAID Long Term Objective	Improve the enabling environment for private financial sector expansion through capacity building, legal and regulatory reform		
"F" indicator	YES		
Is this a Custom "Project Specific" Indicator?	NO		
Intermediate Result No:	2.1		
Expected Result Per Contract	The soundness of the financial sector is improved through credit reporting reform and improved institutional capacity		
<b>DESCRIPTION</b>			
Indicator Title:	4.3.2-1 Number of Financial Sector Professionals trained on international standards this year with USG Assistance		
Precise Definition(s):	The number of financial sector professionals – accountants, actuaries, insurance and pension specialists, bankers and other individuals that manage financial institutions, manage risk or provide operating services to the financial market that have been trained as a result of USG training activities (excluding supervisory staff, which is measured separately.)		
Unit of Measure:	Number of professionals		
Disaggregated by:	Gender (men 2.1.2a/women 2.1.2b)		
Type: Output/Outcome:	Output		
Rationale:	A typical bank lending officer in a developed market will have an MBA or accounting degree, followed by up to five years of mentoring by experienced senior lenders before (s)he is qualified to assume any significant lending authority. In most developing countries, the education system does not provide a comparable base, and senior lenders often do not themselves have the technical skills to teach. Other financial sector specialists require a similar extensive learning curve before they can be reliable practitioners. Training programs that compensate for these gaps in skills development opportunities can substantially accelerate the rate at which a country can form the professionals needed to expand the economy.		
<b>PLAN FOR DATA ACQUISITION</b>			
Data Source:	Training Event Request Forms and Post-training documents		
Method of data acquisition:	Project Training Coordinator to report data to person responsible for data collection		
Data Acquisition Freq & Reporting:	Annual/Annual		
Estimated Cost of Data Acquisition:	N/A		
Individual responsible for data collection:	Gary DiNoia		
Individual responsible for project reporting data:	Timothy Shumaker		
Location of Data Storage:	Hard Copy: Project Files/USAID; Elect: Project Server/OneSource		
<b>DATA QUALITY ISSUES (if used in USAID Annual Report)</b>			
Date of Initial Data Quality Assessment:	TBD		
Known Data Limitations and Significance (if any):	none at this time		
Actions Taken or Planned to address Data Limitations:	none at this time		
Date of Future Data Quality Assessments:	TBD		
Procedures for Future Data Quality Assessments:	TBD		
<b>OTHER NOTES:</b>			
Notes on baselines/Targets:	No trainings at the beginning of the project, therefore baseline=0.		
<b>Year</b>	<b>Target</b>	<b>Actual</b>	<b>Notes</b>
		0	Total number of professionals trained each year
Year 3	100	22	
Year 4	100		
		0	Total number of professionals trained (Men)
Year 3	60	12	
Year 4	50		
		0	Total number of professionals trained (women)
Year 3	40	10	
Year 4	50		

**USAID Iraq Financial Development Project  
Performance Management Plan (PMP) List of Indicators**

**Task 3**

USAID Long Term Objectives (LTO): LTO1 Create jobs by strengthening the private financial sector's ability to provide increased financial intermediation services  
LTO2 Improve the enabling environment for private financial sector expansion through capacity building, legal and regulatory reform

Program Objective	Program Area	Program Element	Long Term Objective	PMP IR #	Intermediate Result	PMP Indicator #	F Indicator	Indicator Title	Unit of Measure	Data Source	Frequency of Collection	Baseline	Associated Deliverable	TARGETS					Project Total	Cognizant Project Component
														Yr 1	Yr 2	Yr 3	Yr 4			
3	4	4.3	4.3.2	3.1	A retail payments system is operational.	3.1.1		Number of instructions issued on the use of the retail payments system.	Number of instructions.	Central Bank of Iraq Records	Annually	0		N/A	N/A	1	3	4	3	
	4	4.3	4.3.2			3.1.2		Phase I completed.	Milestones (See PIRS)	Project records	Quarterly	0		7	8	10	0	10	3	
	4	4.3	4.3.2			3.1.3a		Phase II completed- IPS infrastructure.	Milestones (See PIRS)	Project records	Quarterly	0		0	7	10	0		3	
	4	4.3	4.3.2			3.1.3b		Phase II completed- National Switch Provider.	Milestones (See PIRS)	Project records	Quarterly	0		0	0	7	2	9	3	
	4	4.3	4.3.2			3.1.4		Milestones for assisting the CBI in Monitoring Implementation of the RPSI	Milestones (See PIRS)	Project records	Quarterly	0		0	0	4	6	6	3	
	4	4.3	4.3.2			3.1.5	F Indicator	Number of financial sector professionals trained on international standards this year with USG assistance.	Total # of professionals	Training records	Quarterly	0		N/A	N/A	100	100	TBD	3	
	4	4.3	4.3.2			3.1.5a	F Indicator	Number of men.	# men	Training records	Quarterly	0		N/A	N/A	60	50	TBD	3	
	4	4.3	4.3.2			3.1.5b	F Indicator	Number of women.	# women	Training records	Quarterly	0		N/A	N/A	40	50	TBD	3	

## Performance Indicator Reference Sheet (PIRS)

Performance Indicator # 3.1.1			
Program Objective	4 Economic Growth		
Program Area	4.3 Financial Sector		
Program Element	4.3.2 Financial Sector Capacity		
USAID Long Term Objective	Create jobs by strengthening the private financial sector's ability to provide increased financial intermediation services		
"F" indicator	NO		
Is this a Custom "Project Specific" Indicator?	YES		
Intermediate Result No:	3.1		
Expected Result Per Contract	A retail payments system is operational.		
DESCRIPTION			
Indicator Title:	Number of instructions on the use of the retail payment system issued by the Central Bank of Iraq.		
Precise Definition(s):	The number of instructions on the use of the retail payment system, including the National Switch, issued by the Central Bank of Iraq.		
Unit of Measure:	Number of Instructions.		
Disaggregated by:	None		
Type: Output/Outcome	Output		
Direction of Change:	Higher = better		
Rationale:	The issuance of instructions illustrates the Central Bank's support of the retail payment system and their encouragement of other banks and individuals to utilize it.		
PLAN FOR DATA ACQUISITION			
Data Source:	Project Records		
Method of data acquisition:	TBD		
Data Acquisition Freq & Reporting:	Annual/Annual		
Estimated Cost of Data Acquisition:	N/A		
Individual responsible for data collection:	Gary DiNoia		
Individual responsible for project reporting data:	Timothy Shumaker		
Location of Data Storage:	Hard Copy: Project Files/USAID; Elect: Project Server/OneSource		
DATA QUALITY ISSUES (if used in USAID Annual Report)			
Date of Initial Data Quality Assessment:	TBD		
Known Data Limitations and Significance (if any):	none at this time		
Actions Taken or Planned to address Data Limitations:	none at this time		
Date of Future Data Quality Assessments:	TBD		
Procedures for Future Data Quality Assessments:	TBD		
OTHER NOTES:			
Notes on baselines/Targets:	No Instructions as of project Startup therefore Baseline = 0.		
Year	Target	Actual	Notes
			Number of instructions
Year 3	1	0	
Year 4	3		
Last Updated: 10/15/2013			

## Performance Indicator Reference Sheet (PIRS)

### Performance Indicator # 3.1.2

Program Objective	4 Economic Growth		
Program Area	4.3 Financial Sector		
Program Element	4.3.2 Financial Sector Capacity		
USAID Long Term Objective	Improve the enabling environment for private financial sector expansion through capacity building, legal and regulatory reform		
"F" indicator	NO		
Is a Custom "Project Specific" Indicator?	YES		
Intermediate Result No:	3.1		
Expected Result Per Contract	A retail payments system is operational.		
<b>DESCRIPTION</b>			
Indicator Title:	Achievement of Phase I of the retail payment system		
Precise Definition(s):	This is a milestone indicator. The 10 Workplan Milestones that will be tracked are specific tasks detailed in the project contract and approved work plan including the timeline for their completion. (Milestone reference numbers correspond to those in the Workplan: D2.3.1.1a-j.) The tasks are as follows:		
	1) Examine existing laws and regulations to identify problems, weaknesses and gaps		
	2) Review similar regulations used in other countries		
	3) Identify topics to put into law versus those which should be left open for CBI to regulate		
	4) Identify technical standards that need to be mandated in regulations		
	5) Develop recommendations for corrective action in consultation with CBI legal department		
	6) Examine current governance situation and advising on the form of a national payments council in interbank working groups for the future development of IPS		
	7) Draft revised regulations as necessary		
	8) Review and modify draft regulations based on input from CBI legal department and expert payment systems lawyers and CBI payments department		
	9) Arrange for translation of drafts into Arabic and agree with CBI legal department		
10) Review implementation and report to CBI			
Unit of Measure:	Milestones		
Disaggregated by:	None		
Type: Output/Outcome:	Output		
Direction of Change:	Sequential progression to completion: D2.3.1.1a = step 1, D2.3.1.1j = Final step, result achieved		
Rationale:	This milestone indicator is useful to management in measuring progress toward achieving the expected result (IR 3.1) in clearly defined steps, including a timeline for completion.		
<b>PLAN FOR DATA ACQUISITION</b>			
Data Source:	Project and stakeholder documentation		
Method of data acquisition:	Task 3 staff will collect evidential documentation as it becomes available and submit it to the M&E Department.		
Data Acquisition Freq & Reporting:	Quarterly Collection / Quarterly Report		
Estimated Cost of Data Acquisition:	N/A		
Individual responsible for data collection:	Gary DiNoia		
Individual responsible for project reporting data:	Timothy Shumaker		
Location of Data Storage:	Hard Copy: Project Files/USAID; Elect: Project Server/OneSource		
<b>DATA QUALITY ISSUES (if used in USAID Annual Report)</b>			
Date of Initial Data Quality Assessment:	TBD		
Known Data Limitations and Significance (if any):	none at this time		
Actions Taken or Planned to address Data Limitations:	none at this time		
Date of Future Data Quality Assessments:	TBD		
Procedures for Future Data Quality Assessments:	TBD		
<b>OTHER NOTES:</b>			
Notes on baselines/Targets:	Since no work as commenced as of project start-up, baseline is 0.		
<b>Year</b>	<b>Target</b>	<b>Actual</b>	<b>Notes</b>
		0	Milestones completed
Year 1	10	7	7 of 10 milestones have been completed and work has progressed to year 2. Milestones 8, 9 and 10 are being completed by the CBI.
Year 2	10	8	Milestones 8 and 9 pending CBI action
Year 3	10	10	All milestones completed
Year 4	0		
<b>Last Updated: 10/15/2013</b>			

## Performance Indicator Reference Sheet (PIRS)

Performance Indicator # 3.1.3a			
Program Objective	4 Economic Growth		
Program Area	4.3 Financial Sector		
Program Element	4.3.2 Financial Sector Capacity		
USAID Long Term Objective	Improve the enabling environment for private financial sector expansion through capacity building, legal and regulatory reform		
"F" indicator	NO		
Is this a Custom "Project Specific" Indicator?	YES		
Intermediate Result No:	3.1		
Expected Result Per Contract	A retail payments system is operational.		
DESCRIPTION			
Indicator Title:	Achievement of Phase II of the retail payment system		
Precise Definition(s):	This is a milestone indicator which includes -Enhancements of the IPS infrastructure to Support Retail Banking. The Workplan Milestones that will be tracked are specific tasks detailed in the project contract. The tracked tasks are as follows:		
	<b>Enhancements of the IPS infrastructure to Support Retail Banking</b>		
	a) Develop recommendations towards an enhanced retail payments systems infrastructure for Iraq		
	b) Identify feasible model for implementation of a National EFTPOS / ATM Switch		
	c) Assess approaches for inclusion of mobile payments		
	d) Develop budgets for the procurement of a National Switch and a National Mobile Payment system		
	e) Identify sources for funding of the Iraq Retail Infrastructure Enhancement program		
	f) Evaluate models vs. Iraq needs		
	g) Prepare outline proposal/priorities to implement		
	h) Review the Proposal for the EFTPOS/ ATM Switch and MPS implementation with the CBI		
	i) Prepare report/ presentations		
	j) Deliver presentations to the members of IPS and facilitate discussion		
Unit of Measure:	Milestone		
Disaggregated by:	None		
Type: Output/Outcome:	Output		
Drection of Change:	Sequential progression to completion a = step 1, j = Final step, result achieved.		
Rationale:	This milestone indicator is useful to management in measuring progress toward achieving the expected result (IR 3.1) in clearly defined steps, including a timeline for completion.		
PLAN FOR DATA ACQUISITION			
Data Source:	Project and stakeholder documentation		
Method of data acquisition:	Task 3 staff will collect evidential documentation as it becomes available and submit it to the M&E Department.		
Data Acquisition Freq & Reporting:	Quarterly		
Estimated Cost of Data Acquisition:	N/A		
Individual responsible for data collection:	Gary DiNoia		
Individual responsible for project reporting data:	Timothy Shumaker		
Location of Data Storage:	Hard Copy: Project Files/USAID; Elect: Project Server/OneSource		
DATA QUALITY ISSUES (if used in USAID Annual Report)			
Date of Initial Data Quality Assessment:	TBD		
Known Data Limitations and Significance (if any):	none at this time		
Actions Taken or Planned to address Data Limitations:	none at this time		
Date of Future Data Quality Assessments:	TBD		
Procedures for Future Data Quality Assessments:	TBD		
OTHER NOTES:			
Notes on baselines/Targets:	Because no work as commenced at project Start-up, the baseline is 0.		
Year	Target	Actual	Notes
		0	Number of milestones completed
Year 1	0	0	
Year 2	10	7	
Year 3	0	3	All milestones completed
Year 4	0		
<b>Last Updated: 10/15/2013</b>			

### Performance Indicator Reference Sheet (PIRS)

Performance Indicator # 3.1.3b			
Program Objective	4 Economic Growth		
Program Area	4.3 Financial Sector		
Program Element	4.3.2 Financial Sector Capacity		
USAID Long Term Objective	Improve the enabling environment for private financial sector expansion through capacity building, legal and regulatory reform		
"F" indicator	NO		
Is this a Custom "Project Specific" Indicator?	YES		
Intermediate Result No:	3.1		
Expected Result Per Contract	A retail payments system is operational.		
DESCRIPTION			
Indicator Title:	Achievement of Phase II of the retail payment system		
Precise Definition(s):	This is a milestone indicator- Participate in the Selction Process of a National Switch Provider. The Workplan Milestones that will be tracked are specific tasks detailed in the project contract. The tracked tasks are as follows:		
	<b>Participate in the Selction Process of a National Switch Provider</b>		
	a) Prepare detailed specification for national switch including agreed principles		
	b) Prepare detailed requirements for national mobile		
	c) Prepare RFI to pre-qualify supplier consortia		
	d) Agree and issue RFI		
	e) Prepare full RFP		
	f) Evaluate RFI responses and select short list		
	g) Agree and issue RFP		
	h) Evaluate RFP responses		
i) Assist in negotiations with supplier			
Unit of Measure:	Milestone		
Disaggregated by:	None		
Type: Output/Outcome:	Output		
Drection of Change:	Sequential progression to completion: a = step 1, i = final step, result achieved.		
Rationale:	This milestone indicator is useful to management in measuring progress toward achieving the expected result (IR 3.1) in clearly defined steps, including a timeline for completion.		
PLAN FOR DATA ACQUISITION			
Data Source:	Project and stakeholder documentation		
Method of data acquisition:	Task 3 staff will collect evidential documentation as it becomes available and submit it to the M&E Department.		
Data Acquisition Freq & Reporting:	Quarterly		
Estimated Cost of Data Acquisition:	N/A		
Individual responsible for data collection:	Gary DiNoia		
Individual responsible for project reporting data:	Timothy Shumaker		
Location of Data Storage:	Hard Copy: Project Files/USAID; Elect: Project Server/OneSource		
DATA QUALITY ISSUES (if used in USAID Annual Report)			
Date of Initial Data Quality Assessment:	TBD		
Known Data Limitations and Significance (if any):	None at this time		
Actions Taken or Planned to address Data Limitations:	None at this time		
Date of Future Data Quality Assessments:	TBD		
Procedures for Future Data Quality Assessments:	TBD		
OTHER NOTES:			
Notes on baselines/Targets:	Because no work as commenced at project Start-up, the baseline is 0.		
Year	Target	Actual	Notes
		0	Number of Milestones completed
Year 1			
Year 2	9	5	
Year 3	0	4	All milestones completed
Year 4	0		
Last Updated: 10/15/2013			

## Performance Indicator Reference Sheet (PIRS)

Performance Indicator # 3.1.4			
Program Objective	4 Economic Growth		
Program Area	4.3 Financial Sector		
Program Element	4.3.2 Financial Sector Capacity		
USAID Long Term Objective	Improve the enabling environment for private financial sector expansion through capacity building, legal and regulatory reform		
"F" indicator	NO		
Is this a Custom "Project Specific" Indicator?	YES		
Intermediate Result No:	3.1		
Expected Result Per Contract	A retail payments system is operational.		
DESCRIPTION			
Indicator Title:	Milestones for Assisting the CBI in Monitoring Implementation of the RPSI		
Precise Definition(s):	This is a milestone indicator for Assisting the CBI in Monitoring Implementation of the RPSI. The tracked tasks are as follows:		
	<b>Participate in the Selction Process of a National Switch Provider</b>		
	a) RFP evaluation process completed, report made to USAID/CBI		
	b) Assist CBI to ensure that vendor mobilizes in Iraq and implementation begins by providing action list for successful project launch		
	c) User Acceptance Tests scripts from vendor expanded according to functional requirements in the RFP and provided to CBI for review		
	d) Vendor implementation plan revised and any necessary modification proposed to CBI		
	e) Participant awareness seminars held		
f) Assist CBI to ensure Successful Launch of Pilot Operations by reviewing testing reports and recommending any necessary actions			
Unit of Measure:	Milestone		
Disaggregated by:	None		
Type: Output/Outcome:	Output		
Drection of Change:	Sequential progression to completion: a = step 1, f = final step, result achieved.		
Rationale:	This milestone indicator is useful to management in measuring progress toward achieving the expected result (IR 3.1) in clearly defined steps, including a timeline for completion.		
PLAN FOR DATA ACQUISITION			
Data Source:	Project and stakeholder documentation		
Method of data acquisition:	Task 3 staff will collect evidential documentation as it becomes available and submit it to the M&E Department.		
Data Acquisition Freq & Reporting:	Quarterly		
Estimated Cost of Data Acquisition:	N/A		
Individual responsible for data collection:	Gary DiNoia		
Individual responsible for project reporting data:	Timothy Shumaker		
Location of Data Storage:	Hard Copy: Project Files/USAID; Elect: Project Server/OneSource		
DATA QUALITY ISSUES (if used in USAID Annual Report)			
Date of Initial Data Quality Assessment:	TBD		
Known Data Limitations and Significance (if any):	None at this time		
Actions Taken or Planned to address Data Limitations:	None at this time		
Date of Future Data Quality Assessments:	TBD		
Procedures for Future Data Quality Assessments:	TBD		
OTHER NOTES:			
Notes on baselines/Targets:	Because no work as commenced at project Start-up, the baseline is 0.		
Year	Target	Actual	Notes
	0		Number of Milestones completed
Year 3	4	1	
Year 4	6		
Last Updated: 10/15/2013			

### Performance Indicator Reference Sheet (PIRS)

<b>Performance Indicator # 3.1.5 a &amp; b</b>			
Program Objective	4 Economic Growth		
Program Area	4.3 Financial Sector		
Program Element	4.3.1 Financial Sector Enabling Environment		
USAID Long Term Objective	Improve the enabling environment for private financial sector expansion through capacity building, legal and regulatory reform		
"F" indicator	YES		
Is this a Custom "Project Specific" Indicator?	NO		
Intermediate Result No:	4.1		
Expected Result Per Contract	A retail payments system is operational.		
<b>DESCRIPTION</b>			
Indicator Title:	4.3.2-1 Number of Financial Sector Professionals trained on international standards this year with USG Assistance		
Precise Definition(s):	The number of financial sector professionals – accountants, actuaries, insurance and pension specialists, bankers and other individuals that manage financial institutions, manage risk or provide operating services to the financial market that have been trained as a result of USG training activities (excluding supervisory staff, which is measured separately.)		
Unit of Measure:	Number of professionals		
Disaggregated by:	Gender (men 3.1.5a/women 3.1.5b)		
Type: Output/Outcome:	Output		
Rationale:	A typical bank lending officer in a developed market will have an MBA or accounting degree, followed by up to five years of mentoring by experienced senior lenders before (s)he is qualified to assume any significant lending authority. In most developing countries, the education system does not provide a comparable base, and senior lenders often do not themselves have the technical skills to teach. Other financial sector specialists require a similar extensive learning curve before they can be reliable practitioners. Training programs that compensate for these gaps in skills development opportunities can substantially accelerate the rate at which a country can form the professionals needed to expand the economy.		
<b>PLAN FOR DATA ACQUISITION</b>			
Data Source:	Training Event Request Forms and Post-training documents		
Method of data acquisition:	Project Training Coordinator to report data to person responsible for data collection		
Data Acquisition Freq & Reporting:	Annual/Annual		
Estimated Cost of Data Acquisition:	N/A		
Individual responsible for data collection:	Gary DiNoia		
Individual responsible for project reporting data:	Timothy Shumaker		
Location of Data Storage:	Hard Copy: Project Files/USAID; Elect: Project Server/OneSource		
<b>DATA QUALITY ISSUES (if used in USAID Annual Report)</b>			
Date of Initial Data Quality Assessment:	TBD		
Known Data Limitations and Significance (if any):	None at this time		
Actions Taken or Planned to address Data Limitations:	None at this time		
Date of Future Data Quality Assessments:	TBD		
Procedures for Future Data Quality Assessments:	TBD		
<b>OTHER NOTES:</b>			
Notes on baselines/Targets:	No trainings at the beginning of the project, therefore baseline=0.		
<b>Year</b>	<b>Target</b>	<b>Actual</b>	<b>Notes</b>
		44	Total number of professionals trained each year
Year 3	100	235	
Year 4	100		
		15	Total number of professionals trained (Men)
Year 3	60	88	
Year 4	50		
		29	Total number of professionals trained (women)
Year 3	40	147	
Year 4	75		
<b>Last Updated: 10/15/2013</b>			

## **Annex C. Training Events Log**

#	Component/Task Number	Description of Training Event	Event Type	Location of Training	Training Dates		Data from Sign-In Sheets				TERF Reference	Grant Number	Approved Total	Beneficiary Contribution	Actual Spent	Balance Unspent	Notes/Comments on results, challenges, follow up surveys, etc.	Finance Information			
					Start	Finish	Predicted Total # of Attendees	Actual Total # of Attendees	# of Men	# of Women								Doc Type	Doc #	Doc Date	
8	Task 3 - RPSI	Financial Budgeting Training for IT Personnel	Skills Training	Baghdad	7-Oct-12	11-Oct-12	14					C02 T049	NA				Canceled	N/A	N/A	N/A	
9	Component 1 - Advocacy	Financing Iraqi Business for Job Creation	Conf	Baghdad	9-Oct-12	9-Oct-12	125	143	108	35		C01 T008	NA	\$7,563	\$6,990	\$5,084	\$1,906	Completed	Package	12-393	30-Oct-12
10	Component 3 - Universities	Designing a Model Syllabus	F&B Workshop	Baghdad	13-Oct-12	13-Oct-12	33	35	24	11		C03 T013	NA	\$4,395	\$5,240	\$3,265	\$1,130	Completed	Package	12-409	3-Nov-12
11	Task 1 - BSC	Practical Business English for Bankers – Pilot	En Training	Baghdad	1-Nov-12	1-Feb-13	50					C02 T040	NA	\$15,904	\$36,600	\$17,380	-\$1,476	Completed	NO	N/A	N/A
12	Component 3 - Universities	Current Trends in Technology in Business and Finance Education	F&B Workshop	Baghdad	3-Nov-12	3-Nov-12	33	12	7	5		C03 T014	NA	\$4,395	\$5,590	\$2,565	\$1,830	Completed	Package	12-449	19-Nov-12
13	Component 1 - Advocacy	FDP Presentation to IPBL	Meeting	Baghdad	24-Dec-12	24-Dec-12	25	13	13	0		C01 T009	NA	\$3,790	\$0	\$5,062	-\$1,272	Completed	Package	12-506	27-Dec-12
30	Component 1 - Advocacy	BTC Erbil Organizational Meeting	Meeting	Erbil	14-Jan-13	14-Jan-13	8	14	12	2		C01 T010	NA	\$950	\$0	\$600	\$350	Completed	Package	12-549	16-Jan-13
41	Component 3 - Universities	FDP Activities Presentation	Meeting	Baghdad	16-Jan-13	16-Jan-13	41	0	0	0		C03 T015	NA	\$0	\$0	\$0	\$0	Canceled	NA	NA	NA
50	Task 1 - BSC	M&F Housing Finance Course	Skills Training	Erbil	20-Jan-13	31-Jan-13	25	14	11	3		C02 T051	NA	\$18,825	\$4,050	\$18,222	\$603	Completed	Package	12-595	5-Feb-13
52	Component 1 - Advocacy	Legal Training for Lawyers of Banks	Skills Training	Baghdad	21-Jan-13	21-Jan-13	35	17	14	3		C01 T011	NA	\$600	\$0	\$600	\$0	Completed	Package	12-564	28-Jan-13
53	Component 3 - Universities	Business English for Faculty	En Training	Baghdad	2-Feb-13	12-Feb-13	35	0	0	0		C03 T016	NA	\$0	\$0	\$0	\$0	Canceled	NA	NA	NA
54	Component 1 - Advocacy	Letter-of-Credit Training Course for Private Banks	Skills Training	Baghdad	12-Feb-13	21-Feb-13	30	27	7	20		C01 T012	NA	\$600	\$1,500	\$600	\$0	Completed	Package	12-656	7-Mar-13
55	Task 1 - BSC	Financial Analysis Training Program Pilot Step 1	Skills Training	Baghdad	10-Mar-13	31-Jul-13	60	20	9	11		C02 T052	NA	\$4,500	\$11,880	\$2,100	\$9,780	Completed	Package	13-044 13-070 13-177	4/6/2013 23 April 2013 15 June 2013
56	Task 1 - BSC	Practical Business English Training Courses for Bankers Pilot	Skills Training	Baghdad	24-Mar-13	8-Jul-13	60	19	4	15		C02 T053	NA	\$17,406	\$32,400	\$3,720	\$13,686	Completed	Package	13-054 13-061	4/14/2013 16 April 2013
57	Task 3 - RPSI	Evaluation Committee Trained on Evaluation Process	Skills Training	Baghdad - CBI	26-Mar-13	28-Mar-13	22	20	4	16		C02 T054	NA	\$8,670	\$924	\$4,750	\$3,920	Completed	Package	13-059	16-Apr-13
58	Task 3 - RPSI	Managing Participation Training	Skills Training	Baghdad - CBI	30-Mar-13	1-Apr-13	22	24	10	14		C02 T055	NA	\$8,670	\$924	\$3,273	\$5,397	Completed	Package	13-039 13-046	6-Apr-13
59	Task 1 - BSC	Bank Internal Audit Training Program – Step One	Skills Training	TBD	7-Apr-13	30-Jan-14	214					C02 T029	NA	\$0	\$0	\$0	\$0	Canceled	Pending	N/A	N/A
60	Task 1 - BSC	Bankers Business English Program - Pilot - KRG	Skills Training	Erbil	21-Apr-13	3-May-13	20	20	11	9		C02 T056	NA	\$3,700	\$8,225	\$3,700	\$0	Completed	Package	13-141	21-May-13
61	Task 1 - BSC	Letter of Credit Training Course	Skills Training	Baghdad	24-Apr-13	30-Apr-13	30	30	12	18		C02 T057	NA	\$4,350	\$1,250	\$2,600	\$1,750	Completed	Package	13-129 13-140	5/18/2013 21 May 2013
62	Task 1 - BSC	BSC Opening Ceremony	Meeting	Baghdad	24-Apr-13	24-Apr-13	100					C02 T060	NA			\$0	\$0	Canceled			
63	Task 3 - RPSI	RPSI Presentaion	Meeting	Erbil	29-Apr-13	29-Apr-13	50	10	10	0		C02 T061	NA	\$1,450	\$126	\$1,450	\$0	Completed			
64	Task 1 - BSC	Microsoft Office Training Course for Bankers – KRG	Skills Training	Erbil	5-May-13	19-May-13	30	20	10	10		C02 T058	NA	\$2,400	\$8,880	\$2,125	\$275	Completed	NA	NA	14-Aug-13
65	Task 1 - BSC	Letter of Credit Training Course	Skills Training	Baghdad	5-May-13	9-May-13	30	22	3	19		C02 T062	NA	\$1,600	\$1,250	\$600	\$1,000	Completed	Package	13-142	21-May-13
66	Task 1 - BSC	Training of Trainers	TOT	Basra	6-May-13	12-May-13	30	8	7	1		C02 T059	NA	\$2,480	\$2,500	\$3,000	-\$520	Completed	Package	13-134	20-May-13
67	Task 1 - BSC	Credit Risk Management	Skills Training	Baghdad	19-May-13	23-May-13	30	45	35	10		C02 T064	NA	\$1,750	\$5,625	\$1,600	\$150	Completed	Package	13-162 13-225	6/1/2013 3 July 2013
68	Task 1 - BSC	Business English for Bankers- Pre-Intermediate	Skills Training	Erbil	26-May-13	20-Jun-13	20	20	13	7		C02 T065	NA	\$4,000	\$40,100	\$3,413	\$587	Completed	Package	13-211	1-Jul-13
69	Task 1 - BSC	Training of Trainer for BSC Staff Members	Skills Training	Baghdad	2-Jun-13	6-Jun-13	12					C02 T068	NA			\$0	\$0	Canceled			
70	Task 1 - BSC	Internal Audit Program	Skills Training	Baghdad	9-Jun-13	4-Jul-13	20	17	5	12		C02 T066	NA	\$4,500	\$16,875	\$2,320	\$2,180	Completed	Package	13-245 13-254	7/7/2013 16 Jul 2013
71	Task 1 - BSC	Business English for Bankers- Elementary	Skills Training	Baghdad	9-Jun-13	27-Jun-13	20	16	2	14		C02 T067	NA	\$5,000	\$22,500	\$4,733	\$267	Completed	Package	13-211 13-254	7/1/2013 16 Jul 2013
72	Task 1 - BSC	Microsoft Application for Banker-Intermediate	Skills Training	Erbil	9-Jun-13	20-Jun-13	20	15	8	7		C02 T069	NA	\$2,000	\$46,400	\$2,125	-\$125	Completed	NA	NA	14-Aug-13
73	Task 1 - BSC	Letters of Credit and International Trade Fundamentals	Skills Training	Erbil	9-Jun-13	13-Jun-13	30	14	4	11		C02 T071	NA	\$1,000	\$6,250	\$1,000	\$0	Completed	NA	NA	14-Aug-13
74	Task 1 - BSC	Financial Analysis	Skills Training	Basrah	9-Jun-13	13-Jun-13	30	5	4	1		C02 T072	NA	\$1,750	\$11,250	\$460	\$1,290	Completed	Package	13-231	7-Jul-13
75	Component 1 - Advocacy	Banks' Role in Iraqi Economy	Workshop	Baghdad	16-Jun-13	16-Jun-13	150					C01 T013	N/A	\$0	\$0			Canceled			
76	Task 1 - BSC	International Trade Finance Course	Skills Training	Baghdad	16-Jun-13	27-Jun-13	25	19	11	8		C02 T070	NA	\$1,250	\$18,750	\$1,000	\$250	Completed	Package	13-247	8-Jul-13
77	Task 1 - BSC	Bankers Business English Program - Pre-Intermediate	Skills Training	Baghdad	19-Jun-13	30-Jun-13	20	13	3	10		C02 T063	NA	\$4,500	\$16,875	\$4,293	\$207	Completed	Package	13-211 13-178	1 Jul 2013 6/15/2013

#	Component/Task Number	Description of Training Event	Event Type	Location of Training	Training Dates		Data from Sign-In Sheets				TERF Reference	Grant Number	Approved Total	Beneficiary Contribution	Actual Spent	Balance Unspent	Notes/Comments on results, challenges, follow up surveys, etc.	Finance Information			
					Start	Finish	Predicted Total # of Attendees	Actual Total # of Attendees	# of Men	# of Women								Doc Type	Doc #	Doc Date	
78	Task 1 - BSC	Letter of Credit Training Course	Skills Training	Basrah	23-Jun-13	27-Jun-13	30					CO2 T073	NA	\$0	\$0	\$0	0	Canceled			
79	Task 1 - BSC	Econometrics Eviews7 Course	Skills Training	Baghdad	30-Jun-13	4-Jul-13	30	12	9	3		CO2 T074	NA	\$1,750	\$5,625	\$600		Completed	Package	13-246	8-Jul-13
80	Task 1 - BSC	Performance Tuning DBA	Skills Training	Erbil	7-Jul-13	11-Jul-13	5	5	4	1		CO2 T076	NA	\$4,500	\$3,750	\$4,500	\$0	Completed	Package	13-301	15-Aug-13
81	Task 1 - BSC	Basic Complaisance Procedures	Skills Training	Baghdad	7-Jul-13	9-Jul-13	25	29	7	11		CO2 T077	NA	\$375	\$2,250	\$300	\$75	Completed	Package	13-55	16-Jul-13
82	Task 1 - BSC	SQL Fundamentals I & II	Skills Training	Erbil	15-Jul-13	22-Jul-13	5	5	4	1		CO2 T075	NA	\$4,500	\$1,875	\$4,500	\$0	Completed	Package	13-300	15-Aug-13
83	Task 1 - BSC	Intermediate Compliancance Procedures	Skills Training	Baghdad	15-Jul-13	18-Jul-13	25	10	3	7		CO2 T078	NA	\$500	\$2,250	\$400	\$100	Completed	Package	13-271	24-Jul-13
84	Task 1 - BSC	Basic Complaisance Procedures	Skills Training	Baghdad	15-Jul-13	17-Jul-13	25	21	7	14		CO2 T079	NA	\$375	\$2,250	\$300	\$75	Completed	Package	13-270	24-Jul-13
85	Task 3 - RPSI	Oracle - CBI Training Course	Skills Training	Baghdad	15-Jul-13	15-Sep-13	88	60	26	34		CO2 T080	NA	\$1,800	\$420	\$1,440	\$360	Completed	Package	13-378	22-Sep-13
86	Task 1 - BSC	Basic Complaisance Procedures	Skills Training	Baghdad	28-Jul-13	30-Jul-13	25	9	3	6		CO2 T081	NA	\$0	\$2,250	\$0		Completed	NA	NA	NA
89	Task 3 - RPSI	Introduction to the Credit Analysis	Workshop	Baghdad	28-Jul-13	28-Jul-13	20	29	11	18		CO2 T082	NA	\$0	\$0	\$0		Completed	NA	NA	NA
90	Task 3 - RPSI	Introduction to CI Systems	Workshop	Baghdad	17-Aug-13	17-Aug-13	20	22	12	10		CO2 T083	NA	\$80	\$280	\$80	\$0	Completed	Package	13-304	20-Aug-13
91	Task 1 - BSC	Advanced Compliance Procedures	Skills Training	Baghdad	18-Aug-13	22-Aug-13	30	22	5	17		CO2 T097	NA	\$600	\$2,800	\$600	\$0	Completed	Package	13-316	25-Aug-13
92	Task 3 - RPSI	Credit Reports	Workshop	Baghdad	21-Aug-13	21-Aug-13	20					CO2 T084	NA	\$0	\$0	\$0		Canceled			
93	Task 3 - RPSI	Marketing Basics	Skills Training	Baghdad	21-Aug-13	21-Aug-13	20	18	3	15		CO2 T090	NA	\$80	\$560	\$80	\$0	Completed	Package	13-317	25-Aug-13
94	Task 3 - RPSI	Marketing Templates and Systems	Skills Training	Baghdad	22-Aug-13	22-Aug-13	20	17	2	15		CO2 T091	NA	\$80	\$560	\$80	\$0	Completed	Package	13-318	25-Aug-13
95	Task 3 - RPSI	Intoduction to Public Relations	Skills Training	Baghdad	25-Aug-13	25-Aug-13	20	9	3	6		CO2 T092	NA	\$80	\$560	\$80	\$0	Completed	Package	13-330	5-Sep-13
96	Task 3 - RPSI	Practical Applications-Writing Press Release	Skills Training	Baghdad	25-Aug-13	25-Aug-13	20					CO2 T094	NA	\$0	\$0	\$0	0	Canceled			
97	Task 1 - BSC	Basel Program Phase 1	Skills Training	Baghdad	25-Aug-13	29-Aug-13	30	10	5	5		CO2 T098	NA	\$600	\$2,800	\$600	0	Completed	Package	13-328	5-Sep-13
98	Task 1 - BSC	fundamentals of Risk Management	Skills Training	Baghdad	25-Aug-13	29-Aug-13	30	30	5	25		CO2 T099	NA	\$600	\$2,800	\$600	0	Completed	Package	13-329	5-Sep-13
99	Task 1 - BSC	Letter of Credit	Skills Training	Erbil	25-Aug-13	29-Aug-13	20	10	3	7		CO2 T108	NA	\$500	\$3,300	\$0		Completed			
100	Task 3 - RPSI	Public Relations Templates / Practicum	Skills Training	Baghdad	26-Aug-13	26-Aug-13	20	8	3	5		CO2 T093	NA	\$80	\$560	\$180	\$100	Completed	Package	13-348 13-376	9/5/2013 22 Sept 2013
101	Task 3 - RPSI	Practical Applications-Media Relations	Skills Training	Baghdad	26-Aug-13	26-Aug-24	20					CO2 T095	NA	\$0	\$0	\$0	0	Canceled			
102	Task 1 - BSC	Training course of Basel2	Skills Training	Erbil	1-Sep-13	12-Sep-13	20					CO2 T110	NA	\$0	\$0	\$0		Canceled			
103	Task 3 - RPSI	Practical Applications-Information Management	Skills Training	Baghdad	3-Sep-13	3-Sep-13	20					CO2 T096	NA	\$0	\$0	\$0	0	Canceled			
104	Task 1 - BSC	Credit risk Management	Skills Training	Baghdad	3-Sep-13	5-Sep-13	30	33	12	21		CO2 T100	NA	\$600	\$2,800	\$360	\$240	Completed	Package	13-363	16-Sep-13
105	Task 1 - BSC	Basel Program Phase 2	Skills Training	Baghdad	8-Sep-13	12-Sep-13	30					CO2 T101	NA	\$0	\$0	\$0		Canceled			
106	Task 1 - BSC	Training course of Anti-Money Laundering (Basic)	Skills Training	Erbil	8-Sep-13	12-Sep-13	20	4		4		CO2 T109	NA	\$0	\$0	\$0		Completed			
107	Task 3 - RPSI	Data Capturing and Channels for Reporting	Workshop	Baghdad	12-Sep-13	12-Sep-13	20	28	15	13		CO2 T085	NA	\$400	\$105	\$0		Completed	Package	13-375	22-Sep-13
109	Task 1 - BSC	Banking Law	Skills Training	Baghdad	15-Sep-13	19-Sep-13	30	26	12	14		CO2 T116	NA	\$0	\$480	\$480	0	Completed	Package	13-381	22-Sep-13
110	Task 1 - BSC	Operational Risk Management	Skills Training	Baghdad	22-Sep-13	26-Sep-13	30					CO2 T103	NA	\$0	\$0	\$0		Canceled			
111	Task 1 - BSC	Financial International Trade Training	Skills Training	Erbil	22-Sep-13	26-Sep-13	20					CO2 T111	NA	\$0	\$0	\$0		Canceled			
112	Task 3 - RPSI	Systems Rules and Their Maintenance	Skills Training	Baghdad	23-Sep-13	24-Sep-13	28	10	5	5		CO2 T089	NA	\$2,016	\$1,176	\$0		Completed			
113	Task 1 - BSC	Islamic Law	Skills Training	Baghdad	23-Sep-13	25-Sep-13	20	26	6	29		CO2 T117	NA	\$0	\$0	\$0		Completed	NA	NA	NA
114	Task 3 - RPSI	Manging RP Business as system Operator	Skills Training	Baghdad	25-Sep-13	26-Sep-13	28	12	6	6		CO2 T088	NA	\$2,016	\$1,176	\$0		Completed			
117	Task 1 - BSC	Operational Risk Management	Skills Training	Baghdad	29-Sep-13	3-Oct-13	30					CO2 T104	NA	\$600	\$2,800	\$0		Canceled			
118	Task 1 - BSC	Accounting Fundamentals for Bankers	Skills Training	Baghdad	29-Sep-13	3-Oct-13	30	33	12	21		CO2 T105	NA	\$600	\$2,800	\$0		Completed			

Component	Title	Type	Location	Start Date	End Date	Expected Participants	Total Participants	Male	Female
BSC	Practical Business English for Bankers – Pilot	En Training	Baghdad	1-Nov-12	1-Feb-13	50			
BSC	M&F Housing Finance Course	Skills Training	Erbil	20-Jan-13	31-Jan-13	25	14	11	3
BSC	Financial Analysis Training Program Pilot Step 1	Skills Training	Baghdad	10-Mar-13	31-Jul-13	60	20	9	11
BSC	Practical Business English Training Courses for Bankers Pilot	Skills Training	Baghdad	24-Mar-13	8-Jul-13	60	19	4	15
BSC	Bankers Business English Program - Pilot - KRG	Skills Training	Erbil	21-Apr-13	3-May-13	20	20	11	9
BSC	Letter of Credit Training Course	Skills Training	Baghdad	24-Apr-13	30-Apr-13	30	30	12	18
BSC	Microsoft Office Training Course for Bankers – KRG	Skills Training	Erbil	5-May-13	19-May-13	30	20	10	10
BSC	Letter of Credit Training Course	Skills Training	Baghdad	5-May-13	9-May-13	30	22	3	19
BSC	Training of Trainers	TOT	Basra	6-May-13	12-May-13	30	8	7	1
BSC	Credit Risk Management	Skills Training	Baghdad	19-May-13	23-May-13	30	45	35	10
BSC	Business English for Bankers- Pre-Intermediate	Skills Training	Erbil	26-May-13	20-Jun-13	20	20	13	7
BSC	Training of Trainer for BSC Staff Memebers	Skills Training	Baghdad	2-Jun-13	6-Jun-13	12			
BSC	Internal Audit Program	Skills Training	Baghdad	9-Jun-13	4-Jul-13	20	17	5	12
BSC	Business English for Bankers- Elementary	Skills Training	Baghdad	9-Jun-13	27-Jun-13	20	16	2	14
BSC	Microsoft Application for Banker-Intermediate	Skills Training	Erbil	9-Jun-13	20-Jun-13	20	15	8	7
BSC	Letters of Credit and International Trade Fundamentals	Skills Training	Erbil	9-Jun-13	13-Jun-13	30	14	4	11
BSC	Financial Analysis	Skills Training	Basrah	9-Jun-13	13-Jun-13	30	5	4	1
BSC	International Trade Finance Course	Skills Training	Baghdad	16-Jun-13	27-Jun-13	25	19	11	8
BSC	Bankers Business English Program - Pre - Intermediate	Skills Training	Baghdad	19-Jun-13	30-Jun-13	20	13	3	10
BSC	Letter of Credit Training Course	Skills Training	Basrah	23-Jun-13	27-Jun-13	30			
BSC	Econometrics Eviews7 Course	Skills Training	Baghdad	30-Jun-13	4-Jul-13	30	12	9	3
BSC	Performance Tuning DBA	Skills Training	Erbil	7-Jul-13	11-Jul-13	5	5	4	1
BSC	Basic Complaisance Procedures	Skills Training	Baghdad	7-Jul-13	9-Jul-13	25	29	7	11
BSC	SQL Fundamentals I & II	Skills Training	Erbil	15-Jul-13	22-Jul-13	5	5	4	1
BSC	Intermediate Compliancance Procedures	Skills Training	Baghdad	15-Jul-13	18-Jul-13	25	10	3	7
BSC	Basic Complaisance Procedures	Skills Training	Baghdad	15-Jul-13	17-Jul-13	25	21	7	14
BSC	Basic Complaisance Procedures	Skills Training	Baghdad	28-Jul-13	30-Jul-13	25	9	3	6
BSC	Advanced Compliance Procedures	Skills Training	Baghdad	18-Aug-13	22-Aug-13	30	22	5	17
BSC	Basel Program Phase 1	Skills Training	Baghdad	25-Aug-13	29-Aug-13	30	10	5	5
BSC	fundamentals of Risk Management	Skills Training	Baghdad	25-Aug-13	29-Aug-13	30	30	5	25
BSC	Letter of Credit	Skills Training	Erbil	25-Aug-13	29-Aug-13	20	10	3	7
BSC	Training course of Basel2	Skills Training	Erbil	1-Sep-13	12-Sep-13	20			
BSC	Credit risk Management	Skills Training	Baghdad	3-Sep-13	5-Sep-13	30	33	12	21
BSC	Basel Program Phase 2	Skills Training	Baghdad	8-Sep-13	12-Sep-13	30			
BSC	Training course of Anti-Money Laundering (Basic)	Skills Training	Erbil	8-Sep-13	12-Sep-13	20	4		4
BSC	Banking Law	Skills Training	Baghdad	15-Sep-13	19-Sep-13	30	26	12	14
BSC	Operational Risk Management	Skills Training	Baghdad	22-Sep-13	26-Sep-13	30			
BSC	Financial International Trade Training	Skills Training	Erbil	22-Sep-13	26-Sep-13	20			
BSC	Islamic Law	Skills Training	Baghdad	23-Sep-13	25-Sep-13	20	26	6	29
CIB	Introduction to CI Systems	Workshop	Baghdad	17-Aug-13	17-Aug-13	20	22	12	10
	Evaluation Committee Trained on Evaluation Process	Skills Training	Baghdad - CBI	26-Mar-13	28-Mar-13	22	22	12	10
RPSI	Managing Participation Training	Skills Training	Baghdad - CBI	30-Mar-13	1-Apr-13	22	20	4	16
RPSI	Oracle - CBI Training Course	Skills Training	Baghdad	15-Jul-13	15-Sep-13	88	24	10	14
RPSI	Introduction to the Credit Analysis	Workshop	Baghdad	28-Jul-13	28-Jul-13	20	60	26	34
RPSI	Credit Reports	Workshop	Baghdad	21-Aug-13	21-Aug-13	20	29	11	18
RPSI	Marketing Basics	Skills Training	Baghdad	21-Aug-13	21-Aug-13	20	18	3	15
RPSI	Marketing Templates and Systems	Skills Training	Baghdad	22-Aug-13	22-Aug-13	20	17	2	15
RPSI	Intoduction to Public Relations	Skills Training	Baghdad	25-Aug-13	25-Aug-13	20	9	3	6
RPSI	Practical Applications-Writing Press Release	Skills Training	Baghdad	25-Aug-13	25-Aug-13	20			
RPSI	Public Relations Templates / Practicum	Skills Training	Baghdad	26-Aug-13	26-Aug-13	20	8	3	5
RPSI	Practical Applications- Information Management	Skills Training	Baghdad	3-Sep-13	3-Sep-13	20			
RPSI	Data Capturing and Channels for Reporting	Workshop	Baghdad	12-Sep-13	12-Sep-13	20	28	15	13
RPSI	Systems Rules and Their Maintenance	Skills Training	Baghdad	23-Sep-13	24-Sep-13	28	10	5	5
RPSI	Manging RP Business as system Operator	Skills Training	Baghdad	25-Sep-13	26-Sep-13	28	12	6	6
							<b>235</b>	<b>88</b>	<b>147</b>

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