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COMMUNITY STABILIZATION PROGRAM COOPERATIVE AGREEMENT # 267-A-00-06-00503-00

QUARTERLY REPORT
JANUARY 1, 2009 – MARCH 31, 2009



Crews work on a CSP project to build a footbridge over a major highway in Baghdad.

April 30, 2009

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COMMUNITY STABILIZATION PROGRAM (CSP)

CSP PROVIDES JOBS, TRAINING, SMALL GRANTS, AND SMALL INFRASTRUCTURE PROJECTS TO HELP BRING STABILITY TO COMMUNITIES AFFECTED BY INSURGENT VIOLENCE. IN DOING SO, THE PROGRAM SEEKS TO BUILD A FOUNDATION FOR LONGER-TERM DEVELOPMENT FOR THE PEOPLE OF IRAQ.

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International Relief & Development

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EXECUTIVE SUMMARY

International Relief and Development (IRD) implements the Community Stabilization Program (CSP), a \$644 million US Government initiative awarded to IRD by the U.S. Agency for International Development (USAID) in 2006 to help stabilize and economically revitalize Iraq. Located in over 15 critical cities nationwide, CSP assists Iraqi communities through rehabilitation of community infrastructure and essential services, vocational training, apprenticeships, job placement assistance, business development through grants and management training, youth engagement and conflict mitigation.

During the quarter of January to March 2009 a major focus was the closure of nine CSP field offices. CSP completed all Phase I (January 31) and Phase II (March 31) close-out activities in Al Qaim, Habbaniyah, Haditha, Hit, Ramadi, Fallujah, Baghdad (City and Qadas), Kirkuk, and Babil. No new projects were implemented in these cities and the focus shifted to the standardization of all program documentation according to USAID and IRD guidelines. As part of the close-out strategy, these city offices successfully managed an orderly exit from all field sites and released their private security teams. All local staff were retrenched, although a small contingent remained on temporary contracts to complete the final monitoring of business grants. In Al Anbar, the CSP Ramadi office was used as the central office for collecting and documenting all M&E reports and served as an office base for all M&E city managers. All equipment was transferred in accordance with USAID policies and procedures, all record keeping was finalized, and program documents were delivered to the headquarters office in Baghdad. CSP ended program activities in Ramadi on March 31 as part of the Phase II Close-Out plan. Phase III Close-Out is under discussion with USAID and the interagency partners, but it is envisaged that during the next quarter Baghdad (Sadr City) and Salah Ad Din will complete their program activities followed by Basrah in July. Interagency discussions are currently underway to decide on the timing for closure of Mosul and Baqubah due to the on-going kinetic activities there.

A second major focus this quarter has been the development of expanded compliance activities. This focus originally began in Mosul due to the discovery of weak adherence to IRD systems and processes. As a result, a major staff re-organization occurred and existing staff re-trained and an extensive financial and programmatic file audit was conducted. The success of this process resulted in an evaluation of staffing structures in all project offices and additional staff hired (or transferred from closing offices) to ensure that strong quality assurance/control systems were in place. USAID strongly supported these efforts with site visits to Salah Ad Din, Basra, Mosul and Baghdad. Based on these actions CSP is well on its way to being fully compliant with IRD and USAID rules and regulations as it moves into the third quarter of this year.

The security situation during January involved incidents which centered around IED, IDF and SAF attacks in Mosul, Baghdad and Baqubah. Female suicide vest (SVEST) bombers continued to target civilians and Iraqi Security Forces (ISF) in Diyala and these incidents in Baqubah city forced the military to withdraw back to Forward Operation Base (FOB) Warhorse. This, in turn, forced the IRD expat staff to withdraw as they are reliant on the military for transport. The security situation improved slightly toward the end of February, allowing for the safe closure of the city offices in Ramadi, Fallujah, Babil and Kirkuk. The remainder of the program in Basra and Kalak (Mosul) continued unabated with the only concern being the high number of civilian arrests in Basra City. These arrests initially did cause a retaliatory Indirect Fire (IDF) attack on COB Basra, however this has had no effect on CSP program security.

Community Infrastructure and Essential Service (CIES) projects provided short-term employment for approximately 2,067 laborers and 10,148 person months, a slight increase over last quarter as Salah ad Din cities implemented a number of large-scale cleaning campaigns, while Basrah, Baquba and Mosul continued to focus on infrastructure rehabilitation projects, particularly in health, education, water and sewage as well as irrigation channels and market areas. Meanwhile, the Phase II close-out cities of Baghdad Kirkuk and Fallujah worked quickly to implement their final CIES projects.

Also during this quarter, CSP concluded its support to the vocational skills training centers in Baghdad, Fallujah, Basrah and Babil. Increased enrollment during the last quarter in Baquba, Tikrit and Samarra resulted in increased graduate numbers this quarter. Apprenticeship placements decreased as a result of reduced levels of graduates and the close-out schedule. CSP finalized discussions with the Ministry of Labor & Social Affairs (MoLSA) in regard to the GOI's role in sustaining vocational training in Iraq. This objective largely depended on MoLSA's capacity to secure resources (including human resources), improve its methodology and course curricula. Unfortunately, a reduction in the GOI 2008-09 budget affected MoLSA's ability to secure the resources required to sustain its VoTech program, despite the extensive improvements that have been provided by CSP since 2006. In addition, a recent regulation by the GOI for government hiring has paralyzed MoLSA's intent to take on the VoTech instructors hired by CSP. These instructors were critical to the improvement of MoLSA's capacity and trainer-trainee ratio. These two GOI-related factors will lower the ability of MoLSA to maintain the anticipated level of training activities and add or expand its VTCs. MoLSA has agreed, however, to improve its methodology of supporting vocational training programs by providing a stipend of 5,000 Iraqi Dinars (ID) per day per student, as well as supplying uniforms and safety toolkits and other raw materials for trainees.

This quarter, the Business Development Program (BDP) unit approved 1,331 new grants, an increase of 635 over last quarter as Baquba, Basrah, Samarra and Beiji produced a steady flow of new grants over the quarter. As part of the close-out strategy, CSP approved less grants in Baghdad, Mosul, Kirkuk, Babil and Al Anbar in favor of completing the processing of grants previously approved in Year Two. Moreover, the required monitoring and evaluation time required for grants did not allow for new grants to be approved before the scheduled close out dates for Phase II. During the quarter, CSP trained 2,043 new grantees in business skills, as well as those remaining grantees from Year Two awards.

Youth programs continue as one of the most effective and rapid means of engaging those most vulnerable to insurgent and criminal activity. This quarter, CSP maintained its level of participants with over 50,400 youth participating in a broad mix of activities. Baghdad nearly doubled its Year Three targets as it focused on large-scale sport activities in the Qadas. This quarter, Basrah targeted school events, performing arts and activities promoting life skills.

In addition to implementing a number of sport events, Baquba also engaged large groups of women in civic education activities, targeting the Muqdadiyah area which experienced a spike in female suicide bombers in 2008. CSP's COIN-focused efforts of engaging females and military age youth both in peaceful, informative seminars and various sport activities provided another resource to help counter the insurgency's recruitment of youth. CSP Salah ad Din witnessed a significant increase in youth engagement, particularly in Beiji and Samara with large-scale sports activities.

CSP also implemented new initiatives aimed at promoting good will for the American people and the USG and to clearly communicate that the assistance provided through the CSP comes from USAID through the American people. In this quarter USAID, CSP and MNF-I participated in

public grand opening ceremonies at the Baghdad Shawanka Fish Market and Salman Pak Industrial School, two CSP-funded renovation projects.

Key Challenges and Resolutions

1. Challenge: Peacetime rules in a wartime environment. USAID rules and regulations are consistent in all country environments. The strength of this is that there are consistent expectations and measurable outcomes from one country to the next. Unfortunately in a post conflict environment, meeting these expectations is often difficult due to issues around security. Oversight of activities, for example, is frequently conducted through local staff faced with many cultural pressures such as tribe and insurgent operations that can compromise their ability to monitor in a similar manner compared to a peacetime environment.

Resolution: CSP has instituted checks and counter checks throughout the program to increase the likelihood that programs are being conducted in a transparent, documented manner. Increased visitation by USAID officers this quarter has also expanded the understanding of USAID of the challenges in the field. Visitations by the OIG may also be useful to ensure that they have an understanding of field programs and gain an understanding of why things are implemented the way they are in the field. Given USAID's increased presence in conflict zones such as Pakistan and Afghanistan, an evaluation of the implementation modalities between peace and wartime environments could enhance the relationship between implementing partners and USAID and enable them to work more effectively in hostile conditions.

2. Challenge: It is necessary for CSP is to maintain the goodwill that it has earned in the cities where program activities are closing out. On several occasions, local community leaders responded to CSP closing with diminished cooperation with CSP. A safe, efficient and timely close-out is difficult to accomplish without support from community leaders

Resolution: As cities begin the close-out process, CSP meets with their community stakeholders and various partners in MNF-I, PRT, e-PRTs to explain how and support to program activities will end. Throughout the close-out process, CSP engages stakeholders in direct dialogue to prevent any miscommunication that come from rumors or other indirect sources. Additionally, CSP reinforces the accomplishments program activities have achieved and works with all community partner entities to transfer assets, enhance capacity and assist to identify and seek support from new partners and the GOI. As a final gesture of goodwill, CSP transfers approved office furniture to appropriate community entities.

3. Challenge: CSP must maintain the security of the expatriate and local staff during close-out, especially as some stakeholders may react to CSP's closure with actions that can be revengeful and punitive or with a false assumption that CSP will remain by creating chaos during the close-out period.

Resolution: CSP will focus on maintaining the support of the community entities that was gained in CSP's start-up and ongoing phases. CSP will also work closely with its security provider to assess and implement additional procedures, such as more controlled access to CSP's office, as required.

4. Challenge: A major challenge in close-out is the retention of staff (both expatriate and local) until the end of program.

Resolution: As it is imperative that CSP retain sufficient staff to perform all close-out activities, IRD has offered an incentive of 10 percent of annual salary for expatriate staff who

remain until the end of the program. The local staff must also be recognized for the tremendous job they have done for CSP and every effort must be made to ensure that as many as possible have new jobs they can take up at the end of their employment. Courses have been conducted to support staff in the design of quality resumes and in interview techniques. Resumes have already been collected and these have been sent electronically to Kellogg, Brown and Root (KBR) through the 'Iraq First' program and the American Iraqi Support Group (AISG). Both companies have expressed a strong willingness to employ CSP staff and have provided assurances that staff would not be hired before the CSP close-out dates. USAID has also expressed a strong willingness to assist CSP in finding new positions for CSP staff, either within other USAID-supported programs or other US Government (USG)-supported work.

In the report that follows, achievements towards established targets for each indicator are analyzed for each city program with attention given to data that has shifted significantly over previous reporting periods. An overview of community contributions and gifts in kind (GIK) is also provided followed by program highlights of major achievements this reporting period. Finally, in depth city updates are provided covering achievements by CSP sector as well as the outlook for the next quarter.

FINANCIAL PERFORMANCE

During this quarter, CSP's overall expenses were as follows:

CSP Financial Performance				
Type	Remaining Budget as of Jan 1, 2009	Total Cost	Total Remaining at Mar 31, 2009	Cost Ratios
Support	\$13,411,511	\$7,217,139	\$6,194,372	11.5%
Program	\$83,669,301	\$43,278,024	\$40,391,277	69%
Security	\$12,468,495	\$7,969,292	\$4,499,203	12.7%
Indirect	\$8,577,757	\$4,246,499	\$4,331,258	6.8%
	\$118,127,064	\$62,710,954	\$55,416,110	100%

CSP's target ratios are as follows:

- Support: 12.1%
- Program: 68.7%
- Security: 12.4%
- Indirect: 6.9%

As of Mar. 31, CSP has \$33,626,683 in planned intervention operations committed, as detailed in the below Commitments and Obligations Summary.

It is important to note that actual indirect costs have not been calculated, and for the purposes of the Variance, CSP estimates expatriate labor and allowance costs, as these have not yet been posted to IRD's ledger. This does of course, have an impact on the total cost shown above but the impact is not expected to be material.

Please also note that in the below summary, the subgrant spending number for the reporting period differs from the spending number on the Variance report in Appendix C as the Al-Anbar cities that have closed are not included in the below summary.

City	Commitments and Obligations Summary (January-March 2009)				
	Scheduled Closure	Completion Costs Per Apr 1 Recommended Realignment	POD Reported Completion Costs as of Mar 31, 2009	Actual Sub Grant Payments Jan-Mar 2009	Remaining Balance
Baghdad	Jun 30, 2009	\$16,884,369	\$9,199,568	\$7,684,801	\$0
Kirkuk	Mar 31, 2009	\$2,670,852	\$29,850	\$2,641,002	\$0
Mosul/Tal Afar	Aug 15, 2009	\$5,821,260	\$4,761,683	\$1,059,577	\$0
Baquba	Jul 31, 2009	\$9,287,004	\$7,445,801	\$1,841,203	\$0
Basrah	Jul 31, 2009	\$8,040,934	\$4,516,388	\$3,524,546	\$0
Babil	Mar 31, 2009	\$2,461,210	\$0	\$2,461,210	\$0
Tikrit	Jun 30, 2009	\$4,541,446	\$1,485,371	\$3,056,075	\$0
Samarra	Jun 30, 2009	\$4,690,257	\$2,680,990	\$2,009,267	\$0
Beiji	Jun 30, 2009	\$6,644,821	\$2,009,267	\$3,137,789	\$0
TOTAL		\$61,042,153	\$27,415,470	\$27,415,470	\$0

CSP OUTPUTS & TARGETS

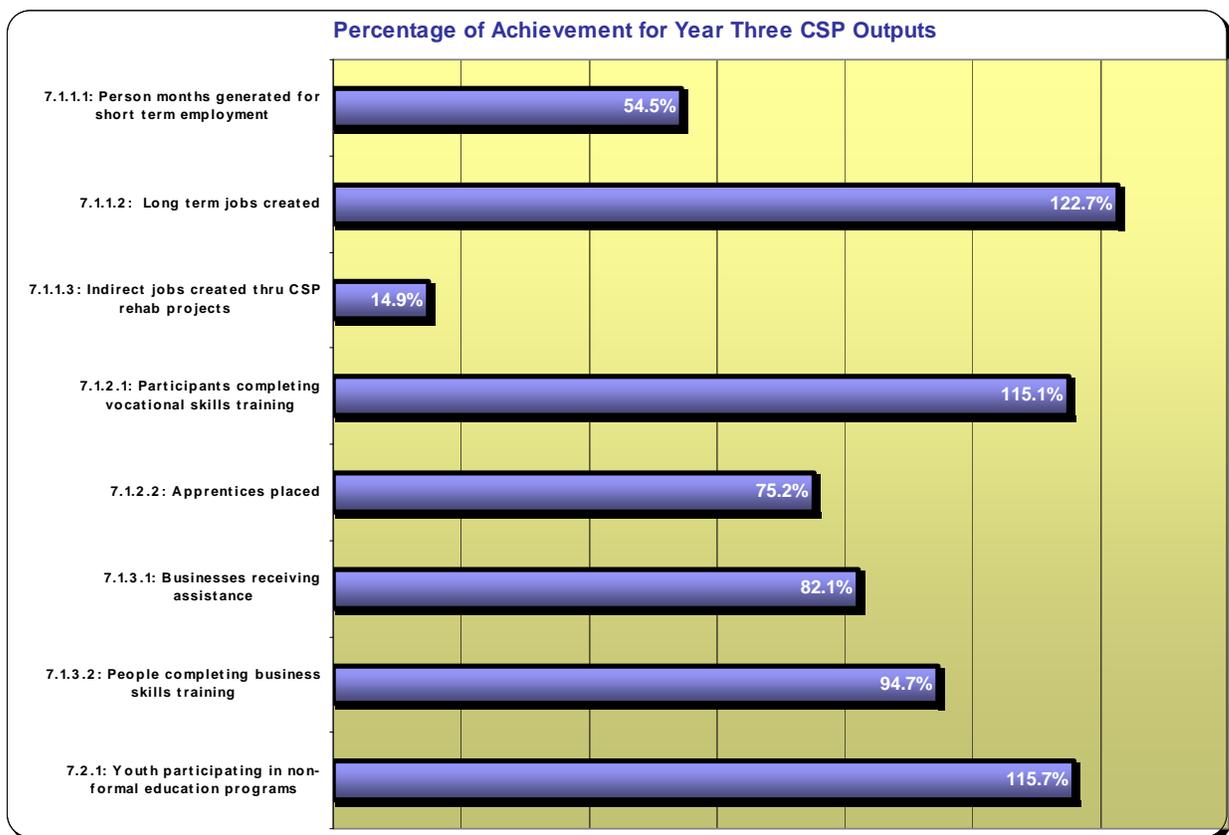
The performance areas of long-term jobs, vocational skills graduates, and youth participants have made outstanding achievements this quarter, which greatly contributes to creating viable opportunities for Iraqis instead of insurgent activities.

The number of long-term jobs created, a key CSP indicator, proved to be the most successful performance area this quarter as it surpassed the Year Three target. The success is largely due to a high completion rate of MSME grants, especially in Tikrit, Babil and Ramadi.

Another noticeable performance area this quarter is the number of participants completing vocational skills training. The Salah Ad Din cities of Tikrit and Samarra have the most significant contribution to the achieved results in Year 3, offsetting the decline of close-out cities, particularly Baghdad, Al Anbar and Kirkuk.

The youth participants programs also shows a smooth progress as an effective means of maintaining a high level of engagement in response to a general shift out of labor-intensive CIES clean-up campaigns.

A more detailed account of each indicator is reflected in the following tables.



Sub IR 7.1.1 Jobs Created

7.1.1.1 Number of person months generated for short-term employment: The figures below represent the number of person months of employment generated for short-term employment. Short-term employment is defined as involving less than three months of planned labor. A person month is defined as 20 full days of such labor.

City	Year Three (October 2008 - August 2009)				
	Q1 Outputs Oct-Dec 08	Q2 Outputs Jan-Mar 09	Cumulative Outputs (Oct 08-Mar 09)	Total Targets Oct 08-Aug 09	Percentage Achieved
Baghdad	431	637	1,068	675	158.2%
Kirkuk	337	920	1,257	1,126	111.6%
Mosul/Tal Afar	747	923	1,670	8,149	20.5%
Al Anbar (Province)	1,735	699	2,434	2,798	87.0%
Baquba	300	1,030	1,330	4,611	28.8%
Basrah	910	1,302	2,212	3,480	63.6%
Babil	1,350	0	1,350	1,119	120.6%
Salah Ad Din	4,165	4,637	8,802	15,000	58.7%
TOTAL	9,975	10,148	20,123	36,958	54.5%

This quarter, CSP generated 10,148 person months of short-term employment; achieving 54.5 percent of its Year Three target. Overall, there was no significant change in the short-term employment generation when compared with the last quarter. Nevertheless, there were some significant changes in some of the cities. For example, Babil did not produce any person months this quarter due to downsizing of the CIES projects. Baquba, on the other hand, witnessed a relatively significant increase in the short-term employment as more projects were initiated. Baghdad, Kirkuk, and Basrah also experienced increases of person month generation over last quarter as work on more projects started. Obviously the Anbar province employment generation has declined this quarter as four cities were closed out in January.

7.1.1.2 Number of long-term jobs directly created: The figures below represent the number of long-term jobs created through CSP projects. Long-term employment is defined as involving more than three months of planned labor.

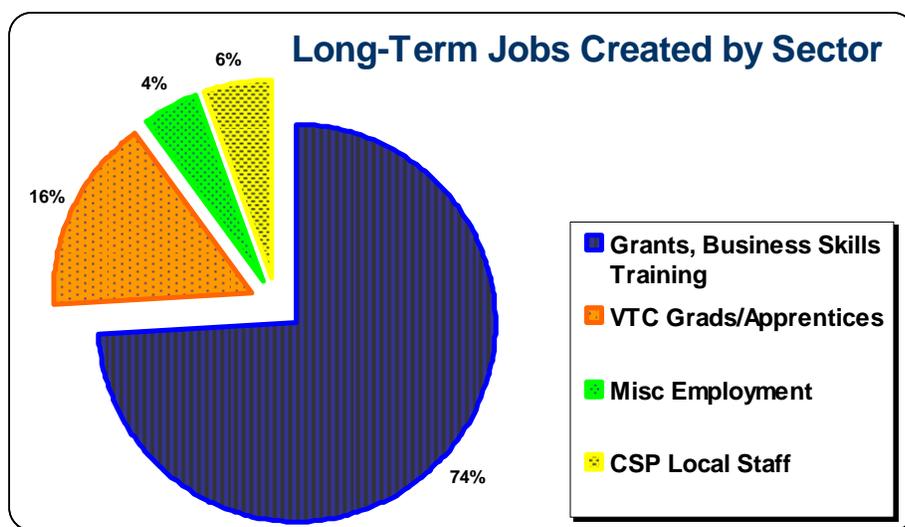
City	Year Three (October 2008 - August 2009)				
	Q1 Outputs Oct-Dec 08	Q2 Outputs Jan-Mar 09	Cumulative Outputs (Oct 08-Mar 09)	Total Targets Oct 08-Aug 09	Percentage Achieved
Baghdad	1,410	1,700	3,110	4,196	74.1%
Kirkuk	391	550	941	0	0.0%
Mosul/Tal Afar	0	180	180	0	0.0%
Al Anbar (Province)*	4,263	33	4,296	70	6,137.1%
Baquba	77	301	378	1,030	36.7%
Basrah	535	530	1,065	1,584	67.2%
Babil	835	407	1,242	1,023	121.4%
Salah Ad Din	178	1,712	1,890	2,775	68.1%
TOTAL	7,689	5,413	13,102	10,678	122.7%

*Achievement in Anbar cities is generally high because of pipeline outputs realized in Year Two, Quarter 4

This quarter's number of long-term jobs created decreased from last quarter and is closely correlated with the close out of program activities, largely in Al Anbar and Babil. During this quarter, the Salah Ad Din cities of Tikrit, Samarra, and Beiji have built up their respective shares in the total number of long-term jobs created.

As the program continues to close-out, CSP's ability to generate long-term jobs will reach a plateau. Overall for Year Three, however, CSP has surpassed its annual target. The early success is in part due to the rapid completion of grants that were approved at the latter part of year Two and the long-term jobs associated with those grants are recorded in year Three.

As shown in the chart below, long-term employment under CSP is generated through four activities including business grants, VoTech graduates and post apprentices, local staff and miscellaneous other sources. The illustration supports that under CSP, grants are by far the primary source of long-term employment provider (74 percent). The next highest contribution is generated through the VoTech graduates and the placed apprentices (16 percent). The rest of the long-term employment (about 10 percent) is achieved through the contribution of local staff and the miscellaneous categories.



7.1.1.3 Number of indirect jobs created: These figures represent the number of long-term jobs indirectly created through CSP CIES and EGY (vocational training, youth center rehabilitation) projects.

City	Year Three (October 2008 - August 2009)				
	Q1 Outputs Oct-Dec 08	Q2 Outputs Jan-Mar 09	Cumulative Outputs (Oct 08-Mar 09)	Total Targets Oct 08-Aug 09	Percentage Achieved
Baghdad	0	9	9	425	2.1%
Kirkuk	0	0	0	20	0.0%
Mosul/Tal Afar	0	11	11	56	19.6%
Al Anbar (Province)	99	0	99	0	0.0%
Baquba	0	0	0	70	0.0%
Basrah	2	0	2	100	2.0%
Babil	0	0	0	50	0.0%
Salah Ad Din	1	0	1	100	1.0%
TOTAL	102	20	122	821	14.9%

As a result of CSP's rehabilitation projects, the Government of Iraq (GOI) hires long-term employees to provide the necessary services attached to these rehabilitations. Therefore, the level of the indirect job creation depends on the need of the GOI's to hire new employees. Similarly to the preceding quarter, the GOI decision to freeze employment is still affecting the number of indirect jobs created. The low level of 15 percent achievement reflects that the impact of GOI labor policy is heavily constraining our ability to create indirect jobs.

Sub IR 7.1.2 Employable Skills Improved

7.1.2.1 Number of participants completing vocational skills training: This represents the number of trainees who successfully complete a vocational skills training course.

City	Year Three (October 2008 - August 2009)				
	Q1 Outputs Oct-Dec 08	Q2 Outputs Jan-Mar 09	Cumulative Outputs (Oct 08-Mar 09)	Total Targets Oct 08-Aug 09	Percentage Achieved
Baghdad	1,260	318	1,578	1,675	94.2%
Kirkuk	0	0	0	0	0.0%
Mosul/Tal Afar	0	0	0	0	0.0%
Al Anbar (Province)	932	36	968	336	288.1%
Baquba	344	700	1,044	1,187	88.0%
Basrah	645	373	1,018	1,044	97.5%
Babil	988	123	1,111	1,288	86.3%
Salah Ad Din	93	1,701	1,794	1,000	179.4%
TOTAL	4,262	3,251	7,513	6,530	115.1%

This quarter, CSP surpassed its Year Three target for vocational training graduates by 15 percent due in large part to eager and cooperative local authorities and the communities in Al Anbar and Salah Ad Din provinces. This quarter, CSP concluded program activities in training centers in Baghdad, Fallujah, Basrah, and Babil, which caused the number of graduates to decline over last quarter. Offsetting the decreases were significant increases of graduates produced by Baquba and Salah Ad Din cities. Responding to the demand in skills training, Samarra graduated 1,040 youth for the first time this quarter, while Tikrit graduated 161. CSP will conclude vocational skills training activities next quarter in Tikrit and Baquba.

7.1.2.2 Number of apprentices placed: The figures below represent the number of individuals who were placed in a CSP-sponsored apprenticeship activity.

City	Year Three (October 2008 - August 2009)				
	Q1 Outputs Oct-Dec 08	Q2 Outputs Jan-Mar 09	Cumulative Outputs (Oct 08-Mar 09)	Total Targets Oct 08-Aug 09	Percentage Achieved
Baghdad	40	93	133	200	66.5%
Kirkuk	0	0	0	0	0.0%
Mosul/Tal Afar	0	0	0	0	0.0%
Al Anbar (Province)	80	0	80	116	70.0%
Baquba	0	0	0	0	0.0%
Basrah	193	157	350	250	140.0%
Babil	132	0	132	136	97.1%
Salah Ad Din	0	134	134	400	33.5%
TOTAL	445	384	829	1,102	75.2%

This quarter, CSP placed 384 vocational training graduates in apprenticeship programs, achieving 75 percent of its overall Year Three target. The number of apprentices placed decreased over the last quarter, primarily as CSP closed its offices in Al Anbar, Babil, and Kirkuk. Apprentices were placed for the first time in Salah Ad Din this quarter. Apprenticeship opportunities varied among CSP cities and in large part due to the three-month monitoring schedule that often overlaps with close-out schedules. It is likely that no apprentices will be placed next quarter as most of Phase III city program activities will be completed by the end of next quarter.

Sub IR 7.1.3 Businesses Created and Expanded

7.1.3.1 Number of businesses receiving assistance: The figures below represent the number of businesses that CSP has been assisting through the provision of grants and training.

City	Year Three (October 2008 - August 2009)				
	Q1 Outputs Oct-Dec 08	Q2 Outputs Jan-Mar 09	Cumulative Outputs (Oct 08-Mar 09)	Total Targets Oct 08-Aug 09	Percentage Achieved
Baghdad	23	185	208	818	25.4%
Kirkuk	0	0	0	0	0.0%
Mosul/Tal Afar	0	0	0	0	0.0%
Al Anbar (Province)	46	0	46	35	131.4%
Baquba	122	323	445	261	170.5%
Basrah	157	120	277	350	79.1%
Babil	186	73	259	239	108.4%
Salah Ad Din	435	630	1,065	1,100	96.8%
TOTAL	969	1,331	2,300	2,803	82.1%

During this quarter, CSP awarded 1,331 new grants, achieving 82.1 percent of its Year Three target. New grant awards increased by 37.3 percent over the previous quarter. Salah Ad Din

has maximum share of 47.3 percent followed by Baquba (24.2 percent) and Baghdad (13.8 percent). Most of these enterprises are in the area of agriculture, dairy farm, small manufacturing, and trading activities. CSP expects to accomplish 90 percent of the Year Three targets next quarter.

Also during the quarter, CSP began collaborating with implementers Tijara, the USAID-funded microfinance program. Tijara can assist many CSP grantees access microfinance to expand their new businesses. CSP and Tijara are together supporting workshops and seminars at Small Business Development Centers (SBDC) that provide venues to engage microfinance applicants.

To further analyze the potential of grants in the agribusiness sector, CSP participated in a series of follow-up discussions with its agribusiness grantees in Kirkuk and Baghdad. These discussions revealed that grantees producing vegetables face stiff competition from Syrian imports but still manage to sustain due to better quality. These Iraqi agribusinesses do not have access to quality seeds, agricultural extension service, and business information. CSP will conduct further market research surveys next quarter with its grantees in conjunction with the SBDCs Tijara has developed.

7.1.3.2 Number of people completing business skills training: The figures below represent the number of attendees who successfully completed business skills training.

City	Year Three (October 2008 - August 2009)				
	Q1 Outputs Oct-Dec 08	Q2 Outputs Jan-Mar 09	Cumulative Outputs (Oct 08-Mar 09)	Total Targets Oct 08-Aug 09	Percentage Achieved
Baghdad	406	225	631	1,200	52.6%
Kirkuk	110	177	287	484	59.3%
Mosul/Tal Afar	0	0	0	0	0.0%
Al Anbar (Province)	1,039	206	1,245	652	191.0%
Baquba	147	417	564	341	165.4%
Basrah	90	248	338	338	100.0%
Babil	176	122	298	386	77.2%
Salah Ad Din	398	648	1,046	1,255	83.3%
TOTAL	2,366	2,043	4,409	4,656	94.7%

During the last quarter, CSP trained 2,043 grantees in business skills, achieving almost 95 percent of its Year Three target. The decrease over last quarter is largely due to the close-out of Phase I and Phase II cities, as well as CSP's concerted effort during last quarter to train the remaining grantees. As the close-out of phase continues and no new grants are approved, the number of those cycling through business skills training will continue to decrease. Despite this, CSP will still attain the established target for business skills training for Year Three.

CSP's business development training team conducted an internal survey of the grantees, which revealed that although business skills training were very useful in starting a business, Iraqi micro enterprises need sector-specific business skills to improve their competitiveness. Training like handicraft making, pickle making, etc can offer huge livelihood opportunities to women. Iraqi micro enterprises need sector-specific business skills and management training, other business-to-business services, information about market opportunities, and improved

production technology. During the quarter, CSP utilized Tjara's SBDCs to provide business skills training and is further collaborated with Tijara to roll out other necessary training for Iraqi enterprises.

IR 7.2 Conflict Mitigated Through Increased Community Activities

7.2.1 Number of youth participating in non-formal education programs: The figures below represent the number of youth participating in CSP-sponsored non-formal education activities that focus on developing conflict mitigation and management skills.

City	Year Three (October 2008 - August 2009)				
	Q1 Outputs Oct-Dec 08	Q2 Outputs Jan-Mar 09	Cumulative Outputs (Oct 08-Mar 09)	Total Targets Oct 08-Aug 09	Percentage Achieved
Baghdad	27,440	11,406	38,846	20,328	191.1%
Kirkuk	40	1,265	1,305	500	261.0%
Mosul/Tal Afar	4,732	1,370	6,102	6,265	97.4%
Al Anbar (Province)	1,759	1,083	2,842	4,990	57.0%
Baquba	3,890	9,812	13,702	8,220	166.7%
Basrah	5,771	15,955	21,726	17,998	120.7%
Babil	2,554	600	3,154	3,677	85.8%
Salah Ad Din	3,981	8,934	12,915	25,000	51.7%
TOTAL	50,167	50,425	100,592	86,978	115.7%

This quarter, CSP surpassed its Year Three target for youth participation in non-formal education programs by 15 percent. The number of youth engaged in Salah Ad Din, Basrah, and Baquba further increased over the last quarter, which offset the decreased participation rates in the Phase II cities like Fallujah, Ramadi, Babil, and Baghdad (Qadas). The rates of participants in Mosul decreased; the cumulative number of participants for Q1 and Q2 is slightly below the Year Three target.

Overall, CSP maintained its combination of art, sports, and life skills activities across CSP cities, though the mixture of youth activities varied among cities. Salah Ad Din increased the number of youth participants to more than double over the last quarter through large-scale sports activities. Baquba focused on a number of life skills and sports activities that led to exceeding the participants' rates in the last quarter by more than double. Basrah almost tripled its participation rate through a balanced combination of art, sports, and life skills activities while Mosul continued producing fewer participants over the last quarter as a result of its continual shift from large-scale sport events in favor of smaller-scale awareness campaign and art projects.

GOI CONTRIBUTION AND GIFTS IN KIND

GOI Contribution

This quarter, \$11.74 million was contributed by the GOI for infrastructure and essential service projects and by recipients of CSP business grants.

Concentrated efforts from GOI and its counterparts, effective documentation, and proper and timely coordination of all the concerned has resulted in CSP achieving this landmark.

Highlights of the various GOI contributions during this quarter include:

- In Baghdad, the GOI contributed \$119,500 in labor and material to the median construction and beautification of the main Street No. 60 in Saba'a Alboor, one of the main roads in Taji Qada.
- In Fallujah, the GOI contributed \$15,000 towards building a stone wall on the west bank of the Euphrates River in Al Zewia to help reduce erosion. A local tribe of the Al Bu Eisa provided 20 volunteers to work on the project. Additionally, the GOI also contributed \$10,000 in equipment and labor towards the construction of span bridges over canals in the Al-Bodekheel region. The project restored canals and building outlets between the fields and is now being maintained by the Directorate General (DG) of Agriculture.
- In Ramadi, the local government contributed nearly \$2 million in land assets to the rehabilitation of the Ramadi Public Library.
- In Kirkuk, the Directorate of Sewerage in Kirkuk contributed \$10,350 in equipment and materials towards a CSP project to extend 500 meters of sewerage lines in the Rahimawa quarter in Kirkuk city.
- In Baquba, the Muqdadiya municipality and Ministry of Water Resources contributed \$160,000 in materials and engineer support to replace water networks in business areas of the city housing hundreds of shops and private medical facilities.
- In Babil, the GOI contributed \$20,850 in laborers and equipment towards the rehabilitation of the Al Khider Clinic. After the project was completed and handed over, the Ministry of Health hired five medical and maintenance staff to provide the necessary health care to the residents. Additionally, the GOI contributed \$24,000 worth of labor and materials for the construction of two laboratories and study hall for the North Babil water resources department at the Al Mussayib technical institute.
- In Basrah, the GOI contributed \$42,373 in medical furniture and equipment—much of it specially-designed—towards the project to extend and rehabilitate the Diabetes Endocrine & Metabolism Center in Al Fayhaa Hospital.
- In Tikrit, the Ministry of Education (MoE) contributed \$58,090 in equipment and materials to build four new classrooms in the Al-Bashaar Primary School.
- In Samarra, the GOI contributed \$198,000 towards the trash container manufacturing program, and provided the trash trucks to collect the refuse. Similarly, the ME

contributed over \$4 million towards the equipment that installed multiple large generators to service the east side of Samarra as well as cables, poles, and transformers.

Gifts in Kind (GIK)

This quarter, IRD, through CSP, shipped \$1.17 million worth of wheelchairs and textbooks to Iraq. IRD staff facilitated the delivery and distribution of specially-designed wheelchairs to Mosul and Hilla families with special needs children.

Roughly 400 “Rough Rider” specially-designed wheelchairs were donated by Latter-Day Saints and another 200 from Reach Out and Care (ROC) Wheels. The wheelchairs are designed for special needs children and provide more safety and mobility than standard wheelchairs

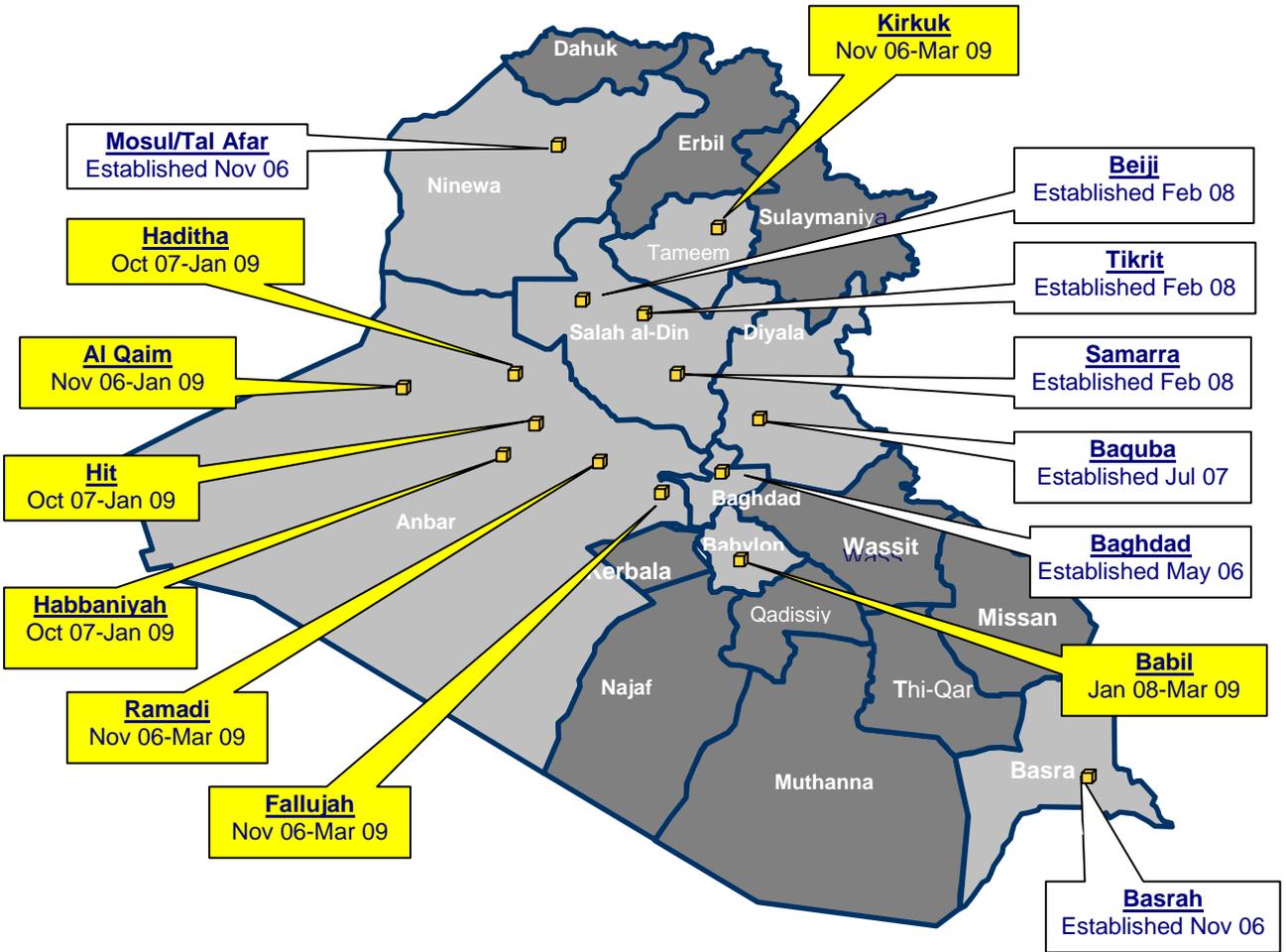
Additionally, IRD facilitated the delivery of over 17,000 college-level English textbooks for the Mosul University in a variety of subjects, including history, law, business, journalism, geography, and health. All shipments are expected to arrive in April and early May.

CSP has an obligation to fulfill \$14 million in gift in kind (GIK) contributions. Since the beginning of the program, CSP has shipped \$24.8 million worth of donated items, exceeding the overall goal for GIK by \$10.8 million. Below is a summary of donations for the quarter.

Gifts in Kind Summary (January - March 2009)

City	Value	Donor	Date Shipped	Distribution Date	Commodity
Mosul	\$23,504	ROC Wheels	Jan 20, 2009	Apr 8, 2009	Wheelchairs
Hilla	\$34,500	LDS Humanitarian Services	Feb 6, 2009	Apr 5, 2009	Wheelchairs
Hilla	\$59,500	LDS Humanitarian Services	Feb 18, 2009	May 2009	Wheelchairs
Mosul	\$1,052,156	Sabre Foundation	Mar 23, 2009	May 2009	Textbooks
TOTAL	\$1,169,660				

APPENDIX A. CSP ACTIVITIES BY CITY



Denotes cities where CSP has closed out program activities

A. Baghdad

Summary

CSP ended program activities in Baghdad proper on January 31 as part of the Phase I close-out plan. As such, no new projects were implemented in CIES, EGY, and BDP. CSP Baghdad officially transitioned vocational training programs to MoLSA which was commemorated in an official ceremony in January. During the quarter, CSP Baghdad staff shifted to closing out project files for Baghdad proper projects in accordance with IRD and USAID regulations and focused the remaining effort to the Qadas.

During the quarter, CSP's efforts in the Qadas resulted in 1,700 long-term jobs directly created or restored through program interventions, largely from the grant program and establishing Community Outreach Offices. CSP Baghdad achieved 87 percent of its quarterly target for long-term jobs placement and is expected to meet its overall Year Three goal in its final quarter of program activities.

During the quarter, CIES completed 14 projects in the districts and Qadas of Baghdad, with a focus on replacement of water/sewage networks and irrigation canals and rehabilitations to healthcare and education facilities, as well as constructing span bridges over irrigation canals and reinforcing the river bank.

CSP Baghdad completed its support to vocational training this quarter with 318 new graduates and placing 93 graduates into apprenticeships in local business.

During this quarter, 185 new grants were approved, valued at \$3.2 million. The BDP unit completed 236 grants, valued at \$3.1 million, which created or restored 1,248 long-term jobs. All ongoing grants are expected to be completed by next quarter.

Also during the quarter, the EGY unit sponsored a variety of conflict mitigation youth activities that engaged 11,406 participants in throughout the Qadas and Sadr City.

Overall this quarter, Baghdad province has seen a continuation of the security gains that have been achieved since CSP's inception. While isolated attacks and acts of violence are still frequent, this quarter saw a minimal number of activities delayed or affected by violence or security curfews/movement restrictions.

The close out of projects is moving along according to the Year Three Implementation Plan with all Baghdad program activities closing June 30. Several CIES projects in the Qadas remain ongoing as security issues or GOI-directed stoppages prevented completion before the end of the quarter. All projects are expected, however, to be completed by the end of April 2009 and closed out within a month. The majority of youth projects implemented in the Qadas were closed-out at the end of the quarter with a handful to be closed-out in early April as closeout documents are being finalized. All remaining projects in Sadr City are on schedule to be closed out prior to the Phase III deadline of June 30.

During the quarter, the Baghdad office retrenched a total of 63 (approximately 33 percent of total) employees and will retrench approximately 134 (over 50 percent of total) during the upcoming quarter. Approximately 20 (approximately 10 percent of total) employees will be retained to conduct monitoring of BDP grants in the July-August period to ensure all BDP grants receive appropriate monitoring and report completion.

The Baghdad QA/QC Department will continue to operate at full capacity to visit all completed BDP projects for close-out and all ongoing CIES and EGY projects through May 31, 2009. A contingent of 20 employees will be retained until August 31, 2009 to complete the close-out of BDP projects.

Litigation continues this quarter on the court case involving CSP and the Mercedes Garage, a business located within the CSP Baghdad compound in Karada. The business owner claims damages due to the loss of business as a result of the security barriers placed at the top and bottom of the CSP Karada compound. Attorneys for IRD requested the court revisit the proposed financial damages claim against IRD with a view to down sizing the claim. The IRD lawyer attended a court hearing on Mar 11 and presented official correspondence from the US Embassy, declaring that Coalition Provision Authority Order No 17 applied to IRD while it performed work on behalf on the U.S. Government in Iraq. The next court date is scheduled for April 7.

Community Infrastructure and Essential Services

a. Achievements

During this quarter, CIES completed 14 projects distributed throughout Baghdad, including eight projects in the Qadas and six in Baghdad proper. These projects cover seven essential sectors: five in health support, three in educational support, three street repair projects, and one each in cleaning campaigns and agricultural project water/sewage.

A primary focus during this quarter was the completion of five projects in the health sector. A highlight of this accomplishment was the rehabilitation and supply of the surgical operation facility in the Abu-Graib Hospital. Located in the Abu-Graib Qada and near some marginal neighborhoods of Mansour district, this hospital is the main health provider in a region with an estimated population of over 600,000. CIES successfully completed rehabilitation of the facility and supplied the hospital with vital medical equipment and a prime power generator with 850 KVA to provide a reliable power supply to the entire hospital. In appreciation of the efforts of CIES, hospital management, the local health directorate, and local community leaders expressed their gratitude for the work that was accomplished to serve the people of that region.

Additionally, work on eight new projects started this quarter in the Baghdad Qadas and are ongoing, including three market rehabilitations, three projects providing supplies and resources to local schools and one park rehabilitation project. CSP worked closely with the Baghdad PRT, U.S. military and GOI entities to identify and implement the projects, as well as obtain approvals and resolve issues with security that cause delays.

For example, CSP coordinated with the PRT, USAID, the Qada Council the Iraqi Army leader to develop the renovation plan of the Abu Ghraib Old Market. The project was designed to increase the use of the market by local vendors and provide better access and security to consumers. The Qada council facilitated the appropriate approvals with the GOI. CSP and the U.S. military shared the rehabilitation work with the Brigade renovating the southern side of the market and CSP focusing on the northern side.

Two additional market development projects focused on the Mashahda Market in Tarmiya and the Salman Pak Central Market in Mada'en Qada. These projects assist in revitalizing the economic status of the areas that serve as trading centers for local vendors. All the projects

completed and initiated in this quarter were targeted in areas that are of heightened importance due to recent security gains and counterinsurgency efforts by the U.S. and Iraqi security forces.

During this quarter, these projects generated 637 person months of short-term employment, significantly exceeded the quarterly target of 225.

b. Contribution of GOI to Program Activities

This quarter, the GOI increased its contribution towards CIES projects by over \$2.8 million completed during the quarter. Additional contributions are being obtained for ongoing projects. For example, the GOI contributed \$119,500 in labor and material to the median construction and beautification of the main Street No. 60 in Saba'a Alboor, one of the main roads in Taji Qada.

In another project, the local Educational Directorate contributed \$140,030 in supplies and materials to the garden construction and supply project for the Ahabab Al-Rahman Kindergarten in Al Wehda Nahiya. The GOI lacked the funds to implement the project independently, but considered the project critical as the area lacked a kindergarten for young school-aged children. The GOI contribution included the construction of a building with four main halls, 10 bathrooms, and an administration section.

These joint projects were accomplished as a result of the level of trust and cooperation that has been cultivated between CSP and GOI local authorities.

Vocational Skills Training and Apprenticeships

During this quarter, CSP concluded its support to MoLSA-owned and operated all vocational training programs, with 318 trainees graduating from courses at the Zafaraniya and Waziriya VTCs. This surpassed the quarterly target of 300.

Additionally, CSP completed work on the rehabilitation of the Salman Pak Industrial School, located in an area of the Mada'in Qada formerly known for heavy insurgent activity. This rehabilitation was implemented in conjunction with the e-PRT, who provided \$200,000 worth of equipment to the industrial school in support of follow-on courses. CSP, along with USAID, participated in an official handover ceremony.

CSP Baghdad's financial assistance to 10 MoLSA-owned and operated vocational training centers ended this quarter. All program activities have been successfully transitioned back to MoLSA and the occasion was celebrated with an official handover ceremony in January. Overall, MoLSA has been able to manage its vocational training programs, although at an expected lower capacity. The ability of MoLSA to operate their training centers in Baghdad has varied based upon the management of each location and its given capacity. For example, some centers reverted back to a schedule of one shift per day depending on the availability of instructors and the level of interest from the community. Additionally, MoLSA ended the provision of toolkits to their graduates, which was specifically a CSP initiative, but increased the stipend allowance provided to trainees from 5,000 dinars/day (up from 1,500 dinars/day prior to CSP's intervention). Smaller training centers, such as Ur and Sha'ab, continue to operate a maximum capacity of 75 trainees per shift per cycle. On the other hand, larger center, like Waleed and Zafaraniya with a capacity between 250-400 students per shift per cycle, are operating at 30-50 percent of its capacity. Moreover, the success of individual facilities hinges

on its director and managing staff. The more dedicated the director and staff, the more successful the vocational training center.

During the quarter, the EGY unit placed 93 apprentices, achieving 74 percent of the quarter's target. The challenge in placing apprentices is largely due to the geographical constraints and the small percentage of Qada residents who were enrolled and graduated from the training centers located in urban Baghdad. Moreover, the Mahmodiya VTC, which offers the best opportunity for placements, has a capacity of only 150 students per cycle and only one cycle was supported by CSP. Thus, there was a small pool from which to identify and link graduates to apprenticeships.

This quarter, CSP opened 13 Community Outreach Offices (COOs) with the local GOI and registered 4,669 unemployed residents, of which 424 were placed in long-term jobs, achieving 85 percent of the target of 500 established in the Year Three Implementation Plan.

CSP will continue to support the Sadr City COO through the end of May based on the CSP Baghdad close-out schedule. Six other COOs will receive support from the e-PRTs through the end of June at which time support of the offices is anticipated to be transitioned to the Baghdad Provincial Council.

Micro-Small-Medium Enterprise Grants and Business Skills Training

a. MSME Grants

During this quarter 185 new grants were approved, valued at \$3.2 million. The BDP unit also completed 236 grants, valued at \$3.1 million, which created or restored 1,248 long-term jobs.

BDP achieved 59 percent of the quarterly target, which was in large part due to shifts in programming that resulted from several challenges faced in the agricultural regions in Baghdad. First, CSP uncovered and quickly initiated an investigation over possible collusion among quality assurance/quality control (QA/QC) officers, contractors, and BDP officers. CSP notified USAID of the investigation, and promptly enacted staff changes in both its BDP and QA/QC units. The investigation focused on agriculture grants, particularly livestock farms, and all livestock grant applications in the processing stages were placed on hold during January and February while the project files were reviewed and authenticated, with 16 agriculture grants in total cancelled during this reporting period.

To offset the delay or loss of some livestock grants, the BDP unit launched a large-scale promotional campaign during the quarter that utilized the neighborhood and Qada councils to promote funds available for greenhouse grants. As a result of this effort, approximately 113 greenhouse grants were approved and, by their completion in Quarter 3, will provide grantees in the most volatile areas of Baghdad with more advanced irrigation technology to maximize production.

The unit collaborated with the Sadr DAC to launch another large-scale public awareness campaign to publicize the BDP program under the auspices of the DAC. Posters and brochures were distributed throughout Sadr City, focusing on areas "beyond the wall." As a result of this effort, 47 additional grant applications were received and being processed.

b. Business Skills Training

During the quarter, the BDP conducted business skills training for 235 grantees, achieving 32 percent of the quarterly target. During the quarter, the business skills unit had faced an unexpected challenge from grantees living in the Qadas when they became wary of commuting in the urban areas of Rusafa and Karkh to attend the required business skills training.

To respond to the concern and maximize participation training that had been custom-designed for agriculture enterprises, the BDT coordinated with the local Qada councils to facilitate training sessions in a variety of locations including the local Qada Council buildings, Nahia Councils buildings and various buildings of NGOs and Sheikhs. Grantees appear to be embracing this response and over 140 grantees are registered for training that will be implemented next quarter in Medean, Tarmiyah, and Abu Ghraib.

Conflict Mitigation (Youth Activities)

During the quarter, 11,406 new youth participated in 18 conflict mitigation activities in the Baghdad Qadas focused on sports and life skills, 940 of which were women. The EGY unit focused on implementing large-scale events based on the needs identified by the local GOI and e-PRT, as well as providing the youth with an outlet to interact with each other peacefully.

CSP implemented several large-scale sports activities, such as a Baghdad-wide soccer tournament, a Fun Run in Adhamiya District, and a wrestling tournament Sadr City. These events brought together participants from all over the province—both Sunni and Shia—to participate in fun and peaceful competitions.

CSP complimented its sports programs with a variety of life skills training classes focused on computer software training, literacy, and first aid training. Several activities—such as first aid at the Istiklal Youth Center and literacy courses at centers in Mada'in—received a significant amount of interest as they provided opportunities for youth that otherwise did not exist.

With these programs, the EGY unit surpassed its quarterly target for youth participation by over 1,000. This was due in large part from requests from the e-PRT for additional events, such as the Fun Run, which were not originally planned. The Sadr City Wrestling tournament, hosted Ministry of Youth and Sports, was another event identified by the PRT that needed assistance from CSP to implement as it involved efforts to bring youth from Adhamiya into Sadr City to participate. Additionally, CSP implemented a literacy program in the Mada'in Qada, which complimented the e-PRT's education initiative.

In addition to sponsoring activities, the EGY unit also implemented a soccer field rehabilitation project in Taji on land donated to the Qada Council and provided equipment to youth centers in Istiklal, Tarmiya, Mada'in, and Sadr City.

B. Mosul

Summary

During this quarter, CSP Mosul adjusted program activities to support new counter-insurgency (COIN) efforts, working closely with the U.S. military and PRTs in the region. The situation in Ninewa province, in particular the west of Mosul City and the satellite towns, has remained highly kinetic. Previous gains in pacifying the most volatile urban regions have been offset with heightened levels of violence by insurgent forces in more rural areas.

As the U.S. military units adopted non-lethal initiatives going into the “HOLD and RETAIN” stages of its operations, it became necessary for CSP Mosul to switch program intervention focus to support the U.S. military in the areas of the water/sewage, electricity, trash, healthcare, and education.

MNF-I requested CSP to undertake these initiatives due to CSP’s ability, experience, flexibility and speed of project development. The consequential realignment of project focus has naturally had an impact on the program’s quarter outputs, as projects that were not geographically or COIN relevant were cancelled and more suitable projects developed in direct coordination with the U.S. military.

This quarter has also witnessed significant political changes in the Governorate after the elections held in early 2009. Because many of the Sunni Arabs in the region boycotted the 2005 elections, they were largely unrepresented as an ethnic group in the provincial administration. With the Al-Hadba party winning control of the Governorship and significant part of the Provincial Council in the latest election, however, the political climate has changed. The MNF-I and PRT, with the support of CSP Mosul, hope to capitalize on this newfound willingness to cooperate by bolstering the new administration through project implementation that impact communities recently effected by lethal operations, as well as implementing projects in those areas where the change in political administration has not been embraced.

During the quarter, CSP implemented 13 CIES projects, including cleaning campaigns and rehabilitations to roads and a municipal building for the director of Water Resources. Additionally, CSP implemented rehabilitation projects to Mosul University, a park, and several soccer fields.

The BDP unit completed 63 new grants that created were awarded in Tal Afar as part of a program to assist in the regeneration of the city’s market area, creating 180 new long-term jobs.

During the quarter, CSP engaged 1,370 youth in a variety of sports, life skills, and art programs focused on conflict mitigation to provide a sense of returning normalcy and friendly social interaction to regions of the city province where insurgency has heightened.

Community Infrastructure and Essential Services

a. Achievements

During this quarter, CIES implemented 13 projects, including a number of essential service projects. CSP implemented a cleaning campaign in Muhallabia district, and installed a culvert and rehabilitated the municipal building of the Directorate of Water Resources in Tal Afar

CIES also implemented a project to repair internal roads of Hay al Shuhada neighborhood in the al-Qosh sub-district and a follow-on cleaning campaign.

CIES also implemented projects that targeted education and recreational facilities, including construction of a science lab and library at the University of Mosul, along with rehabilitations to a playground, a park, and three soccer fields in Hay al-Askari and Hay al-Thawrah.

Altogether, these projects generated 923 person months of short-term employment, achieving 100 percent of its quarterly target.

b. Contribution of GOI to Program Activities

This quarter, the GOI increased its contribution towards CIES completed projects by \$81,510 during the quarter. Additional contributions are being obtained for ongoing projects. For example, the Directorate of Higher Education and Scientific Research contributed \$54,400 in equipment, energy supply and technical oversight towards the renovation work performed in relation with Mosul Universities.

Vocational Skills Training and Apprenticeships

CSP Mosul transitioned the Mosul Vocational Training Centers to MoLSA and ended support for further vocational training.

Micro-Small-Medium Enterprise Grants and Business Skills Training

a. MSME Grants

During this quarter, 63 grants were completed that created or restored 180 long-term jobs. These grants were concentrated in Tal Afar in an effort to help revitalize its market areas. The businesses included photocopying and stationary stores, mobile phone shops started-up, electrical wholesalers and auto shops.

Although CSP Mosul has not approved any new grants this quarter, there are roughly 415 grants in the tendering phase, amounting to over \$1.7 million, and are expected to be complete by next quarter.

b. Business Skills Training

All grantees completed their business skills training last quarter. As such, no new business skills training courses were implemented this quarter.

Conflict Mitigation (Youth Activities)

During the quarter, CSP Mosul implemented nine conflict mitigation youth projects, many of which were targeted to the COIN areas of Tal Afar and the Sinjar subdistricts. For example, the EGY unit sponsored family health care courses, primarily for women in these areas, teaching basic hygiene and preventative healthcare measures that can help prevent common debilitating

ailments. Also in these areas, CSP implemented courses in calligraphy, a rich traditional Arabic art form.

CSP implemented a basketball tournament with coaches training for young women in the Ninewa plains area, while CSP sponsored a scout camp for young men, teaching music and folklore, as well as the more traditional topics of pioneering and orienteering.

In Tal Keef, CSP implemented a basic firefighting and first-aid course, along with training for referees. CSP also implemented a variety of computer training courses throughout Mosul city for youths previously without access to computer literacy training.

These projects engaged 1,370 youth, significantly surpassing the quarter's target of 360. The projects provided a sense of returning normalcy and friendly social interaction to regions of the city province where insurgency has heightened.

C. Baquba

Summary

During the quarter, CSP Baquba continued successful community relations and cooperation with local governmental entities and local stakeholders. This activity resulted with large number of developed, approved, and implemented CSP projects. The successful collaboration with the local population resulted in their increased interest and support to CSP projects across all of the sectors and witnessed with significant amount of the proposed/verified community contribution.

CIES completed 10 projects and work began on six additional projects this quarter that generated over 1,000 person months of employment. Projects included rehabilitation of business and market areas in Baquba, Muqadiyah, and Khalis, as well as renovations to irrigation canals in Muqadiya and school rehabilitations in Baquba and Khalis.

EGY continued its support to vocational training programs at the Hateen Industrial School, Kan Ban Sad Youth Center, Khalis/AI-Tahady Commercial School, and Teacher's Union School in Muqadiya with 700 trainees graduating this quarter.

The BDP unit awarded 280 new grants this quarter valued at nearly \$3.1 million and completed business skills training for 417 grantees. During the quarter, CSP Baquba's interventions directly created or restored 301 long-term jobs, primarily through its grants program.

Also this quarter, EGY implemented 28 youth conflict mitigation programs that engaged over 9,800 participants. Special focus was paid on work with women, organizing different forums, trainings and seminars for young women from the wider Baquba area.

The overall security situation throughout the Diyala province is still difficult and remains among the most volatile areas in the country. Sporadic improvement this quarter has provided CSP more access to areas and greater flexibility in implementing projects and meeting with key players. This has created an opportunity focus program efforts on capacity building and enhancing the business sector of Baquba and the surrounding cities of Khalis and Muqadiya.

Community Infrastructure and Essential Services

a. Achievements

During this quarter, CIES completed 10 projects and work began on 23 additional projects this quarter. Projects included rehabilitation of business and market areas in Baquba, Muqadiyah, and Khalis, as well as renovations to irrigation canals in Muqadiya and school and park rehabilitations in Baquba and Khalis. In addition to providing employment, projects also maximized the positive impact on significant number beneficiaries as part of the COIN objective.

Because CSP Baquba operates within a complex and changing security, CIES projects were selected and implemented in close cooperation with local leaders, U.S. military and PRTs.

The Diyala PRT has a robust presence in the province and CSP Baquba regularly interfaced with the PRT to closely coordinate CIES projects, especially those that impact economic development, such as the rehabilitations of the Baquba and Khan Bani Saad Markets.

One of the most significant projects implemented this quarter, however, was the renovation of the Muqdadiah Suk, the third largest market in Iraq which was severely damaged and left abandoned after three years of conflict. The Diyala PRT Economic Development Team, CSP and the U.S. military work together to develop an overall strategy to revitalize the market, with each partner conducting parts of the reconstruction and refurbishment. CSP projects included rehabilitation to the market street sidewalks, shop and installation of water networks and street lighting. CSP's BDP team then followed on with efforts to out grant applicants in the market area for small business grants to foster repopulation of market shops.

Altogether this quarter, CSP projects implemented during the quarter generated 1,030 person months of employment, achieving about 60 percent of the target of 1,719 person months. The difference was caused by the difficult security situation and inability of contractors to engage required quantity of labor in some periods of time within the project implementation.

Despite this, additional CIES projects are in the contracting and tendering phase and scheduled to be implemented, which will be reflected in the next quarter.

b. Contribution of the GOI to Program Activities

This quarter, the GOI increased its contribution towards CIES projects by \$276,676. The GOI contributed \$21,551 towards CIES projects completed during the quarter and additional contributions are being obtained for ongoing projects. For example, the GOI committed over \$41,000 in construction materials and engineer support towards the renovation of the Khan Bani Sa'ad city center, which was destroyed during operations against Al-Qaida and insurgent activities.

In Muqdadia, the municipality and Ministry of Water Resources contributed \$160,000 in materials and engineer support to replace water networks in business areas of the city that house hundreds of shops and private medical facilities.

Vocational Skills Training and Apprenticeships

During the quarter, 700 trainees graduated from CSP-supported vocational training programs, 354 of which were women, which reflect CSP's COIN initiatives to assist young unemployed women gain employable skills.

These graduates reflect 81 percent of the quarterly target achieved. With the 532 new trainees currently enrolled and that will graduate next quarter, CSP Baquba will exceed its overall Year Three target of 1,187 graduates.

During the quarter, the both MoE and U.S. military have expressed their appreciation for CSP's support to four of the vocational training centers in the province - Hateen Industrial School, Kan Ban Sad Youth Center, Al-Tahady Commercial School and the Muqdadia Teacher's Union School. As MoLSA has not been an active partner in CSP's vocational training efforts, and the MoE has expressed their interest in continuing such programs, CSP Baquba will continue program activities through next quarter and prepare to transition responsibility of vocational trainings to the MoE.

Micro-Small-Medium Enterprise Grants and Business Skills Training

a. MSME Grants

During this quarter, CSP approved 280 new grants valued at nearly \$3.2 million. Additionally, 79 grants were completed, valued at \$815,477, which created or restored 301 long-term jobs. CSP Baquba achieved 67 percent of its quarterly target, but coupled with last quarter's new grants, has surpassed its overall Year Three target of 216 new grants.

b. Business Skills Training

During this quarter, 417 grant applicants completed business skills training. CSP Baquba organized five business skills trainings on small business planning and operation in Baquba, Muqdadiya and Khalis. One class was targeted on female-owned business growth in Muqdadiyah, and 79 female applicants were trained.

The BDT units has significant surpassed its quarterly goal, and has surpassed the overall Year Three target by 65 percent.

Conflict Mitigation (Youth Activities)

During this quarter, CSP implemented a variety of conflict mitigation activities that included sports tournaments and civic interaction seminars that attracted 9,812 participants, 2,223 of which were young women.

Diyala province and the Muqdadiyah area in particular, experienced a spike in female suicide bombers in 2008. CSP's COIN focused efforts engaging women and military age youth both in peaceful, informative seminars and various sport activities provided another resource to help counter the insurgency's recruitment of youth.

CSP implemented large-scale soccer, basketball, and volleyball tournaments, as well as smaller venues for peace forums throughout Diyala province, specifically in Baquba, Khalis, Muqdadiya, Baladrose, and Khanaqean, as well as other small areas and regions.

CSP significantly surpassed both the quarterly target of 4,908 and its overall Year Three target of 8,220.

D. Basrah

Summary

CSP Basrah's new close-out date of July 2009 has provided opportunities to implement programs that would have otherwise been cancelled.

During the quarter, CIES implemented rehabilitation projects that generated 1,302 person months of short-term employment. Projects focused on education, public parks, bridges, and healthcare. In all, nine projects were completed during the quarter and CSP participated in six official handover ceremonies with the GOI and PRTs. Work on an additional 30 projects also began during the quarter.

CSP's support to vocational training ended this quarter with 1,018 new graduates and 157 apprentices were placed in CSP-approved programs. CSP Basrah implemented 29 youth conflict mitigation activities engaging nearly 16,000 young adults in school events, performing arts, and activities promoting positive life skills.

The BDP until approved 120 new grants and 248 grantees completed business skills training.

During the quarter, CSP Basrah's interventions directly created or restored 530 long-term jobs, largely through grants, as well as efforts that focused on finding jobs for vocational training graduates and post-apprentices.

After a peaceful Ashura period, Basrah city witnessed an increment in criminal activities, most of which were related to the provincial elections held at the end of January. A number of attacks suggested the return of extremist groups to Basrah, but the increment in the violence has been controlled through the security plan and an imposed curfew. In spite of these incidents, the situation remains positive with a larger number of Iraqi citizens that appreciate the provision of the security in the city and that are collaborating with the ISF providing information pertaining to weapons caches and militia members.

Keeping with the new July 31 scheduled target close-out date, CSP Basrah modified the close out activities timeline during the quarter with no new projects approved after February 28 and June 11 now the date for the close out of all field activities. The lease on the red zone offices were extended to the end of June and staff will work from offices located in the airport during the month of July.

Community Infrastructure and Essential Services

a. Achievements

During the quarter, CIES completed nine rehabilitation projects including three schools, three bridges, two parks, and a healthcare center. These projects were identified together with the Basrah Provincial Council and the DGs of Education, Health, and Municipality Works. These projects were critical to COIN operations as they responded to urgent needs from congested communities and neighborhoods.

Work also began on 23 new rehabilitation projects during the quarter that were done in collaboration with the PRT and focused on schools, health facilities, parks/sports facilities,

and public works in crowded and deprived neighborhoods, such as Hayaniah and Jameat, which have had a high incidence of youth involved in insurgent activities.

In all, these projects generated 1,302 person months of short-term employment, achieving 65 percent of the quarterly goal of 2,000. With the new projects being implemented through next quarter, CSP expects to make the overall Year Three target.

Another key achievement this quarter was the handover of six projects with ceremonies attended by numerous local authorities and key stakeholders, including representatives of the PRT and Basrah Provincial Council.

b. Contribution of GOI to Program Activities

This quarter, the GOI increased its contribution towards CIES projects completed during the quarter by \$444,627, and additional contributions are being obtained for ongoing projects. For example, the GOI committed \$30,550 in labor, supplies, and materials towards the rehabilitation of Al Zubayr Youth & Sport Center.

The GOI has committed \$42,373 in medical furniture and equipment – much of it specially-designed - towards the project to extend and rehabilitate the Diabetes Endocrine & Metabolism Center in Al Fayhaa Hospital.

In addition to its monetary contribution, the GOI is also ensuring their commitment to sustaining CSP projects with written commitments accepting the responsibility for the maintenance and for the provision of basic service as well of the necessary staff. For example, the Ministry of Municipalities has committed to providing guards, electricity, water and the maintenance of the 11 CSP park renovation projects. The Ministry of Health committed to providing supervisors, cleaners to maintain CSP's five healthcare rehabilitation projects. Similar commitments were made by the GOI for CSP's 11 school rehabilitation projects.

Vocational Skills Training and Apprenticeships

During the quarter, 363 trainees graduated from eight CSP-sponsored vocational training courses in sewing, computer maintenance, welding, carpentry, rotating equipment, generator repair, auto mechanics, and plumbing.

CSP achieved 62 percent of the quarterly target, of 600 which was set prior to receiving USAID's later guidance to cease implementing any new vocational training programs. Thus, focus this quarter was on completing the trainings previously approved and started.

Basrah placed 157 graduates in apprenticeship programs this quarter, achieving 79 percent of the quarterly goals, although the Year Three target of 250 has already been exceeded by 100 placements.

Micro-Small-Medium Enterprise Grants and Business Skills Training

a. MSME Grants

During this quarter, 120 new grants were approved with an estimated value of nearly \$1.2 million. The link between the BDP grants with other CSP interventions resulted in 15 graduates from different vocational skill trainings receiving grants to start their own business, mainly in the food service sector.

The BDP unit achieved 48 percent of the quarterly target of 250 new grants. Based on the fact that the original targets were set prior to the revised close-out date, coupled with the BDP unit exceeding the targets for the previous quarter, CSP Basrah has already exceeded the Year Three target of 350.

b. Business Skills Training

During the quarter, 248 grant applicants completed business skills training and CSP, achieving 99 percent of the quarter's target of 250.

Conflict Mitigation (Youth Activities)

During the quarter, CSP Basrah implemented 29 youth conflict mitigation activities targeting school events, performing arts, and activities promoting life skills. CSP implemented 14 sports festivals and tournaments ranging from soccer to martial arts, which emphasized messages on conflict resolution.

Additionally, CSP implemented eight arts projects in a variety of public places in the city, providing young artists a venue to express themselves creatively while garnering much attention from large segments of the communities. CSP also implemented several mobile theater projects targeting the most degraded areas with key messages on healthy living habits and how to construct a more peaceful environment for their families.

Additionally, CSP implemented eight life skills programs, including two literacy courses and breast cancer awareness campaigns that taught over 1,200 women how to detect the disease on time, and about the first steps in case of a positive diagnostic. Youth with special needs also attended these activities, which provided them a rare venue to learn and experience different skills.

These activities aimed at developing self-esteem, self-reliance, social integration, family values, capacity building, national identity and community participation, etc. Through these activities, young new leaders have emerged with strong interpersonal and communication skills. CSP also addressed gender issues by providing sports and other social activities to young women and helping to change social norms that considered such activities "taboo" for women in the past.

These activities engaged 15,955 youth, significantly exceeding the quarterly target of 9,645. This was largely due to participants in programs that were implemented in mid-December were counted in this quarter's figures.

E. Tikrit

Summary

During this quarter, CSP Tikrit focused its interventions on activities that complimented both the needs of the community and requests by USAID and the US military for projects that netted additional short-term employment.

CSP Tikrit generated 956 person months of short-term employment through a variety of renovation, beautification, and clean-up campaigns. Four projects were completed during the quarter with working beginning on an additional nine new projects. While the city council and GOI entities were the primary driving force behind the selection and implementation of projects, CSP coordinated closely with the Battalion and the e-PRT to ensure synergy between efforts. In several cases, such as the Wynot cleaning campaign, were done at the direct request of the US military.

The EGY unit completed the final vocational training courses, graduated 661 trainees, and placed 134 graduates in CSP-approved apprenticeship programs.

The BDP unit completed 200 grants valued at over \$1.4 million and 142 grantees completed business skills training. Grants will continue to be monitored and closed out through next quarter.

CSP also implemented seven conflict mitigation youth activities that engaged 2,646 participants in a variety of sports and arts activities.

During the quarter, CSP's ability to quickly process grants place apprentices directly created or restored 851 long-term jobs, achieving well over the target of 50.

During the quarter, the security situation in Tikrit has been rather stable with a few isolated bouts of violence occurring during the January provincial elections and some hostilities remaining in the Al Dawr region south of Tikrit.

CSP activities in Tikrit are scheduled to close May 31 as part of the Phase III close-out plan.

Community Infrastructure and Essential Services

a. Achievements

During the quarter, four CIES projects were completed, including a cleaning campaign and rehabilitations to a school, stadium, and the Magbara area.

The cleaning campaign in Al-Suqoor and Hamad Shihab village was requested by the U.S. military to improve the living conditions and provide immediate employment to an area most vulnerable to recruitment by insurgent groups.

The rehabilitation of Al-Bashaar Primary School in the rural area of Albu Ajeel was also considered a priority by the U.S. military. The area has been the stronghold of the insurgency in Tikrit due to its marginalization and poor education level. The project improved the educational environment and contributed to stabilizing the area, reducing the feeling of economic marginalization.

The highly visible rehabilitation of the Tikrit Stadium contributed to the new mood of stability in Tikrit.

The rehabilitation of the Magbara area consisted of constructing of two main gates and a protective fence around the perimeter. As with the stadium, this project was selected and recommended by the U.S. military as a high-visibility improvement.

Additional, CSP Tikrit began work on nine new projects this quarter, focusing on street and neighborhood beautifications and rehabilitations of public parks.

During the quarter, these projects achieved 956 person months for short-term employment. CSP Tikrit achieved 40 percent of its quarterly target and the shortfall is due in large part to the increased cost of providing short-term employment, which reached \$1,033/person month. As there was no demand from local authorities or need for more cleaning campaigns than already budgeted, it proved impossible to bring this average down. The priority given CSP Tikrit's close-out schedule was shifted to reaching or exceeding the targets of EGY and BDP in order to use the funds most efficiently.

b. Contribution of GOI to Program Activities

This quarter, the GOI committed \$105,380 in equipment towards the Al-Jame'ea neighborhood renovation project. Moreover, the municipality has committed to taking over responsibility of maintaining the clean-up effort after the project is completed.

The MoE contributed \$59,000 in equipment and materials that will build four new classrooms in the Al-Bashaar Primary School. The school is presently overcrowded with both students and teachers but with the four new classrooms, it will be possible to enhance the quality of education to which the CSP project has contributed.

Vocational Skills Training and Apprenticeships

During the quarter, 661 trainees graduated from CSP-supported vocational training courses in Tikrit, including 200 women. This figure doubled the original target of 300 students for the quarter as CSP shifted focus for program activities from CIES projects to vocational training interventions.

The shift was in response to requests by the local government based on the popularity of the activity in the local community. The training also proved a more cost effective and sustainable way of engaging CSP's youth target. The stipends provided immediate income to trainees and also taught them skill sets that increased their chances of finding employment after graduation.

Also during the quarter, 134 graduates were placed in CSP-approved apprenticeship programs, surpassing the expected quarterly target by 34 and proving the cost-effective nature of EGY interventions.

Micro-Small-Medium Enterprise Grants and Business Skills Training

a. MSME Grants

During this quarter, no new grants were approved as all funds had been committed to keep to the timeline for program close-out. The BDP unit completed 178 grants, valued at over \$1.4 million. Monitoring and evaluating of the grants will continue through next quarter.

b. Business Skills Training

During this quarter, 142 grant applicants completed business skills training. As most grantees were trained in the previous quarter, CSP Tikrit has actually graduated 332 grantees, thus surpassing its overall Year Three target by 12.

Conflict Mitigation (Youth Activities)

During this quarter, CSP engaged 2,646 youth in a variety of conflict mitigation activities, such as soccer and basketball tournaments, a coaches training course, and bodybuilding competition. CSP also sponsored scout camps and several arts programs including a music and poetry festival where hundreds of youth participated in writing stories and poems and performing plays with common themes of peace and unity.

Youth activities were selected within the most restive areas and focused on engaging the most vulnerable and marginalized groups. CSP collaborated closely with the US military, PRT and local leaders to define and implement projects that would be beneficial in stabilizing the area of operations. With some of the youth program funds being diverted to vocational training programs, CSP focused available funds this quarter on programs that assisted in mitigating tribal conflict, particularly between the Al Jubori and the Albu Ajeeli tribes. This conflict has been the main destabilizing factor in the area and a priority for both local leaders and the US military. CSP programs were used as venues to bring the tribes together in peaceful settings to help facilitate new friendships.

F. Samarra

Summary

This quarter marked CSP Samarra's second full reporting period following the recovery from the Al Qaeda-sponsored violence. Most Shia pilgrims have returned and Coalition Forces have begun a partial withdraw from the area. The security risk, however, has increased as Iraqi Forces take the lead in protecting the city and Al Qaeda continues their attempts to infiltrate soft targets in the city.

CSP focused interventions on infrastructure repairs, business development, and vocational training for Samarra's military-aged men this quarter.

During this quarter, 1,195 person months of short-term employment were generated as four CIES projects were completed, including rehabilitations to a school, and an electric grid, as well as construction of a public peace park. Additionally, work began on seven new projects.

Of particular significance was CSP's shift toward additional vocational training program at the request of the local government and U.S. military. During the quarter, CSP graduated 1,040 trainees in welding and carpentry trade courses.

During this quarter, the BDP unit awarded 378 new grants valued at over \$1.4 million and completed business skills training for 322 grantees. CSP concentrated on smaller grants with higher employment potential, both in the agricultural sector as well as sewing and food preparation. CSP Samarra's shift into agricultural grants was in response to requests from the Samarra mayor and U.S. military who were shifting focus to the outlying areas of Samarra to provide economic assistance to residents, as well as thwart a growing threat of Al Qaeda activity.

During this quarter, seven youth activities were implemented that engaged 2,518 participants. CSP sponsored soccer and volleyball tournaments, a sport leaders training course, and a peace camp. Program activities concentrated on two neighborhoods where the U.S. Army reported heavy recruiting of teenage boys by Al Qaeda to be suicide bombers.

CSP activities in Samarra are scheduled to close May 31 as part of the Phase III close-out plan.

Community Infrastructure and Essential Services

a. Achievements

During this quarter, four projects were completed including a school rehabilitation, refurbishment of the Samarra electric grid, rehabilitation of a public park, and a small project to manufacture trash containers.

Samarra completed work on the rehabilitation of Al-Afaq school. The school lacked space for the many students who registered after the stop in Al Qaeda-sponsored violence, holding classes in three shifts throughout the day. The additional rooms provided by CSP will allow the school to handle the increased student capacity.

The electrical system rehabilitation focused on assisting the Ministry of Electricity (ME) as they installed transformers across the city to improve electrical service to all residents. The

ME provided the transformers, but they lacked qualified personnel and a crane to install them. CSP Samarra provided the missing link to complete the large project. Improving electrical service within the city is an important component in the return to normalcy after the recent period of violence.

The Hay Al-Armoshia Peace Park was conceived in response to requests by the Samarra mayor, the head of the city council, and the U.S. Army unit operating in Samarra, all of whom advocated that parks for youth activities are a strong part of rebuilding the community and focusing residents towards a peaceful future.

The trash container manufacturing program was a joint project whereby CSP supplied the trash containers for the GOI-funded trash pick up campaign.

Additionally, CSP Samarra began work on seven new CIES projects this quarter, including street repairs, garbage container manufacture and distribution, electrical infrastructure repair, two more peace parks, and the development of Al Bank Street.

In response to requests made by U.S. military units and the Samarra mayor, CSP has focused the majority of these projects on the east side of Samarra, the portion of the city that saw the most Al Qaeda violence and is most vulnerable to recruitment by insurgent groups. By improving the basic situation in east Samarra and meeting perceived needs of the population, CSP Samarra has reduced the appeal of violent terrorist organizations and contributed to the return of peace to the city.

In all, these projects generated 1,195 person months for short-term employment for the quarter and accomplished 60 percent of the quarter's target set at 2,000. The shortfall was due in large part to the shift from immediate projects that generate large short-term employment in favor of projects requested by the government, the people, and the U.S. Army. These projects had a longer-term focus and a more positive affect on the people of the city. The Samarra people and government specifically asked for projects that would result in significant positive change for their communities, not just a few weeks of trash cleanup.

b. Contribution of GOI to Program Activities

This quarter, the GOI increased its contribution towards CIES projects by \$5.4 million. CSP projects were intentionally developed to compliment established GOI programs. For example, the GOI contributed \$198,000 towards the trash container manufacturing program in which it provided the trash trucks to collect the refuse. Similarly, the ME contributed over \$4 million towards the equipment that installed multiple large generators to service the east side of Samarra as well as cables, poles, and transformers. By providing needed missing parts to existing GOI projects, CSP Samarra has increased the probability the projects will be sustained by the GOI, supported by the Iraqi people, and that the risk of loss will be reduced.

Vocational Skills Training and Apprenticeships

During the quarter, 1,040 trainees graduated from CSP-supported vocational training courses. This was 440 more than the quarterly and annual target of 600 graduates, a result of a shift in priorities from U.S. military and local government stakeholders who emphasized the importance of vocational training over conventional youth activities (such as t-wall painting or soccer programs).

The Samarra vocational training program specifically recruited young men from the areas that also featured the most recruiting by Al Qaeda, achieving 75 percent enrollment from east Samarra. The programs, which focused on welding and carpentry trades, paid a small transportation stipend to assist the trainees in travelling to the training site.

As CSP Samarra begins to close-out program activities, no follow-on apprenticeship programs are being developed.

Micro-Small-Medium Enterprise Grants and Business Skills Training

a. MSME Grants

During this quarter, 378 new grants were awarded valued at over \$1.4 million, surpassing the quarterly target of 300. CSP concentrated on smaller grants with higher employment potential in agriculture, sewing, and food preparation.

CSP Samarra's shift into agricultural grants was in response to requests from the Samarra mayor and U.S. military who were shifting focus to the outlying areas of Samarra to provide economic assistance to residents, and thwart a growing threat of Al Qaeda activity.

Additionally, CSP focused on awarding small grants for widows to establish sewing or food preparation businesses. These widows and their children are vulnerable to recruitment by Al Qaeda for use as suicide bombers. While CSP is still primarily focused on military-aged men, this shift to support a vulnerable portion of the population was necessary to counter the changing insurgency.

Monitoring and evaluation of the grants will continue for three months after their completion, including checks by the independent M&E and QA/QC departments.

b. Business Skills Training

During this quarter, 322 grant applicants completed business skills training, achieving 97 percent of the quarterly target of 330.

Conflict Mitigation (Youth Activities)

During this quarter, CSP implemented seven youth conflict mitigation activities that included a variety of sports and life skills programs, including soccer and volleyball tournaments, a sport leaders training course, and a peace camp.

CSP collaborated with community leaders, PRT and the US military to implement soccer and volleyball programs, along with the scout camp, in two neighborhoods where Al Qaeda groups were reported to be concentrating their recruitment effort of teenage boys to be suicide bombers. These programs provided positive forums for potential disparate youth to express their ideals and share various tribal experiences.

These activities engaged 2,518 youth participants, achieving 70 percent of the quarter's target. The shortfall was the result of the shift of program activities to vocational training in response to specific requests from our stakeholders.

G. Beiji

Summary

During this quarter, CSP Beiji focused its interventions on activities that complimented both the needs of the community and request by USAID for projects that netted additional short-term employment.

During the quarter, CIES completed 14 projects and work began on 23 additional projects that generated 2,486 person months of short-term employment through highly visible cleaning campaigns and renovations to popular streets and markets.

EGY implemented five youth activities that engaged 3,770 participants. CSP sponsored a variety of large-scale conflict mitigation activities, such as soccer and basketball tournaments, a t-wall painting activity, and a weightlifting competition.

The BDP awarded and completed 252 new grants valued at over \$1.2 million and 184 grantees completed business skills training. Grants will continue to be monitored and closed out through next quarter.

During the quarter, CSP's ability to quickly process grants and place apprentices directly created or restored 561 long-term jobs, achieving well over the target of 200.

Over the past three months, the security situation in Beiji has been increasingly stable. The local elections in the province only marginally affected the security with a brief uptick in violence occurring during the voting and immediately afterwards. However, the political situation is still uncertain as the governor and the deputy governor has not been appointed yet.

CSP activities in Beiji are scheduled to close May 31 as part of the Phase III close-out plan.

Community Infrastructure and Essential Services

a. Achievements

During the quarter, 14 CIES projects were completed, a majority of which were large-scale cleaning campaigns that provided immediate employment for large groups of insurgent-age men.

Work on another 23 new projects started during the quarter that included additional cleaning campaigns along with renovations to popular markets and streets. The street and market rehabilitations were considered a priority by the U.S. military was focused in the Al Sineea and Al-Masraf areas to provide high-visibility projects.

These projects were largely recommended by the US military with CSP collaborating closely with the PRT to synchronize focused interventions, avoid duplication of effort and identify areas of combined interest. The cleaning campaign in Sineea, followed by renovations to the main roads, was one example of the successful coordination efforts. Additionally, CSP assisted the PRT this quarter with a rubble removal projects that launched a larger PRT effort to revitalize the Beiji Rail Yard.

These projects generated 2,486 person months of short-term employment, achieving 62 percent of the quarterly target. Some projects experienced delays while the GOI obtained their commitments to the project contributions.

b. Contribution of GOI to Program Activities

During this quarter, the GOI is increasing their commitment to CSP-funded projects. For example, the GOI committed \$127,000 in land, equipment, labor, and materials towards the construction of Hay Al-Asri Kids Land and \$124,800 toward the project to develop a main road in the city.

Vocational Skills Training and Apprenticeships

The time restrictions on the Beiji implementation will not allow for a vocational training program to be implemented.

Micro-Small-Medium Enterprise Grants and Business Skills Training

a. MSME Grants

The BDP unit awarded and completed 252 new grants valued at over \$1.2 million, achieving 84 percent of the quarterly target for new grants and doubling its quarterly goal for long-term jobs.

b. Business Skills Training

During this quarter, 252 grant applicants completed business skills training to all of its 252 new grantees.

Conflict Mitigation (Youth Activities)

During this quarter, CSP sponsored a variety of youth conflict mitigation activities, such as soccer and volleyball and weightlifting tournaments, along with a mini marathon. These sports activities engaged large groups of youth with messages that countered insurgency ideology, such as peaceful competition and fair play.

CSP also sponsored a t-wall painting project located around the municipality and other local government building that enabled young artists to paint murals depicting messages of common peace and unity.

These events engaged 3,770 youth participants, achieving 75 percent of the quarterly goal, and CSP Beiji expects to meet its overall Year Three goal next quarter.

H. Kirkuk

Summary

During this quarter, CSP ended program activities March 31 in Kirkuk as part of the Phase II close-out plan. CSP focused on completing projects that started last quarter to keep within the scheduled timelines for close-out of program activities.

CSP Kirkuk directly created or restored 550 long-term jobs through program interventions, largely through its MSME grant program and efforts to assist apprentices upon completion of the program. This not only exceeded the expectations for the quarter, but the 941 total long-term jobs created throughout Year Three exceeded the annual expectations.

The CIES department implemented 25 projects predominately in Haweja District and focused on providing youth with recreational facilities by constructing soccer fields and playgrounds.

No new vocational training or apprenticeship programs were implemented this quarter to keep with the close-out timeline.

The EGY unit implemented one large-scale youth conflict mitigation activity, “Young Voice of Kirkuk,” in which 1,265 participants completed questionnaires and took photographs depicting their leisure activities, emotions, and aspirations. The information and photos was compiled for a weeklong exhibition held at the Kirkuk Governorate Building (KGB).

During the quarter, no new grants were awarded. Instead, the BDP unit focused on completing 24 grants, which generated 238 long-term jobs. The QA/QC units were increased to facilitate the close-out process of 650 grants. Also during the quarter, the business skills training team provided business management to 177 grantees.

The security situation remained relatively stable over the quarter with occasional spikes of insurgent activity aimed at destabilizing the cooperation of Haweja District Council (largely representing Arabs in the western region of the governorate) with MNF-I, local authorities, and the Provincial Council in Kirkuk city.

CSP Kirkuk closed its offices on Mar. 31 and retrenched 61 staff throughout the quarter. A small contingent of 15 temporary staff will continue to work out of CSP Erbil office throughout April to facilitate the monitoring, evaluation, and project close-out requirements for 140 grants, two CIES projects, and one youth activity.

All staff sensitive equipment was returned to IRD’s property and IT management teams.

Community Infrastructure and Essential Services

a. Achievements

During the quarter, CIES completed 25 projects, including the construction of 11 playgrounds and nine soccer fields in Haweja District, along with four projects to install 770 meters of sewerage lines in Kirkuk city and a renovation of one school in Kirkuk city.

The projects in Haweja District created opportunities for families and youth to spend their leisure time, thus contributing to the ongoing normalization process of this previous volatile area and to restore confidence in local authorities and communities.

The extension of the sewerage lines were implemented in still relatively unstable areas within the city boundaries of Kirkuk. Besides improving environmental health conditions by preventing sewerage water to mix with drinking water, the projects contribute to restoring confidence in the local government.

These projects generated 920 person months of short-term employment and achieved 82 percent of the quarterly target. Overall, CIES surpassed its overall Year Three target by 11 percent.

b. Contribution of the GOI to Program Activities

The GOI contributed \$823,490 towards CIES projects completed during the quarter. For example, the Directorate of Sewerage in Kirkuk contributed \$10,350 in equipment and materials towards a CSP project to extend 500 meters of sewerage lines in the Rahimawa quarter of Kirkuk city. The project was handed over to the GOI who is now taking responsibility for operation and maintenance.

Local authorities in the Arafa quarter in Kirkuk contributed \$5,040 in desks, office equipment, and furniture to the renovation of the Lala Gulu Mixed School. The project was handed over to the Directorate of Education in Kirkuk, who is now taking on the responsibility for operation and maintenance.

Vocational Skills Training and Apprenticeships

During this quarter, no new vocational training or apprenticeship programs were implemented as part of the program close-out.

Micro-Small-Medium Enterprise Grants and Business Skills Training

a. MSME Grants

During the quarter, no new grants were awarded. Instead, the BDP unit can focused on completing 24 grants, which generated 238 long-term jobs. The QA/QC units were increased to facilitate the close-out process of 650 grants. The remaining 143 projects will be closed out during April by a small contingent of staff on temporary contracts.

The QA/QC manager will coordinate with field staff on a daily basis, attend weekly meetings at the IRD Erbil offices, and report to the Program Operations Director (POD).

b. Business Skills Training

This quarter, the business skills training team provided business management to 177 grantees. The BDT unit achieved 59 percent of its quarterly target, largely due to the challenge faced by grantees living in rural districts unwilling to commute to the city for the training. Unfortunately, the close-out schedule did not allow time for the business development training units to adjust the program following a different strategy.

Conflict Mitigation (Youth Activities)

During this quarter, the EGY unit implemented one large-scale youth conflict mitigation activity, “Young Voice of Kirkuk,” in which 1,265 participants completed questionnaires and took photographs depicting their leisure activities, emotions, and aspirations. The information and photos was compiled for a weeklong exhibition held at the Kirkuk Governorate Building (KGB).

The project provided a critical opportunity for the desires and wishes of the Kirkuk youth to receive attention by local leaders, community organizations, and various NGOs. The emphasis of the project did not focus on religious and ethnic diversities but on finding common ground shared by all youth.

This project significantly exceeded the expected quarterly target of 250 youth participants. CSP Kirkuk also exceeded its overall Year Three target.

I. Babil

Summary

During this quarter, CSP ended program activities March 31 in Babil as part of the Phase II close-out plan. CSP focused on completing projects that started last quarter to keep within the scheduled timelines for close-out of program activities.

CIES completed 19 CIES projects involving rehabilitations to electric and water networks, as well as markets, parks, and sports fields.

No new vocational training or apprenticeship programs were implemented and 600 new youth participants completed a variety of CSP-sponsored conflict mitigation events including taekwondo, table tennis, and volleyball.

The BDP unit awarded 73 new grants and completed a total of 150 grants for the quarter, as well as completed business skills training to 122 grantees.

During the quarter, CSP Babil's interventions directly created or restored 407 long-term jobs, primarily through its grants and vocational training programs. This exceeds the quarterly target of 338. In all for Year Three, CSP Babil created or restored 1,242 long-term jobs, surpassing its annual target by 21 percent.

Babil's increase in subversive incidences over the quarter did not interrupt CSP's staff or ability to implement its final programs. Iraqi security forces are successfully leading operations to maintain control over areas that have been secured by earlier military operations.

CSP Babil closed its program activities and offices on March 31 and released its private security team. Seven local staff have been placed on temporary contracts to continue closing out CIES projects and monitoring the remaining 150 grants that will be completed over the quarter. The staff will work from their homes, while the Babil POD will work from the CSP Baghdad office. All projects are expected to be closed out by June 26.

Four of CSP's six villas in Babil were handed over to Community Housing Foundation (CHF), including all fixtures, fittings, and furnishings. The two remaining villas were given back to their respective landlords and furnishings donated to five area primary schools.

All sensitive equipment was returned to IRD's property and IT management teams.

Community Infrastructure and Essential Services

a. Achievements

During this quarter, CIES completed 19 projects that included renovations to electrical and water networks, as well as a market, veterinary clinic, parks, and sports fields.

In keeping with USAID guidance, CSP Babil shifted away from cleaning campaigns in favor of projects that would have a greater long-term impact on improving essential services and infrastructure that would help overall effort to revitalize the economy, facilitate further job creation, and build confidence in the Iraqi government, therefore reducing the incentives for insurgent activity.

For example, CSP renovated a market in Jurf Al Sakher that was damaged in a violent bomb attack. The project generated 120 person months of short-term employment, as well as enhanced the local economy as vendors were able to re-open their shops and consumers could better access the area.

CIES also completed the construction of the veterinary clinic in Iskandariya that services a large sector of agricultural businesses in the region. The clinic will employ four to six people and provide a vital service to the hundreds of new CSP grantees and others that are trading in livestock in the region.

The person months generated for these projects were recorded and attached to last quarter's target numbers. CSP Babil surpassed its overall Year Three person month target by over 20 percent.

b. Contributions of GOI to Program Activities

This quarter, the GOI increased its contribution towards CIES projects by nearly \$1.1 million towards CIES projects. For example, the GOI contributed \$20,850 in laborers and equipment towards the rehabilitation of the Al Khider Clinic. After the project was completed and handed over, the Ministry of Health hired five medical and maintenance staff to provide the necessary health care to the residents.

Additionally, the GOI contributed \$24,000 worth of labor and materials for the construction of two laboratories and a study hall for the North Babil water resources department at the Al Mussayib technical institute. The facility provides analyses of water samples in the region.

Vocational Skills Training and Apprenticeships

a. Achievements

CSP completed its support to vocational training programs with 123 new graduates, 69 of which graduated from animal and plant production from Al Mussayib VTC. An additional 54 trainees graduated from training of trainer's course. For Year Three, CSP Babil achieved 87.3 percent of its expected annual target.

Micro-Small-Medium Enterprise Grants and Business Skills Training

a. MSME Grants

This quarter, the BDP unit awarded 73 new grants valued at over \$261,000. A total of 150 grants, valued at over \$400,000, were processed and completed for the quarter, which created or restored 374 long-term jobs. A contingent of five BDP staff members will work from their homes to monitor and close out all the grants. CSP Babil achieved 72 percent of its quarterly target, but achieved 259 new grants, surpassing the overall Year Three target by 8 percent.

b. Business Skills Training

This quarter, the BDT unit completed training to 122 grantees, including the 73 new grantees, which resulted in a significant increase over the expected target of 64. The BDT unit achieved 77 percent of its overall Year Three target.

Conflict Mitigation (Youth Activities)

During this quarter, four youth conflict mitigation activities that began last quarter were completed with 600 new participants for the quarter. Activities included taekwondo championships in Iskandariya and Jurf Al Sakher, a table tennis championship in Al Kawther, and a volleyball championship in Hilla.

CSP achieved 66 percent of its quarterly target, but achieved 92 percent of its overall Year Three target for youth participation.

J. Fallujah

Summary

During this quarter, CSP ended program activities March 31 in Fallujah as part of the Phase II close-out plan.

Staff members focused efforts on preparing the Fallujah City Council, outlying city councils, community leaders, and influential tribal leaders for CSP's departure. CSP program staff conducted several meetings with local leaders who expressed sincere appreciation for CSP's efforts in Fallujah and the outlying areas.

CIES completed 622 person months of short term employment through rehabilitation projects that included cleaning and rehabilitation of canals, constructing span bridges over irrigation canals, reinforcing the river bank at critical locations, and installing a water network.

The EGY unit successfully engaged 1,083 youth participants in a variety of conflict mitigation activities that focused on sports, arts and positive life skills programs.

The BDP unit completed all MSME grants that generated 33 long-term jobs for the quarter, with 643 for all of Year Three. A small contingent of staff will remain through next quarter to close out the remaining 48 grants.

The security situation in Fallujah remained delicate. Attacks against Iraqi security forces continued, as well as attacks against influential residents (friendly to the new Iraq and coalition forces) have occurred. Local government leaders, community leaders, and Iraq security forces advised CSP to relocate all CSP community employees out of the Fallujah Business Center facility and close its Red Zone office early as the U.S. military presence would be drastically reduced in the city of Fallujah.

CSP Fallujah closed its offices at the business center its Red Zone office on March 1 and released its private security team. All sensitive equipment was returned to IRD's property and IT management teams. The temporary BDP staff members will work from home to monitor the remaining grants.

Community Infrastructure and Essential Services

a. Achievements

During this quarter, eight CIES projects were completed, including restoration of irrigation canals, construction of span bridges, reinforcements to the river bank, and the installation of water networks. CSP planned and coordinated all projects with Fallujah City Council, DGs, and local leaders in the Al Zowia, Al-Badaa, Al-Namia, Al-Bodekheel, Al-Bokhanfar, Al Shamia, and Al-Boghanem areas of Fallujah to improve agriculture and provide safe drinking water for approximately 12,000 area residents.

These projects were identified by the city council and DGs as being important to the area and were discussed with the e-PRT and military as part of a larger plan to improve irrigation to the agricultural situation to these areas, provide safe water for residents, and reduce the incentive for insurgent activities.

These CIES projects generated 622 person months of short-term employment this quarter, achieving 91 percent of the quarterly target of 680.

b. GOI Contribution

This quarter, the GOI increased its contribution towards CIES projects by \$111,000. The GOI contributed \$15,000 towards the project to build a stone wall on the west bank of the Euphrates River in Al Zewia to help reduce erosion. The GOI provided an excavator and operator while the DG of Irrigation provided site supervisors. The local tribe of the Al Bu Eisa provided 20 volunteers for the duration of the project.

The GOI also contributed \$10,000 in equipment and labor towards the construction of span bridges over canals in the Al-Bodekheel region. The project involved restoring the canals and building outlets between the fields. It has now been turned over to the DG of Agriculture who will be responsible for the monitoring and future repair of the span bridges.

Vocational Skills Training and Apprenticeships

This quarter, the final 36 female vocational trainees graduated and CSP Fallujah concluded all support to its vocational training programs. CSP Fallujah significantly surpassed its Year Three target by graduating a total of 388 trainees.

No new apprentices were placed to keep within the program close-out schedule.

Micro-Small-Medium Enterprise Grants and Business Skills Training

a. MSME Grants

During the quarter, no new MSME grants were approved as part of the program close-out. There are now 48 remaining grants to be closed out and a contingent of M&E and QA/QC staff members have been placed on temporary contracts to continue monitoring and processing.

b. Business Skills Training

CSP Fallujah completed all business skills training in the previous quarter and achieved 100 percent of its Year Three target of 187 grantees trained.

Conflict Mitigation (Youth Activities)

During this quarter, seven youth activities were implemented that engaged 1,083 participants in a variety of conflict mitigation activities, including computer and language courses, handicrafts classes, and soccer and volleyball tournaments. These projects were coordinated with the local city councils and reflected the activities most desired to keep youth constructively engaged, but difficult for local leaders to implement without assistance.

CSP Fallujah achieved 65 percent of its quarterly youth participation target and 83 percent of its Year Three target as the remaining budget did not allow for additional programs to be implemented that would net the desired targets.

K. Ramadi

Summary

During this quarter, CSP ended program activities in Ramadi March 31 as part of the Phase II close-out plan. CSP Ramadi focused its efforts to complete four CIES projects, close out 854 grants valued at over \$9.3 million, and provide business skills to 206 grantees.

For Year Three, Ramadi created 1,847 long-term jobs, largely from grants that were completed from Year Two.

The GOI continued to show its support to CSP with a community contribution this quarter of over \$2.3 million towards the rehabilitation of the Ramadi Public Library, Tameem Park, and Agriculture Schools. The Ramadi Library construction project proved to be one of the largest efforts by the U.S. government to show its commitment to Iraqis to bring stability and progress in the Al Anbar province.

The security situation in Ramadi continues to improve. The Ramadi community remembers how the library was destroyed during the insurgency days and books were scattered all over the floor. The rehabilitation of the Ramadi Public Library supports COIN's effort in the reconstruction assistance. Today, the Ramadi Public Library is serving as one of many centers of learning and community revitalization.

As part of the close out strategy, Ramadi successfully managed an orderly exit from all offices on March 31 and released its private security team. All sensitive equipment was returned to IRD's property and IT management teams. The Ramadi villa was transferred to USAID's implementing partner in Ramadi, CHF International. All Ramadi local staff was retrenched with a small contingent of staff members placed on temporary contracts to conclude any remaining work. The temporary staff members will work from home and make periodic visits to the CSP headquarters offices in Baghdad to report their progress.

This quarter, litigation ended in a court case involving CSP Ramadi and neighbors next to the CSP compound who were attempting to receive compensation due to fortifications in the street, preventing them from utilizing their front yard. On Feb 23, 2009 the presiding Judge heard from witnesses representing the plaintiff and defense and it was established that the neighbor did indeed reside in the vicinity of the IRD CSP Ramadi compound. The Judge set a new court date for Mar 15 at which time the attorney for RD presented the Coalition Provisional Authority Order 17 (Revised) and correspondence from the US Embassy regarding this order and a letter from USAID Iraq dated Jul 1, 2008 advising the Iraqi Ministry of Interior and the Director of Iraqi Courts that IRD is covered under CPA Order 17. CPA Order No 17 says, "Contractors shall be immune from Iraqi legal process with respect to acts performed by them pursuant to the terms and conditions of a Contract or any sub-contract thereto". The Judge directed IRD to provide and official translations of the newly introduced documents from English to Arabic, as the translations IRD provided were unofficial. The judge overseeing the case rendered a decision March 31 in favor of IRD.

Community Infrastructure and Essential Services

a. Achievements

During this quarter, Ramadi completed four CIES projects: construction of the Ramadi Public Library, rehabilitation of Tameem Park, and two phases of the rehabilitation to the Agricultural School. These projects enhanced the local economy by creating short-term for local construction laborers and all construction materials were purchased from local vendors. Additionally, CSP placed 80 of its vocational training graduates as apprentices on the rehabilitation of the Agricultural School.

These projects were done in close coordination with the U.S. military and e-PRT with the e-PRT further supporting CSP efforts by providing \$55,000 worth of furniture to the Ramadi Public Library.

The construction of the Ramadi Library, which lasted one year, created a total of nearly 1,400 person months of short-term employment, the bulk of which was reported in Year Two and during the previous quarter. CIES projects for Year Three generated 882 person month of short-term employment, reflecting the final stages of program activities.

b. GOI Contribution

This quarter, the GOI increased its contribution towards CIES projects by nearly \$2 million through the donation of land and hiring of at least 10 administrators and managers to oversee the Ramadi Library.

The Ramadi DG of Education committed a contribution of \$122,600 for the Ramadi Agricultural School, while the municipality committed a contributed of \$37,000 towards the Tameem Park rehabilitation.

Vocational Skills Training and Apprenticeships

All CSP-supported vocational training was concluded last quarter. The 80 apprentices placed last quarter completed their training this quarter and CSP Ramadi achieved 100 percent of its apprenticeship placement target for Year Three.

Micro-Small-Medium Enterprise Grants and Business Skills Training

a. MSME Grants

During the quarter, no new MSME grants were approved as part of the program close-out. A total of 854 completed grants, valued at over \$9.3 million, were closed out. CSP Ramadi achieved 100 percent of its overall Year Three target.

b. Business Skills Training

During this quarter, 206 grantees applicants completed agriculture business management training, surpassing the quarterly target of 15. CSP Ramadi also significantly surpassed its overall Year Three target, with 552 grantees completing training. The higher than expected rate of achievement was the result of BDP staff enforcing the requirement for grantees to undertake the course.

Conflict Mitigation (Youth Activities)

During this quarter, the EGY unit completed a chess training and tournament that engaged 75 youth participants. The chess tournament was implemented in coordination with the Iraqi Chess Federation and the Olympic Committee and took place at the Ramadi Indoor Sport Hall which was newly renovated by CSP. The event was implemented as an alternative to traditional athletic events and serve as a venue to foster greater relations among the youth and involve them in non-violent activities.

L. Al Anbar Phase I Close-Out Cities (Al Qaim, Habbaniyah, Hit and Haditha)

Summary

CSP Al Anbar ended program activities in Al Qaim, Habbaniyah, Haditha, and Hit on January 31 as part of the Phase I close-out plan. As such, no new projects were implemented in CIES, EGY, and BDP, and focus shifted to standardize all program documentation according to USAID and IRD guidelines.

As part of the close out strategy, Al Qaim, Habbaniyah, Haditha, and Hit successfully managed an orderly exit from all offices on January 31 and released its private security team. All sensitive equipment was returned to IRD's property and IT management teams. In accordance with USAID's approval, office furniture was donated to the Directorates of Education and other GOI offices.

All local staff was retrenched, although a small contingent remained on temporary contracts to complete the final monitoring of the MSME grants. The M&E officers of each component of the program prepared site visit reports from home and sent them to the M&E city managers. The CSP Ramadi office was used as the central office for collecting and documenting all M&E reports and will serve as an office base for M&E city managers. All equipment was transferred in accordance with USAID policies and procedures, all record keeping was finalized, and program documents were delivered to the headquarters office in Baghdad.

The improvement in Al Anbar's security environment has been recognized by its community and local leaders. CSP's mission to assist in building a foundation of stability has been effective and program activities are closing out at a time where there is cooperation between local government officials and tribal sheikhs.

Community Infrastructure and Essential Services

During the quarter, no new CIES projects were implemented in Al Qaim, Hit, Habbaniyah, and Haditha as focus shifted to the CIES audit and proper filing of the projects. This quarter, these Phase I close-out cities completed all documentation requirements and CIES staff was retrenched.

Vocational Skills Training and Apprenticeships

During the quarter, no new vocational skills training and apprenticeships were implemented in Al Qaim, Hit, Habbaniyah, and Haditha. Instead, focus turned to efforts to establish cooperation with CSP's local partners to transfer the vocational training equipment in accordance with USAID regulations and end user agreements. Equipment was successfully transferred to industrial schools where local entities are continuing with vocational skills training. The continuation of the vocational skills training is benefiting the stabilization of these cities as trainees whom might be at risk to violence due to insurgency are instead building technical skills that can be useful for work in carpentry, ceramics, construction, and other sectors.

Micro-Small-Medium-Enterprise Grants and Business Skills Training

During this quarter, no new grants were approved in order to allow adequate time to monitor the grants that were completed in December 2008. The final CSP MSME grants in Al Qaim, Habbaniyah, and Haditha were closed out February 28 and the remaining MSME grants were closed out March 23.

CSP Al Qaim, Habbaniyah, Haditha, and Hit accomplished their business skills training targets in the previous quarter.

Conflict Mitigation Youth Activities

During this quarter, no youth conflict mitigation activities were implemented in Al Qaim, Habbaniyah, Haditha, and Hit as staff shifted its focus to the EGY audit and proper filing of all projects. This quarter, these Phase I close-out cities completed all documentation requirements and EGY staff was retrenched.

APPENDIX B. PROGRAM HIGHLIGHTS

POPULAR FISH MARKET RE-OPENS IN BAGHDAD

BAGHDAD – Representatives from USAID, IRD, the U.S. Army and local Iraqi officials gathered Feb. 18 to celebrate the re-opening of the Shawaka Fish Market.

Located in the Karkh District of Baghdad, it is one of the oldest and most popular markets in the district with over 40 small, family-owned restaurants, fish and vegetable markets, book kiosks and shops.

Shopping at local market areas is a part of the Iraqi daily routine and critical to the local economy. Fishermen and local farmers sell their fresh catch and produce to support their families. In turn, local Iraqi consumers can purchase more affordable fish and other locally-produced items at the market.



Local officials in Baghdad sample fresh fish to celebrate the re-opening of the Shawaka Fish Market.

Keeping these market areas vibrant plays a vital role in stabilizing the local economy with jobs and necessary goods and services that are accessible to the populace.

Since 2005, market areas were frequent targets for insurgent attacks. Vehicle-borne explosives were used to cause large-scale attacks, killing hundreds of local residents and damaging or destroying dozens of shops. In 2007, the Shawaka Market was the scene of a violent bomb attack that forced local shoppers to seek out other market areas; many vendors quickly abandoned Shawaka.

In an effort to return Shawaka Market back to a popular shopping area, CSP repaired damaged shops, improved accessibility, and hired 12 local construction workers to rebuild the inner yard of the market, construct new vendor areas, as well as upgrade the water, sewage and electrical networks.

CSP worked closely with the PRT, US Military, Karkh District Council and U.S. Military, all of whom contributed to the overall revitalization effort.

With the work completed, vendors now enjoy a cold-storage facility, improved waste disposal and additional space for loading and unloading produce, fish and meats. Local vendors are back and businesses have reopened.

Shoppers are once again flocking to the market areas, thus returning Al-Shawaka Market to its place as a popular shopping hub in the Karkh district.

“This new market has already attracted great interest with the number of buyers and sellers steadily increasing; this is a strong sign that the community feels safe to open businesses and engage with local residents eager to transition to a normal life,” said Thomas Delaney, deputy mission director for USAID Iraq.

CSP COMPLETES WORK ON THE TREASURED RAMADI LIBRARY

RAMADI – Since 1946, the Ramadi Public Library has been a proud fixture of the community. Serving as an intellectual, cultural and social hub for the community, the grand building hosted a variety of art exhibitions, festivals and public meetings.

Unfortunately, in 2005, the Library building was overtaken by insurgent groups and the building suffered extensive damage from fighting and neglect.



Construction at the Ramadi Public Library

As peace returned to the community last year, the reconstructing the Library was a priority project for the local officials turned to CSP for assistance. Together, CSP, the DG of the Public Library and other local government officials created the design for the new Library incorporating a mix of Abassi (an ancient Iraqi architectural style) and modern styles.

Work on the \$1.7 million new structure has taken nearly a year to build. To ensure the project was benefiting the local economy during the construction, CSP employed 55 local construction workers and craftsmen and most of the construction materials were purchased from businesses in and around Ramadi.

The new Ramadi Library contains several reading halls, an internet café, book stores, a cafeteria, an art gallery and a laboratory that restores the old and damaged books. The DG of the Library is now hiring approximately 30 local librarians, administrators and maintenance to work full time to manage and maintain the new building.

"It's wonderful to see Ramadi city developing and getting better after a dark period and the new Public Library Building is giving more brightness to the city," said Ramadi Mayor Latif Ubaid Eyadah.

CSP OFFICIALLY TURNS OVER VOCATIONAL TRAINING TO MoLSA

BAGHDAD – IRD/CSP and USAID officers participated in a handover ceremony Jan. 18 with the Ministry of Labor & Social Affairs (MoLSA) that signified the official completion of vocational training support in Baghdad.

This ceremony was held at the Waziriya Vocational Training Center (VTC) located within the MoLSA headquarters and coincided with final graduations for CSP-sponsored courses at the Waziriya VTC.

During the ceremony, MoLSA officials lauded IRD/CSP and USAID for their contributions to vocational training, particularly in rehabilitating and restarting programs that were significantly hampered by insurgent activity and sectarian violence.



MoLSA, USAID and IRD celebrate with cake-cutting ceremonies. Form left, Abd Alsalam Ishtaq, Aziz Abraham (MoLSA), Hussam Habibeh (IRD), Tami Halmrast-Sanchez (USAID) DJ Herrera and Iqbal Al Juborri (IRD).

MoLSA also praised IRD/CSP efforts to introduce new courses relevant to the labor market, such as generator maintenance and repair, as well as open new facilities in areas where MoLSA lacked a physical presence.

Additionally, MoLSA noted that in 2006, one year prior to IRD/CSP's direct support, it graduated only about 7,000 vocational trainees. In 2007, after one year with CSP support, the number of graduates skyrocketed to over 20,000.

MoLSA presented certificates of appreciation to Tami Halmrast-Sanchez, USAID e-PRT representative and Hussam Habibeh, CSP Baghdad Program Office Director.

In turn, Habibeh presented MoLSA with a certificate of appreciation acknowledging the Ministry's commitment and dedication to improving the livelihood of their fellow Iraqis.

Vocational training has been an integral component of CSP's strategy to stimulate economic stability by providing Iraqis with employable skills. Since CSP launched in Baghdad in mid 2006, over 21,000 students have graduated from hundreds of CSP-sponsored VoTech training courses at 11 different facilities throughout the Province.

CSP AND MINISTRY OF EDUCATION PARTNER TO RE-OPEN SALMAN PAK INDUSTRIAL SCHOOL

CSP, USAID and the Ministry of Education (MoE) came together Mar. 24 to celebrate the completion of a rehabilitation project that will enable hundreds of unemployed Iraqi youth to undergo vocational training in the Mada'in Qada.

As part of the joint venture, CSP rehabilitated and supplied essential training equipment to the Salman Pak Industrial School. The MoE will provide a variety of training in the industrial and commercial trades that will teach skills in demand on the local job market.

With the country now moving towards reconstruction, there is a great demand for skilled workers, and vocational training graduates are much more likely to obtain employment than their untrained counterparts.

The Salman Pak Industrial School had suffered substantial damage and looting while serving as a hold-up for insurgents for several years. The building was later occupied by Iraqi Police and then turned back over to the MoE when the area became secure again.

The MoE then decided to reactivate the school and sought CSP's partnership to rehabilitate and supply the school with training equipment. CSP funded a \$366,000 rehabilitation and supply project which included re-plastering internal and external walls, replacing doors and windows, repairing electrical and plumbing networks and installing a new generator and fencing. GOI contribution was \$110,000 Classrooms and workshops were supplied for training in a variety of classes including masonry, welding, auto repair and sewing.

With the work now completed, the facility can accommodate up to 275 trainees at a time. The MoE plan is now in the process of developing course curricula and recruiting instructors and administrative staff.



CSP's rehabilitation of the Salman Pak Industrial School included new exterior walls for the building.

CSP GRANT HELPS DOCTOR RESTORE MEDICAL CARE TO BAGHDAD QADA

BAGHDAD – Tarmiya is a small town located along the Tigris River about 60 km north of Baghdad. It is historically known as a peaceful town with beautiful landscapes. Over the past few years, however, the area had deteriorated from the consequences of violence, largely from insurgent groups who used the area as a stronghold.

After military operations ended last year that secured the area, local leaders and residents sought to restore essential services, including health care. Doctors had fled the area during the insurgent stronghold leaving residents without proper medical resources.



Dr. Bashar Abid's health clinic restored medical services to Tarmiya residents.

Dr. Bashar Mohammed Abid, a young physician, has been at the forefront of the effort to restore medical care to Tarmiya.

Through the help of a CSP grant, he opened a private polyclinic that now provides an array of affordable healthcare services to Tarmiya residents.

When Dr. Abid came up with the idea, he had secured a facility and office space with his own savings, but needed financial assistance to convert the building into a clinic and purchase medical equipment and office supplies. A CSP grant of \$95,600 was used to help equip the new facility with orthopedic, gynecology and pediatric clinics, labs, x-ray equipment, as well as sonar and physiotherapy rooms.

Since opening the clinic three months later, Dr. Abid and his staff of 21 – which include five doctors, four nurses, two pharmacists and five technicians – are seeing a steady flow of patients. The clinic is now self-sustaining, relying on patient fees to pay employee salaries and ancillary costs associated with running the facility.

Dr. Abid credits the improved security in enabling him to open the clinic. “I am glad that the security improved in Tarmiya which encouraged me to open this clinic to provide important medical services for the neighborhoods.”

CSP GRANTEE EXPANDS TILE MAKING BUSINESS TO MEET LOCAL DEMAND

TIKRIT – The improved security in Salah ad Din has resulted in a boom of new housing construction and remodeling of existing homes. Businesses that supply the construction sector are experiencing sharp increases in sales.

Nahidh Naji Kulaib, for example, has owned a small factory in Tikrit for nine years installing Moroccan-inspired decorative ceiling tiles. The colorful and geometric-designed tiles are popular for decorating homes, businesses and mosques.

Nahidh had been making and installing the tiles to order, producing only the amount needed for each order. But, he realized that he could generate more profit by increasing his production to include Italian-inspired ceramics and opening a store where he could sell ready-made tiles.

With his own \$20,000 and the help of a CSP grant for \$10,000, Nahidh was able to purchase additional plaster molds and other equipment, as well as build an extension for a store. “Since I expanded my business, my sales have increased 50 percent and I have hired five more workers,” said Nahidh.



Nahidh Naji Kulaib installs his decorative tiles to a new kitchen ceiling

While CSP grants are primarily used to start a new business, they are helping existing businesses grow to provide goods and services in demand on the local market, thus creating more jobs and helping to stabilize communities.

BAKERY OWNER OVERCOMES OBSTACLES TO ATTAIN HIS DREAM

NORTH BABIL – When Saad Kathem opens the doors to his bakery every morning, he knows he has just a few hours to prepare for the crowd of customers who have made the morning visit to his shop a part of their routine. Saad employs 15 bakers at his Al Mussayib shop in order to meet the local demand for his pastries and sweets.

However, Saad's success was not without obstacles. Although he was a talented baker, for years he found it difficult to find a job that paid enough to support his family. He longed for the rewards of owning his own business that would allow him both a greater salary and creative freedom to experiment with new pastries and desserts.

For years, he saved any extra pay to put towards the opportunity to own his own shop. After hearing of CSP's grant program, Saad knew it was a golden opportunity to make his dream a reality. He worked diligently with the CSP grant staff to develop a business plan and quickly enrolled in additional business training offered for CSP grantees.

CSP awarded Saad a \$24,000 grant, which, combined with his own \$21,000 in assets, allowed him to open his shop immediately. But, just as things were improving, Saad's deal with the landlord where he planned to open the shop fell through. He searched for other locations, but they were all higher rents than he could afford, forcing him to reconfigure his original financial plan.

With the help of CSP's grant staff, Saad was able to scale down some of his expenses to offset the increase in rent and finalize a deal with a landlord on a new location in town.

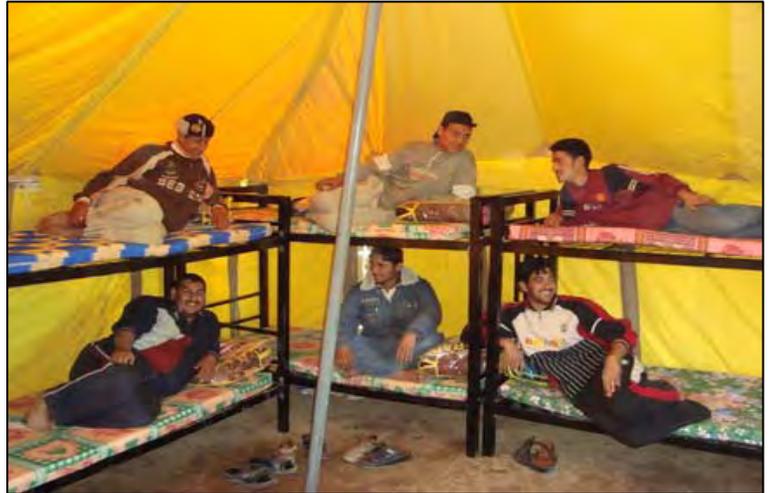
Saad's business continues to flourish and is now preparing to open a second shop in Karbala, where he built a new customer base using the marketing techniques he learned through the CSP business skills training program.



A CSP grant helped Saad Katehm open a successful bakery.

SCOUT CAMP BUILDS SOLIDARITY AMONG YOUTH

BEIJI – Two hundred young men from Beiji and its surrounding communities came together last month for the city’s largest ever scouting event. The month-long event was sponsored by CSP and the Beiji City Council and included a variety of events and activities to build solidarity among Beiji’s youth promoting cooperation and encouraging positive group identity to prevent participation in insurgent activities.



Beiji youth make new friends during the Solidarity Scout Camp hosted by CSP and the Beiji City Council

The event kicked off with a welcoming ceremony hosted by the Beiji mayor and city council. Afterward, members of the Beiji Olympic Committee and Iraqi Army helped distribute uniforms and equipment to the young scouts.

Throughout the month-long event, the scouts participated in a host of sports, cultural and science activities, all with a common theme of strengthening solidarity among Beiji’s youth.

At the end of each activity, teams gathered in small groups to talk and share their feelings and experiences. They were encouraged to cast aside their differences and focus on what they share in common.

It was the first scouting event for some of the youth, including 18-year-old Ali Hussien Ali, who lives in a neighborhood west of Beiji. “My father encouraged me to come because he had participated in scouts as a boy,” he said. “The most exciting thing from the event was making many new friends from different villages in Beiji. We slept together, ate together which made us like a family.”

Ghassan Ali Khalaf, 23, who lives on the south side of Beiji, had attended many scouting events before, but particularly enjoyed the talks on conflict mitigation and training he received in first aid. “I like the first aid courses because I now have skills in which I can be ready to save a life.”

Implementing a large-scale camp takes quite a bit of planning and support from the community. Over 16 community members from Beiji took on roles and responsibilities of coordinators, instructors, coaches and drivers.

“This scout camp is the biggest one in Beiji history,” said Mohammed Rahaman Mohammed, a primary school sports teacher and camp coordinator. “I decided to work on this scout camp project and help put together a curriculum that will strengthen brotherly relations between them.”

Building on the success of this camp, the City Council hopes to sponsor future ones. CSP supported the camp with over \$84,000 worth of uniforms, tents, beds and other equipment, much of which can be re-used to support future camps.

TRADITION AND PRIDE OF SOCCER UNITES BAGHDAD PROVINCE

BAGHDAD – As part of its conflict mitigation efforts, CSP reaches out to young Iraqi males, engaging them in a variety of recreational activities that allow them to connect with their communities and each other in a positive and safe environment. One of the ways CSP does this is through soccer.

Throughout Iraq, CSP has sponsored 120 soccer leagues and tournaments, many of which are large-scale events that include youth of all ethnic and religious groups. In January, CSP-Baghdad in coordination with Baghdad Provincial Council, kicked off a province-wide tournament that brought together over 1,200 youth from 12 of the 15 districts.

For Ali Khalef Jasim, 22, it is a chance for him to appear in front of hundreds of spectators representing his home district of Sadr City. This is the first league of this size Ali has participated in and he registered to play at the encouragement of his parents, who felt soccer reinforced the values of team work, pride and high morals they have worked to instill in their son.



Ali Khalef Jasim has aspirations to become a well-known soccer player in Iraq

In addition to representing his district, Ali said he is excited about playing in front of hundreds of spectators and hopes his talents as an individual athlete are noticed. He has aspirations of becoming a well-known soccer player.

Another league player is Waheed Ghadban from the nine Nissan District, who at age 26, has played in many of the district-wide leagues sponsored by CSP and his district council. Waheed said he joined the province-wide league to show his support of soccer to help reunite the various ethnic and religious communities within Baghdad, stating “when we play together, we neglect all the differences between us.”

For Ali and Waheed, as well as many young Iraqis, soccer is about tradition, culture and pride. This event marks the first Baghdad district-wide league organized by the Provincial Council. CSP supported the two-month league by providing \$90,000 worth of team uniforms, soccer balls and other sporting gear and equipment. The Provincial Council provided \$20,200 to facilitate and prepare the soccer fields, purchase trophies for the winning teams and pay the salaries for numerous coaches, referees and administrators.

In all, there are 48 teams (four teams per district) playing an average of 15 games per week with the final championship match slated for the month of March 2009 in Baghdad.

Appendix C. Financial Variance Report

	January		February		March		Total	Total	Total	Cost	Total
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Cost	Remaining	Ratios	Program
Consolidated											
Support	\$2,923,266	\$2,348,484	\$2,538,088	\$2,413,953	\$2,538,088	\$2,454,702	\$13,411,511	\$7,217,139	\$6,194,372	11.51%	
Program Intervention	\$17,924,168	\$14,629,946	\$15,580,199	\$11,844,336	\$15,580,199	\$12,079,898	\$72,358,862	\$38,554,180	\$33,804,682	61.48%	69.01%
Program Other	\$2,486,523	\$1,321,597	\$2,307,121	\$1,745,114	\$2,307,121	\$1,657,133	\$11,310,439	\$4,723,844	\$6,586,595	7.53%	
Security	\$2,722,995	\$2,603,853	\$2,722,995	\$2,690,464	\$2,722,995	\$2,674,975	\$12,468,495	\$7,969,292	\$4,499,203	12.71%	
Indirect	\$1,934,603	\$1,524,368	\$1,744,433	\$1,355,117	\$1,744,433	\$1,367,014	\$8,577,757	\$4,246,499	\$4,331,258	6.77%	
	\$27,991,554	\$22,428,248	\$24,892,835	\$20,048,985	\$24,892,835	\$20,233,722	\$118,127,064	\$62,710,954	\$55,416,110		
IZ											
Support	\$473,901	\$563,508	\$473,901	\$405,086	\$473,901	\$411,309	\$3,791,207	\$1,379,903	\$2,411,304	50.97%	
Program Intervention	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.00%	11.98%
Program Other	\$124,749	\$84,731	\$124,749	\$114,773	\$124,749	\$124,865	\$997,992	\$324,369	\$673,623	11.98%	
Security	\$204,036	\$235,223	\$204,036	\$226,751	\$204,036	\$219,900	\$1,632,284	\$681,873	\$950,411	25.19%	
Indirect	\$68,352	\$122,939	\$68,352	\$98,809	\$68,352	\$99,270	\$546,813	\$321,017	\$225,796	11.86%	
	\$871,037	\$1,006,400	\$871,037	\$845,420	\$871,037	\$855,343	\$6,968,296	\$2,707,163	\$4,261,134		
Baghdad											
Support	\$437,803	\$298,746	\$437,803	\$298,119	\$437,803	\$210,722	\$2,189,017	\$807,587	\$1,381,430	6.86%	
Program Intervention	\$3,323,051	\$3,019,147	\$3,323,051	\$1,670,051	\$3,323,051	\$2,995,603	\$16,615,253	\$7,684,801	\$8,930,452	65.30%	74.74%
Program Other	\$603,603	\$303,964	\$603,603	\$439,717	\$603,603	\$366,729	\$3,018,017	\$1,110,410	\$1,907,607	9.44%	
Security	\$526,299	\$492,532	\$526,299	\$451,613	\$526,299	\$451,613	\$2,631,494	\$1,395,758	\$1,235,736	11.86%	
Indirect	\$338,699	\$288,007	\$338,699	\$200,165	\$338,699	\$281,727	\$1,693,494	\$769,899	\$923,595	6.54%	
	\$5,229,455	\$4,402,396	\$5,229,455	\$3,059,665	\$5,229,455	\$4,306,393	\$26,147,274	\$11,768,455	\$14,378,819		
Kirkuk											
Support	\$122,663	\$89,079	\$122,663	\$117,253	\$122,663	\$173,658	\$367,988	\$379,990	-\$12,002	8.56%	
Program Intervention	\$948,460	\$880,015	\$948,460	\$1,387,017	\$948,460	\$373,970	\$2,845,381	\$2,641,002	\$204,379	59.51%	68.48%
Program Other	\$163,375	\$122,600	\$163,375	\$96,890	\$163,375	\$178,730	\$490,125	\$398,220	\$91,905	8.97%	
Security	\$286,504	\$242,800	\$286,504	\$242,800	\$286,504	\$242,800	\$859,513	\$728,400	\$131,113	16.41%	
Indirect	\$118,267	\$93,415	\$118,267	\$129,077	\$118,267	\$67,841	\$354,800	\$290,333	\$64,467	6.54%	
	\$1,639,269	\$1,427,909	\$1,639,269	\$1,973,037	\$1,639,269	\$1,036,999	\$4,917,807	\$4,437,945	\$479,862		

	January		February		March		Total Budget	Total Cost	Total Remaining	Cost Ratios	Total Program
	Budget	Actual	Budget	Actual	Budget	Actual					
Mosul											
Support	\$202,103	\$48,879	\$202,103	\$440,235	\$202,103	\$189,816	\$1,414,719	\$678,930	\$735,789	25.29%	
Program Intervention	\$803,749	\$0	\$803,749	\$0	\$803,749	\$1,059,577	\$5,626,240	\$1,059,577	\$4,566,663	39.47%	52.76%
Program Other	\$271,850	\$15,552	\$271,850	\$149,056	\$271,850	\$191,912	\$1,902,952	\$356,520	\$1,546,432	13.28%	
Security	\$150,425	\$137,861	\$150,425	\$137,861	\$150,425	\$137,861	\$1,052,978	\$413,583	\$639,395	15.41%	
Indirect	\$164,757	\$14,160	\$164,757	\$50,901	\$164,757	\$110,542	\$1,153,302	\$175,603	\$977,699	6.54%	
	\$1,592,884	\$216,452	\$1,592,884	\$778,053	\$1,592,884	\$1,689,707	\$11,150,190	\$2,684,213	\$8,465,977		
Ramadi											
Support	\$313,436	\$281,760	\$313,436	\$248,143	\$313,436	\$367,723	\$940,309	\$897,626	\$42,684	10.29%	
Program Intervention	\$1,892,582	\$2,014,354	\$1,892,582	\$3,003,833	\$1,892,582	\$662,877	\$5,677,745	\$5,681,064	-\$3,319	65.15%	69.24%
Program Other	\$106,578	\$123,075	\$106,578	\$139,471	\$106,578	\$93,961	\$319,734	\$356,507	-\$36,773	4.09%	
Security	\$444,076	\$404,869	\$444,076	\$404,869	\$444,076	\$404,869	\$1,332,227	\$1,214,607	\$117,620	13.93%	
Indirect	\$161,180	\$197,684	\$161,180	\$265,742	\$161,180	\$107,060	\$483,540	\$570,486	-\$86,947	6.54%	
	\$2,917,852	\$3,021,742	\$2,917,852	\$4,062,058	\$2,917,852	\$1,636,490	\$8,753,555	\$8,720,290	\$33,265		
Fallujah											
Support	\$102,253	\$81,885	\$102,253	\$181,241	\$102,253	\$222,831	\$306,759	\$485,957	-\$179,198	10.98%	
Program Intervention	\$1,036,275	\$2,094,456	\$1,036,275	\$1,014,429	\$1,036,275	\$0	\$3,108,825	\$3,108,885	-\$60	70.23%	78.81%
Program Other	\$145,483	\$118,086	\$145,483	\$114,377	\$145,483	\$147,707	\$436,449	\$380,170	\$56,279	8.59%	
Security	\$67,076	\$153,746	\$67,076	\$8,638	\$67,076	\$0	\$201,228	\$162,384	\$38,844	3.67%	
Indirect	\$45,692	\$171,372	\$45,692	\$92,308	\$45,692	\$25,938	\$137,076	\$289,618	-\$152,542	6.54%	
	\$1,396,779	\$2,619,545	\$1,396,779	\$1,410,993	\$1,396,779	\$396,476	\$4,190,337	\$4,427,014	-\$236,676		
Al Qaim											
Support	\$128,968	\$128,968	\$0	\$65,057			\$128,968	\$194,025	-\$65,057	22.73%	
Program Intervention	\$535,624	\$535,624	\$0	\$0			\$535,624	\$535,624	\$0	62.74%	70.73%
Program Other	\$80,100	\$0	\$0	\$68,264			\$80,100	\$68,264	\$11,836	8.00%	
Security	\$0	\$0	\$0	\$0			\$0	\$0	\$0	0.00%	
Indirect	\$72,606	\$46,521	\$0	\$9,332			\$72,606	\$55,854	\$16,753	6.54%	
	\$817,298	\$711,113	\$0	\$142,653			\$817,298	\$853,767	-\$36,468		

Hit	January		February		March		Total Budget	Total Cost	Total Remaining	Cost Ratios	Total Program
	Budget	Actual	Budget	Actual	Budget	Actual					
Support	\$59,672	\$59,672	\$0	\$15,015			\$59,672	\$74,687	-\$15,015	12.57%	
Program Intervention	\$382,194	\$382,194	\$0	\$0			\$382,194	\$382,194	\$0	64.30%	80.89%
Program Other	\$45,650	\$46,650	\$0	\$51,952			\$45,650	\$98,602	-\$52,952	16.59%	
Security	\$0	\$0	\$0	\$0			\$0	\$0	\$0	0.00%	
Indirect	\$44,561	\$34,196	\$0	\$4,688			\$44,561	\$38,884	\$5,677	6.54%	
	\$532,077	\$522,712	\$0	\$71,655			\$532,077	\$594,367	-\$62,290		
Habbaniyah											
Support	\$70,354	\$70,354	\$0	\$25,028			\$70,354	\$95,382	-\$25,028	11.93%	
Program Intervention	\$564,424	\$564,424	\$0	\$0			\$564,424	\$564,424	\$0	70.60%	81.53%
Program Other	\$43,462	\$43,462	\$0	\$43,882			\$43,462	\$87,344	-\$43,882	10.93%	
Security	\$0	\$0	\$0	\$0			\$0	\$0	\$0	0.00%	
Indirect	\$63,456	\$47,477	\$0	\$4,824			\$63,456	\$52,301	\$11,155	6.54%	
	\$741,696	\$725,717	\$0	\$73,734			\$741,696	\$799,451	-\$57,755		
Haditha											
Support	\$126,184	\$126,184	\$0	\$40,020			\$126,184	\$166,204	-\$40,020	14.48%	
Program Intervention	\$861,727	\$866,517	\$0	\$0			\$861,727	\$861,727	\$0	75.07%	78.95%
Program Other	\$10,190	\$5,400	\$0	\$39,213			\$10,190	\$44,613	-\$34,423	3.89%	
Security	\$0	\$0	\$0	\$0			\$0	\$0	\$0	0.00%	
Indirect	\$9,546	\$69,867	\$0	\$5,546			\$9,546	\$75,413	-\$65,867	6.57%	
	\$1,007,647	\$1,067,968	\$0	\$84,779			\$1,007,647	\$1,147,957	-\$140,310		
Basrah											
Support	\$170,935	\$168,468	\$170,935	\$176,404	\$170,935	\$188,881	\$854,674	\$533,753	\$320,921	10.10%	
Program Intervention	\$1,589,643	\$992,701	\$1,589,643	\$872,235	\$1,589,643	\$1,659,610	\$7,948,217	\$3,524,546	\$4,423,671	66.69%	73.47%
Program Other	\$161,186	\$113,285	\$161,186	\$134,332	\$161,186	\$111,104	\$805,930	\$358,721	\$447,209	6.79%	
Security	\$186,703	\$174,134	\$186,703	\$174,134	\$186,703	\$174,134	\$933,515	\$522,402	\$411,113	9.88%	
Indirect	\$149,707	\$101,401	\$149,707	\$94,997	\$149,707	\$149,361	\$748,535	\$345,760	\$402,775	6.54%	
	\$2,258,174	\$1,549,989	\$2,258,174	\$1,452,102	\$2,258,174	\$2,283,090	\$11,290,870	\$5,285,182	\$6,005,689		

	January		February		March		Total Budget	Total Cost	Total Remaining	Cost Ratios	Total Program
	Budget	Actual	Budget	Actual	Budget	Actual					
Baquba											
Support	\$98,451	\$17,130	\$98,451	\$49,990	\$98,451	\$128,086	\$492,254	\$195,206	\$297,048	6.50%	
Program Intervention	\$1,865,265	\$407,513	\$1,865,265	\$827,610	\$1,865,265	\$606,081	\$9,326,325	\$1,841,204	\$7,485,121	61.27%	68.62%
Program Other	\$120,066	\$16,747	\$120,066	\$75,703	\$120,066	\$128,525	\$600,330	\$220,975	\$379,355	7.35%	
Security	\$79,957	\$69,128	\$79,957	\$241,047	\$79,957	\$241,047	\$399,787	\$551,222	-\$151,435	18.34%	
Indirect	\$200,472	\$35,736	\$200,472	\$83,605	\$200,472	\$77,262	\$1,002,361	\$196,603	\$805,759	6.54%	
	\$2,364,211	\$546,254	\$2,364,211	\$1,277,955	\$2,364,211	\$1,181,001	\$11,821,057	\$3,005,210	\$8,815,847		
Babil											
Support	\$206,655	\$120,268	\$206,655	\$128,083	\$206,655	\$251,204	\$619,964	\$499,555	\$120,409	11.05%	
Program Intervention	\$869,482	\$878,628	\$869,482	\$723,258	\$869,482	\$859,325	\$2,608,447	\$2,461,211	\$147,236	54.46%	63.12%
Program Other	\$245,821	\$143,621	\$245,821	\$105,029	\$245,821	\$142,620	\$737,463	\$391,270	\$346,193	8.66%	
Security	\$232,063	\$217,773	\$232,063	\$326,963	\$232,063	\$326,963	\$696,189	\$871,699	-\$175,510	19.29%	
Indirect	\$109,435	\$95,220	\$109,435	\$89,833	\$109,435	\$110,608	\$328,305	\$295,661	\$32,644	6.54%	
	\$1,663,456	\$1,455,510	\$1,663,456	\$1,373,166	\$1,663,456	\$1,690,720	\$4,990,368	\$4,519,396	\$470,972		
Samarra											
Support	\$127,602	\$64,292	\$127,602	\$65,683	\$127,602	\$50,753	\$638,009	\$180,728	\$457,281	6.45%	
Program Intervention	\$905,278	\$515,324	\$905,278	\$760,953	\$905,278	\$732,990	\$4,526,388	\$2,009,267	\$2,517,121	71.69%	76.84%
Program Other	\$109,659	\$48,110	\$109,659	\$49,888	\$109,659	\$46,339	\$548,295	\$144,337	\$403,958	5.15%	
Security	\$89,719	\$94,987	\$89,719	\$94,987	\$89,719	\$94,987	\$448,594	\$284,961	\$163,633	10.17%	
Indirect	\$87,880	\$50,590	\$87,880	\$68,006	\$87,880	\$64,755	\$439,398	\$183,351	\$256,048	6.54%	
	\$1,320,137	\$773,303	\$1,320,137	\$1,039,517	\$1,320,137	\$989,824	\$6,600,684	\$2,802,644	\$3,798,041		
Tikrit											
Support	\$140,879	\$112,738	\$140,879	\$122,760	\$140,879	\$185,916	\$704,393	\$421,414	\$282,979	8.26%	
Program Intervention	\$885,564	\$1,166,801	\$885,564	\$1,006,940	\$885,564	\$882,334	\$4,427,821	\$3,056,075	\$1,371,746	59.90%	63.87%
Program Other	\$189,259	\$67,373	\$189,259	\$70,089	\$189,259	\$64,991	\$946,295	\$202,453	\$743,842	3.97%	
Security	\$432,701	\$362,744	\$432,701	\$362,744	\$432,701	\$362,744	\$2,163,505	\$1,088,232	\$1,075,273	21.33%	
Indirect	\$130,002	\$119,676	\$130,002	\$109,377	\$130,002	\$104,719	\$650,012	\$333,772	\$316,239	6.54%	
	\$1,778,405	\$1,829,332	\$1,778,405	\$1,671,910	\$1,778,405	\$1,600,704	\$8,892,025	\$5,101,946	\$3,790,079		

	January		February		March		Total Budget	Total Cost	Total Remaining	Cost Ratios	Total Program
	Budget	Actual	Budget	Actual	Budget	Actual					
Baiji											
Support	\$141,408	\$116,553	\$141,408	\$35,836	\$141,408	\$73,804	\$707,042	\$226,193	\$480,849	5.87%	
Program Intervention	\$1,460,850	\$312,248	\$1,460,850	\$578,010	\$1,460,850	\$2,247,531	\$7,304,251	\$3,137,789	\$4,166,462	81.48%	86.18%
Program Other	\$65,491	\$68,941	\$65,491	\$52,478	\$65,491	\$59,650	\$327,455	\$181,069	\$146,386	4.70%	
Security	\$23,437	\$18,057	\$23,437	\$18,057	\$23,437	\$18,057	\$117,183	\$54,171	\$63,012	1.41%	
Indirect	\$169,990	\$36,106	\$169,990	\$47,907	\$169,990	\$167,933	\$849,952	\$251,946	\$598,006	6.54%	
	\$1,861,176	\$551,905	\$1,861,176	\$732,288	\$1,861,176	\$2,566,975	\$9,305,882	\$3,851,168	\$5,454,715		