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**Quarterly Status Report – Q4 2008**  
*USAID-funded Economic Governance II Project*

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Prepared by:



Prepared for the U.S. Agency for International Development  
*Contract No. 267-C-00-04-00405-00*

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## Project Summary

### Summary

In the fall of 2004, USAID began the Economic Governance II Project with the goal to build the capacity of the Iraqi Government, strengthening the country's ability to transition from a command economy to that of one which is market-driven. Under the USAID funded program, the Project's overall goal was to assist the Government of Iraq (GoI) in structuring and implementing the enabling legislative, fiscal, regulatory and institutional framework within which policy could be formulated to foster a transparent and investment friendly economy. As such, the EG II Project provides technical assistance to help the Iraqi Government develop the necessary policies, laws, administrative procedures, systems and institutions to bring about key economic reforms that promote Iraq's compliance with international standards.

### Sectors

The EGII Project is divided into four sectors as outlined below:

- Fiscal, Tax & Customs Reform
- Monetary Policy & Central Bank
- Pension Reform & Social Safety Net
- Commercial Law & Institutional Reform

This report will provide status update for the work currently underway in each sector.

## Fiscal, Tax & Customs Reform

### Iraq Financial Management Information System

#### *Overview*

The Iraq Financial Information Management System (IFMIS) is an automated budget execution tracking system that was selected in 2003 by the Coalition Provisional Authority in Iraq to replace a manual system used since the 1940s. The system was fully functional and being used in 112 Government of Iraq (GoI) offices and was on target for expansion to all government spending units when all activity was suspended and the system was taken offline in June 2007 following the abduction of a BearingPoint consultant and his security team from the Ministry of Finance Data Center.

On January 14, 2008 USAID and the Ministry of Finance (MoF) signed a Memorandum of Understanding (MoU) establishing clear conditions and timetables for an IFMIS re-start. The document outlined the respective obligations of each party and serves to define the scope of USG technical assistance.

Under the terms of the MoU signed by the MoF and USAID, project will provide technical assistance to the GoI in troubleshooting and restarting IT equipment and in updating system software. Additionally, the project will provide assistance in implementing a robust disaster recovery system and conduct training and capacity building activities designed to ensure ongoing sustainability.

Project advisors will support the MoF's Budgeting and Accounting Directorates to engender functional reforms in the areas of accounting policy and treasury functions. Additionally, the project will support the implementation of IFMIS Performance Budgeting and Purchasing modules.

## Quarterly Highlights

- Training for IFMIS end-users, both in Baghdad and the governorates, has continued in earnest. Training in Baghdad was briefly hindered at times due to technical problems with the MoF's internet connection at their Adnan Palace facility, but this was resolved with project assistance and instruction has resumed. Field teams have been very active in the south and south central areas -- conducting site surveys and trainings in Babil, Basrah, Dhi Qar and Al-Qadissiya and other locations. The project has also recently taken on additional CCN resources that will extend training activities into the Northern provinces over coming weeks.
- Project IT advisors have delivered technical training to MoF IT staff. This training addressed system administration, hardware, system architecture, and troubleshooting. Training on the installation and configuration of the application -- scheduled to coincide with the configuration of the new IFMIS Disaster Recovery servers -- was postponed because the install had to be done outside of MoF working hours. The additional training will be conducted in the first quarter of 2009 on the Disaster Recovery set-up and additional training requested by the MoF on IT issues.
- At the behest of USAID and the EGII advisors, the Minister of Finance issued an official communiqué to Gol line ministries and agencies directing them to begin entering production data as soon as their respective spending units are trained and brought online. It is hoped that this show of support from senior leadership and other planned Ministerial communications and orders will help engender confidence in the system -- thereby, facilitating greater cooperation from some of the more hesitant Gol sites.
- Advisors completed the requirements and specifications document for the IFMIS's Offline Data Entry Tool. This specifications exercise will now be used by the software developer to create a tool that will allow the GOI to capture budget execution data from spending units which do not have (or might lose) internet connectivity. This tool is required under the terms of the January 2008 MOU, and it will likely prove to be very useful in Iraq given known infrastructure shortfalls and other logistical challenges.
- A new Accounting Functional advisor has joined the team and has begun working on project workplan activities related to providing technical assistance to the MOF's Budget, Accounting and Economics Directorates. The new advisor will be working to complete and then seek MOF acceptance for the draft Accounting Process Manual and the MoF Treasury Directions and will interface with the MoF Reports Committee. In December the team met with the MoF's Director General for Economics and set the stage for reconstituting the Committee and then reviewing the IFMIS's reporting functionality against IMF requirements.

## Current Challenges

- Sites remain reluctant to enter more than token amounts of data. This is possibly due to a lack of confidence that the IFMIS will ultimately replace the legacy system, and some sites may not be aware of the recent Ministerial communiqués.
- The Minister of Finance needs to issue additional communication to non-MoF spending units and the ministries themselves to require that they use IFMIS or not receive additional funding. The communiqué issued by the MoF in November 2008 has had little effect in producing a surge of new spending units utilizing the IFMIS. USAID representation and leverage will be critical for winning support from the MoF and Gol leadership. Additional meetings with the MoF and other Gol entities may be needed to energize the government to fully implement the IFMIS.
- It will be important for the Minister of Finance to review and approve the submitted draft Treasury Directions. Project efforts to this end have been frustrated for approximately two years, and in order for the IFMIS to become an official part of the public financial management process, the Minister of Finance will need to recognize the status of the system under the MOF's regulatory framework.

- Site readiness and the MoF's ability to execute procurements necessary to expand the IFMIS to 256+ sites remain areas of concern. The project CCN field teams and IT advisors in Baghdad are working to respectively address these issues.

## **Fiscal Analysis Unit**

### **Overview**

The objective in establishing a Fiscal Analysis Unit (FAU) in the Committee on Financial Affairs (CoFA) was to provide the Council of Representatives (CoR) with unbiased and non-judgmental analyses of the fiscal and economic impact of legislation, including budgets, that comes before the Council. Similar units are common in democracies as they offer legislators a source of analysis and information independent of that issued by the executive.

Developing the FAU has been accomplished in two phases: in the first, the unit analyzes and reports on the budget and budget execution statement, and in the second, its responsibilities broadened. These tasks included performing analyses of audit reports and financial legislation, providing guidance to ministries on budget preparation, assisting MoF in following up on public debt and debt relief, examining audit reports of banks, insurance companies, and government owned enterprises, and providing support to other committees in the CoR.

### **Quarterly Highlights**

- The advisor and CCN staff reviewed the 2009 Budget narrative documents received from the ministries. In October, the FAU received two sets of completed forms representing about half of the directorates. Due to the fact the MoF's forms are sparse, the forms created by the FAU provide some justification for the Ministries' budget requests, and can be used in the analysis of the forthcoming 2009 Budget.
- The CCN translators worked on two reports of 2009 capital project plans, one from MoF and the other from the MoPDC. The details in these reports will permit a much more thorough analysis of the capital portion of the budget than was possible last year, and this analysis will be contained in the FAU 2009 Budget report.
- The CCN staff studied annual and quarterly BSA reports to identify areas for comment by the FAU. Additionally, the CCN staff provided electronic versions of several Board of Supreme Audit (BSA) reports to CoFA, which had only paper copies.
- The FAU team completed its analysis of the most recent Budget Execution report. In the majority of cases, expenditures are below the level expected at this point in the year, indicating that the GoI will not meet its budgeted targets by year-end. Revenues are generally on track to achieve projected amounts.
- The advisor and CCN staff conducted training on statistical analysis techniques as applied to the budget. The presentation is intended to equip the staff of the CoFA with the technical skills necessary to perform the initial review of the budget and identify possible problem areas. In addition, the CoFA Secretary attended the training and was very pleased with the content.
- The FAU team and CCN lawyer met with CoFA members to discuss the legal issues raised by the BSA report of the Financial Management Law (FML). While the advisor and CCN lawyer are in agreement with most of the recommendations made by the BSA, a minority of CoFA member however believe that previous laws were adequate and the FML should be discarded. Most of the discussion focused on the reporting structure of SOEs, and this issue requires further consideration.

- The FAU team completed the 2009 Budget Analysis in both English and Arabic. The report highlights the most significant concerns raised in the budget materials, and provides guidance in areas specifically requested by the CoFA. As described in the report, the team members found that the budget provides a fairly complete accounting of expenditures, but offers little justification of the amounts or explanation of the purposes of the spending.

### **Current Challenges**

- There are no current challenges as work in this area has discontinued.

## **Monetary Policy & Central Bank**

### **Macroeconomic and Monetary Policy**

#### **Overview**

The objective of the Macroeconomic and Monetary Policy activities under the Economic Governance II Project is to develop and strengthen the ability of CBI to implement modern and sophisticated monetary policy leading to economic growth, and low inflation and unemployment. This objective is consistent with the requirements of the Bank's Monetary and Exchange Rate Policy as specified in the IMF SBA. Most of the assistance provided by EGII contributes directly to collecting accurate and timely statistics, preparing meaningful interpretations of that information, and using it to form appropriate monetary policy.

The Macroeconomic Unit and Monetary Policy activities will be continued through the end of December 2008 by the advisor who will be supporting the Fiscal Analysis Unit.

#### **Quarterly Highlights**

- The Washington-based advisor held several meetings with the CBI representative during the annual IMF meeting held in Washington in October. The CBI representative requested that the advisor prepare a paper they can use to defend the many requests that are coming into the CBI to use the Bank's reserves for the reconstruction effort. These reserves exist to support the Iraqi Dinar and a majority actually represent individual bank deposits at the CBI, which have been placed in the New York Federal Reserve for safekeeping. The advisor prepared a draft of the document and has circulated it for comment.
- The Washington-based advisor met with the new US Treasury Liaison to Iraq, and briefed him on the current state of the CBI and other issues including the poor relationship between the CBI and the MoF as well as the pressure on the CBI to use reserves to pay for capital projects.
- The advisor followed up on the release of the September CPI and the results of the 2007 Household Survey. The CPI release was delayed because the department director was out of town, and conveyed this information to the US Treasury and IMF.
- The CCN Oracle expert conducted a short training course for three CBI IT staff who are responsible for database security. The course topics included maintaining security constraints, adding new users, changing passwords, and related items.
- The Reserve Requirements database was formally presented to the CBI Governor and his advisor. Both were very pleased, and only requested minor formatting changes on some of the reports. The database is now online and in use by Bank staff, including those in the Statistics & Research department.

## **Current Challenges**

- There are no current challenges as work in this area has discontinued.

## **CBI Data Center**

### **Overview**

The objective of the CBI Data Center project is to support the modernization of the Central Bank of Iraq by improving its IT infrastructure and developing the capacity of the CBI IT Directorate's staff to maintain that infrastructure. The CBI Data Center is designed to provide the core IT functions of email exchange and file sharing. Phase I of the CBI Data Center project consisted of the establishment of a Data Center at the CBI's facilities in Baghdad. This Data Center was destroyed in the CBI fire of January 2008, and is currently being rebuilt. Phase II of the project consists of the expansion and roll-out of the Data Center to CBI branches throughout Iraq. Additionally, the CBI Data Center project supports the hosting of CBI core systems on the EGII Camp.

### **Quarterly Highlights**

- Training continued at the EGII Camp for the 12 CBI IT staff using VM Ware for Active Directory. The class is taught by one of the EGII CCN staff.
- The advisor prepared the back-up discs and finalized the documentation for the turnover of the Phase I and Phase II Data Center builds to the CBI. The advisor for this sector left the project at the end of October per the request of USAID.
- The sector lead discussed with the consultants associated with the CBI Working Group regarding the timing of the CBI move from their burned out buildings to the new interim location. Indications are that the move will take place in January or February, but the schedule yet to be finalized. The sector lead will continue to work with this group so EGII can arrange to have Phase I and Phase II Data Center Builds transferred to the CBI.

### **Current Challenges**

- The EGII team is still waiting for the CBI to make the necessary preparations to move the data center.

## **Pension Reform & Social Safety Net**

### **Pension Reform**

#### **Overview**

The overall project goal is to establish a pension administration system and develop supervisory mechanisms to ensure adequate protection of funds and investments.

With the Dec 2007 passage of amendments to the 2006 pension reform law, changes commenced in the manner of determining, funding, and managing pensions. A semi-autonomous agency, the National Board of Pension (NBP), was created to manage Gol pensions and to prepare for assuming management

(in 2010) of MoLSA's Private Sector Social Security Program. Effective implementation of these reforms is in cooperation with the World Bank.

## Quarterly Highlights

- The World Bank conducted a Pension Reform mission in Amman starting in late-October. The Chairman of the NBP attended along with a representative of the MoF Budget Office. The EGII pension reform staff also attended as well as advisors from the World Bank (WB). The BearingPoint advisors prepared a detailed list of necessary WB activities beyond the EGII Pensions Reform involvement, which is scheduled to end in February 2009. This was presented to the Mission and the the main outcome was the tabling of the World Bank's proposals for future participation in pensions reform to assist the Gol beyond the end date of USAID participation.
- The Chairman of the NBP attended a Pension Reform World Bank mission in Beirut where the future of funding and World Bank assistance was discussed. EGII prepared a list of NBP needs for presentation, which included "on the ground" training and funding for a comprehensive pension administration and recordkeeping system. The EGII CCN advisor to the Chairman participated and assisted the Chairman in the discussions.
- A four-day training course in the Elements of Program Management was delivered to five staff of the NBP Pension Reform Management Office (PRMO). Another four-day training course in Intermediate Program Management was delivered to eleven staff of both the PRMO and the Ministry of Labor and Social Affairs (MoLSA) Program Management Office (PMO). This course concentrated on team building aspects between the two offices, and the use of formal techniques for program planning and control.
- The Pensions Reform team drafted a Change Management Outline to chart the organizational movement from the "As Is" to the "To Be" stages. To minimize disruption to the ongoing business of the NBP and SSW, the organizational re-structuring of the magnitude necessary to reach the "To Be" stage will have to be done in phases which could take one to two years. BE envisions the NBP Workshop Session attendees as the drivers of the NBP Change Management Plan, since they have been exposed to the concepts and tools necessary to move forward to the "To Be"..
- EGII staff have installed a Local Area Network infrastructure in the NBP premises where none existed before. Some 96 outlets have been cabled and senior officers are connected together for information sharing and access to the internet. This has been organized into a domain with a file server, administrated by BearingPoint staff giving hands-on assistance to NBP officers.
- Five NBP IT staff have received training in Active Directory and Microsoft networking, two six-day courses to assist them to take over the full responsibility for the network that has been installed.
- The Employee Data Capture Tool has now been rolled out to 5 governorate offices and underlying agencies, under a plan led by EGII staff. This implies the training of local officers and the deployment of the Foxpro application. The rollout in Baghdad now includes the Christian Endowment Ministry, MOJ, MOLSA and the National Intelligence Office, all of which have received training and software.
- The System to build the NBP Members Register from capture data has been designed, hardware has been specified and Supplier identified, the software requirements have been documented (designed) and two staff have been recruited to develop the application. Initial versions of the database build software are being written.
- The advisor completed a number of NBP Management Training sessions, and began a new NBP MoLSA training workshop track. Among the 24 attendees were MoLSA Social Security for Workers (SSW) staff. By law, SSW will become part of the NBP by 1/2010. The sessions maintained a 90% attendance rate.

- The advisor completed a Pension Accounting course syllabus and training materials for presentation to a select group of NBP future Accounting Leaders in January and February 2009.

## **Current Challenges**

- Ensuring that NBP Training Sessions provide sufficient forward momentum for attendees to positively impact the ongoing NBP operations. Without consistent follow through from the NBP Chairman, encouraging the session attendees to implement recommendations and manage other processes, the momentum will stagnate, and the NBP will struggle to maintain a status quo, losing morale and enthusiasm for necessary change.
- It may prove challenging to identify and resolve critical NBP business process issues with the NBP Workshop Sessions to ensure some measure of relief for the NBP pending short-/long-term Information Technology (IT) solutions, given the absence of NBP Chairman/Management follow through on submitted and approved recommendations. This should be done in a way that does not create a scope creep or expand the IT requirements that have been established to date.

## **Social Safety Net**

### **Overview**

The objective of the Social Safety Net (SSN) project is to assist the GoI with the implementation of an automated benefits registration and calculation system, which supports MoLSA's Social Safety Net Program for the reduction of poverty. The implementation of the system is occurring in two phases, a Phase I Pilot currently underway in Baghdad, and a Phase II roll out of additional system functionality to four additional sites.

### **Quarterly Highlights**

- The SSN sector conducted a number of training courses for different levels of MoLSA employees. These trainings included: two one-day sessions for the 29 newly-hired MoLSA data entry employees, three day-two sessions for IT Equipment Acceptance Training for 12 MoLSA procurement staff, and nine days of training for six MoLSA SSN support employees. These training covered different aspects and levels tailored to meet the needs of the procurement teams regarding the verification and acceptance of IT equipment supplied by vendors. The SSN support training focused on implementing and maintaining Microsoft SQL Server 2005 Reporting Services, managing a Microsoft Windows Server 2003 Environment, and implementing and administering Microsoft Internet Information Services (IIS) 6.0.
- The sector hired five data entry staff to assist MoLSA with the data entry activities at the Baghdad Pilot site and two staff for the Basra site as per the MoU. The additional staff will complement the existing data entry employees to provide the necessary support and train the MoLSA staff.
- The SSN technical team completed the SSN system test document that will be instrumental in ensuring all the necessary system tests have been completed to assist in a successful SSN application roll-out to the governorates. This document will be part of the SSN deployment guide that will be issued to the MoLSA SSN deployment team.
- The EGII SSN team received a line printer completing its test environment set-up. The line printer is used to test the payments reports with copies of the reports being sent to the banks and the post offices for payments distribution.

- The CCN staff and the advisor traveled to Amman, Jordan to participate in the WB Mission attended by the MoLSA SSN program staff. The advisor presented the SSN implementation progress report outlining the key achievements in training, the planned system roll-out into the governorates, the strategy for migrating more than one million records from the legacy system into the new SSN database as well as the minor modifications to the software to meet changes in business requirements.
- The SSN team completed the first phase of the SSN Phase II testing and obtained counterpart sign-off validating the system features functionality work as per the business requirements. The second phase of the testing will address issues identified by the EGII team in addition to changes that have been requested by the counterparts.
- The SSN team received from Primus changes that had been signed-off in November. These changes were meant to accommodate modifications in the design of the application Eligibility Form. Testing of these changes has already started.
- The SSN team completed the final part of the SSN pre-requisite training laying the foundation for the upcoming SSN application training in Amman. The advisor has sent to the MoLSA a list of candidates that are supposed to attend the SSN Administrator Training and requested approval.
- The advisor held meetings with counterparts to continue providing advisory services and discussions on the project implementation progress. In the last meeting held on December 3, the team lead and MoLSA agreed that the Amman SSN training for developers and administrators would start in January 2009. Another meeting was held on December 18, and decided that the Administrator Training in Amman would start on January 18 for three weeks. Additionally, the meeting put together the SSN implementation roll-out plan identifying resource gaps that needed to be addressed. The advisor provided MoLSA counterparts with a template for the MoLSA to assign resources for specific tasks.
- The advisor met with the SSN software development vendor in Amman on December 23 where a number of issues were discussed. Key outcomes of the meeting included:
  - Agreed to consolidate the SSN developer training from 55 days to 45 days by conducting a six day-training rather than five
  - Addressed the SSN post implementation support and agreed tentatively that Primus would provide on-call support for a reduced fee equal to a 10% of the software development cost. More discussions and negotiations needed to agree on the service level for the on-call support.
  - Agreed on a more streamlined testing and feedback mechanism so issues and bugs could be address speedily.
  - The Access legacy data conversion was on course. However, a number of conversion issues were identified and MoLSA would need to provide feedback on how to proceed with identified issues.

### **Current Challenges**

- MoLSA is lagging behind in preparing support sites for the SSN rollout. The support sites don't have adequate power supply, network configuration is not complete, and some equipment have yet to be delivered to the sites.
- There is a continued delay in procuring power generators for the support sites. In the last discussion the advisor had with MoLSA indicated these will be advertisement in the local paper in January 2009.

Based on past experience, however, it is doubtful whether this can be done as suggested to significantly affect the SSN rollout timeline.

- MoLSA has still not made a decision on which internet service provider (ISP) to contract for internet services. This will affect the ability for MoLSA to use the system since the deployment depends on the availability of internet services.

## Commercial Law & Institutional Reform

### Business Registry

#### *Overview*

In 2006 the EGII Project implemented the current national Business Registry System in the Arabic and Kurdish languages, and in the process has built substantial ownership in the new system from Gol counterparts. The Business Registry has created a more universal company registration process across Iraq, while facilitating and accelerating the registration of domestic and foreign companies, and promoting economic development by enhancing accessibility and improving registration capabilities.

#### *Quarterly Highlights*

- The legal advisor, along with the DG of the Baghdad Business Registry (BBR) and the head of the BBR Documentation Department, revised and approved the final format of the Commercial Agencies page of the BR website. It was also agreed to replace the old laws in the website such as CPA Order No. 39 of 2003 on Foreign Investment, Order No. 64 (amendment to CPA Order No.39), and Ministerial Instructions No. 149 of 2004 on Registration of Branches and Trade Representation Offices by Foreign Companies.
- The EGII advisors implemented change requests and coordination requirements with the Ministry of Trade (MoT) and the BBR DG as well as her staff. These change requests were developed by Primus and tested by the EGII advisors.
- The advisors and EGII IT staff completed the website page displaying active and inactive companies. The page has been reviewed from the legal and technical aspects and sent to Primus. Primus made the required modifications and has sent the trial page for EGII's final approval. The final change for the BR application will be put into production in February.
- End-user training for BBR officials in use of the updated application has been designed and approved by the Minister. The training is scheduled to commence at the EGII Camp in mid-January.
- The EGII legal translator & coordinator translated Regulation No. 5 on the Registration of Foreign Branches and Offices from English into Kurdish for publication on the BR website. He also translated the Registration Form of Foreign Branches from Arabic into Kurdish and the required documents for the Registration of Foreign Branches from Arabic into Kurdish.

#### *Current Challenges*

- There are no current challenges in the ongoing BR activities.

## **Secured Transactions**

### ***Overview***

Based on international best practices, EGII aims to help produce and support the passage of a Law of Charges on Movable Property, to support a modern system of secured transactions, which will provide for secured lending for the purchase of moveable property (e.g., cars and other vehicles, industrial equipment, agricultural equipment). This in turn will enhance the economy through an active lending sector, as the impact of this law should be a rapid expansion of financial services in the form of loans and other credit transactions to businesses and consumers.

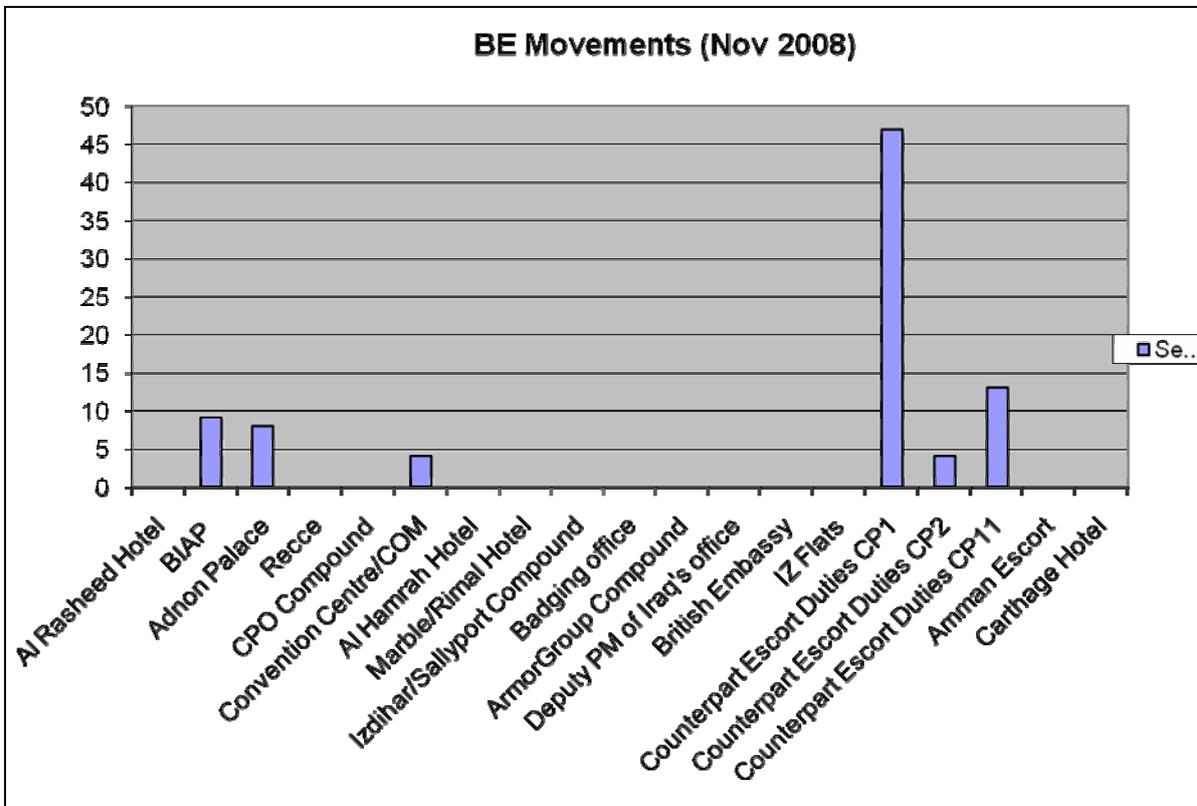
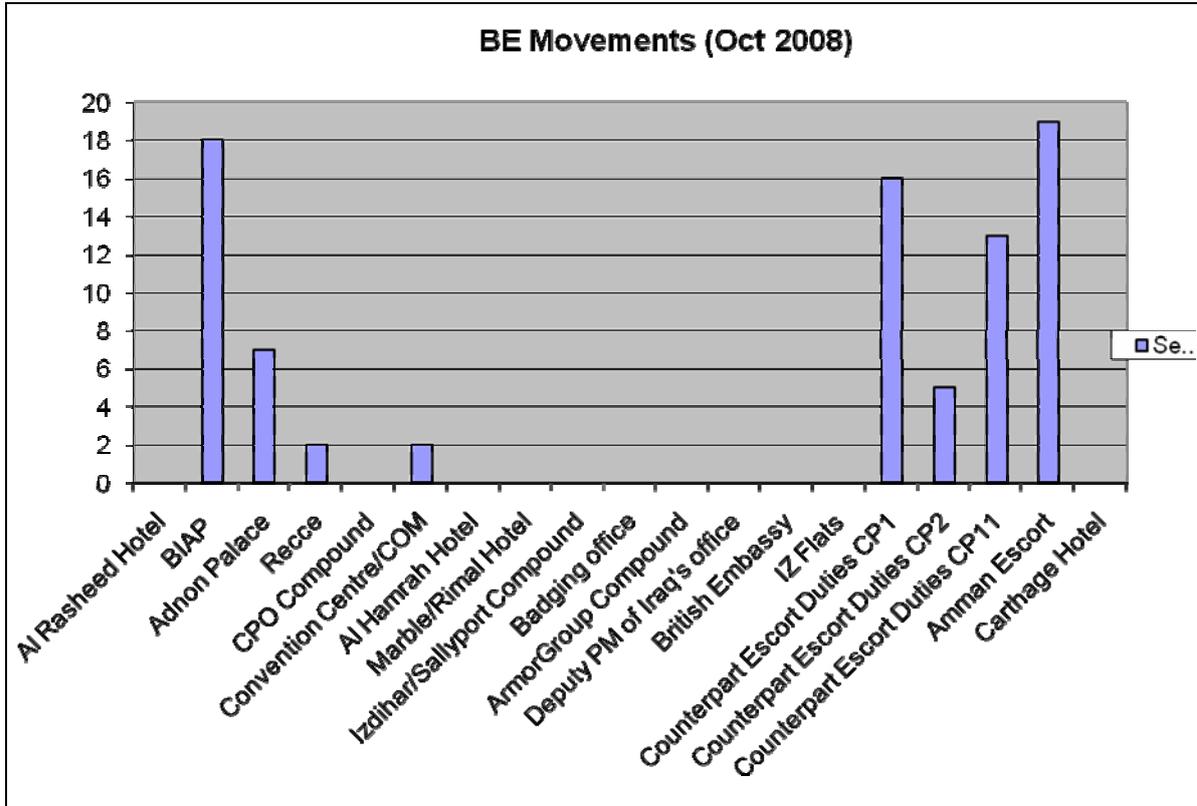
### ***Quarterly Highlights***

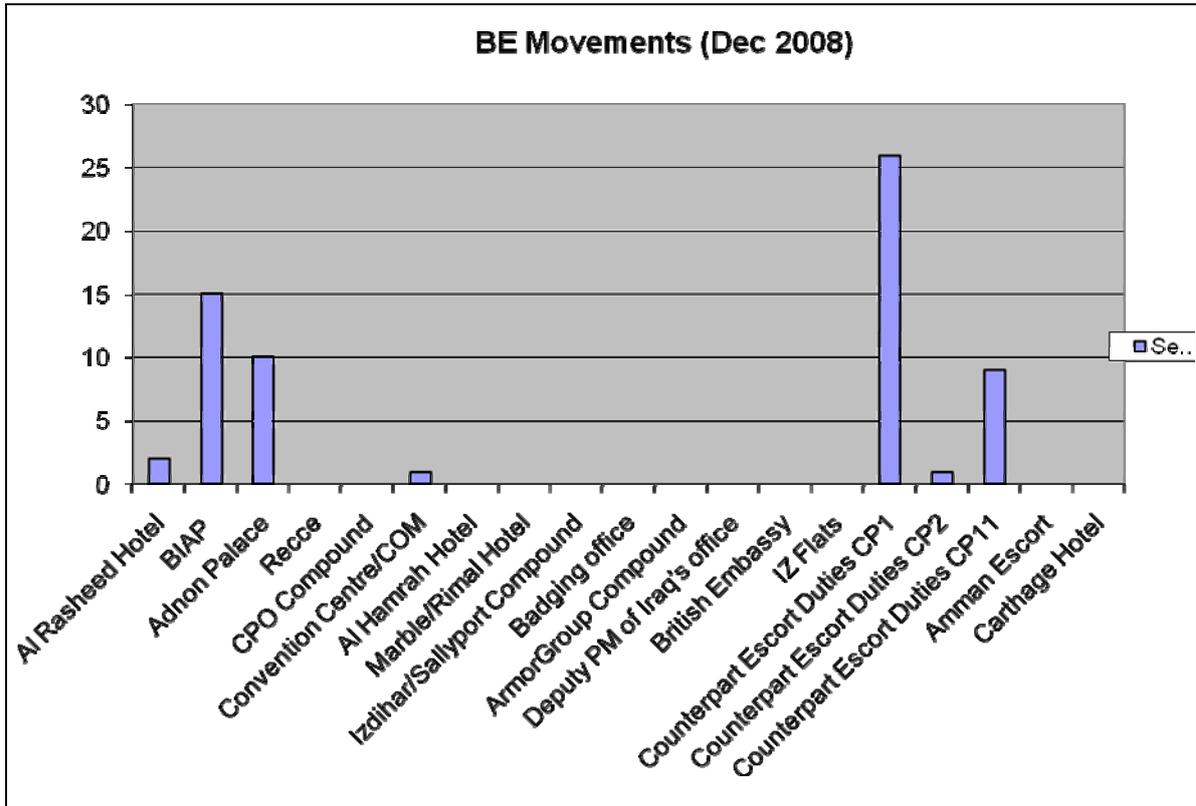
- The EGII legal advisor held a number of meetings with the head of the Shura Council, who is also head of the Special Committee discussing the draft Secured Transactions Law. He informed the advisor that the General Committee of the Shura Council has referred the draft to the Minister of Justice. The Minister gave instructions to form a committee from the Council of Ministers, CBI, and the MoPDC to infer their final opinion of the draft before forwarding it to the Legal Department of the Council of Ministers.

### ***Current Challenges***

- Some of the Special and the General Committee members have had difficulty understanding the draft's articles due to their unfamiliarity with such laws.

## Monthly Movement Charts





Produced by EGII's security provider, GardaWorld.

## Counterpart Contacts Chart

Period Covered: November 2004 – December 2008

<b>Counterpart Trainings</b>			
<b>Sector</b>	<b>Cumulative Number of Training Sessions</b>	<b>Cumulative Number of Participants per Session</b>	<b>Cumulative Female Participants per Session</b>
Fiscal, Tax & Customs Reform	179	1877	1003
Monetary Policy & Central Bank	123	1825	1017
Pension Reform & Social Safety Net	161	1654	897
Commercial Law & Institutional Reform	20	293	178
e-Government Services	29	476	187
<b>Total</b>	<b>512</b>	<b>6125</b>	<b>3282</b>

<b>Counterpart Meetings</b>			
<b>Sector</b>	<b>Cumulative Number of Counterpart Contacts</b>	<b>Cumulative Number of Participants per Meeting</b>	<b>Cumulative Female Participants per Meeting</b>
Fiscal, Tax & Customs Reform	1011	4209	1528
Monetary Policy & Central Bank	1002	3057	1428
Commercial Law & Institutional Reform	429	1794	611
Pension Reform & Social Safety Net	323	3222	1120
Commercial Law & Institutional Reform	434	1799	614
e-Government Services	454	2263	775
<b>Total</b>	<b>3653</b>	<b>16344</b>	<b>6076</b>

<b>Donor Group &amp; Implementing Partner Contacts</b>		
<b>Sector</b>	<b>Cumulative Number of Contacts</b>	<b>Cumulative Number of Participants per Contact</b>
Fiscal, Tax & Customs Reform	78	424
Monetary Policy & Central Bank	82	605
Pension Reform & Social safety Net	35	292
Commercial Law & Institutional Reform	11	51
e-Government Services	11	50
<b>Total</b>	<b>217</b>	<b>1422</b>

To access project databases and downloadable files, please log on to the project website:  
<https://iraq.bearingpoint.com/usaidd/default.aspx>

## Work Plan Task Tracker

**Iraq Economic Governance Project**  
**Track of Activities under the workplan revised per Modification No. 22**  
**Contract No.267-C-00-04-00405-00**  
**Implementer: BearingPoint, Inc.**

### **Fiscal, Tax and Customs Reform** **IFMIS Implementation**

Activities and Tasks	Counterpart Responsibility	Deliverables/Results	External Resources	Time Span	Percent Completed	Explanatory Notes
<b>Activity A: Troubleshoot IFMIS servers and perform updates.</b>						
Task 1. Facilitate secure transport of IFMIS servers to IZ	Deliver equipment to BE camp	Custody of IFMIS Equipment		Complete	100%	
Task 2. Troubleshoot all servers		Report on status of servers – understanding of damaged or missing components.	MoF IT Staff	Complete	100%	
Task 3. Procure any missing components identified in server troubleshooting.		Components procured and installed s		Complete	100%	
Task 4. Evaluate suitability of virus protection installed on servers – upgrade, restore or change schema as required.	Test system after installation of updated software	Secure system.	MoF IT staff	Complete	100%	

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Task 5. Procure FreeBalance and associated licensing, PSMs (obligatory product support and maintenance fees).		Software vendor then able to render support; licenses current.		Complete	100%	
Task 6. Procure FirePass hardware and software to expand functionality to accommodate 250 spending units.		Firewall system procured.		Complete	100%	
Task 7. Install FirePass hardware.		System able to accommodate 250-site expansion.	MoF IT Staff	Complete	100%	
Task 8. Proceed with system evaluations at a measured pace so that the MoF counterparts can observe proper methodology. Repeat to foster learning experience.		MoF capacity for doing future troubleshooting increased.	MoF IT Staff and Leadership	Complete	100%	
Task 9. Complete software updates as licenses are approved.		MoF requested issues implemented		Complete	100%	
Task 10. Update server OS if indicated by FreeBalance technical indications for recent updates of their software.		Potential instability avoided.	FreeBalance	Complete	100%	
<b>Activity B: Restart the IFMIS</b>						
Task 1. Reach out to the MoF IT Leadership to ensure that they are on track to resume VSAT connectivity.	Ensure MoF progress on key MoU conditions.			Complete	100%	



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Task 2. Train the MoF Counterparts and EGII Project personnel on specifics of how to reconnect components at the Data Center – practice “drill.”	Ensure that no issues are encountered during hardware reconnect.	Staff trained	MoF IT Staff	Mar – Oct 2008	100%	Training conducted in November with MoF IT staff.
Task 3. Conduct rigorous testing of updated FreeBalance/ IFMIS software application	Full functionality verified.	System tested	MoF Functional Counterparts	Mar – Oct 2008	100%	Testing completed by EGII IT staff.
Task 4. Conduct rigorous testing of network connectivity	Full functionality verified.	Testing completed		Mar – Oct 2008	100%	Testing completed by EGII IT staff.
Task 5. Complete troubleshooting, maintenance and update period – less than 60 days, as outlined in MoU.	Sign off by IT Team lead that all work has been completed according to scope documents.	System signed off		Aug-08	100%	The system has been tested and troubleshooted by the EGII staff from both a functional and technical stand point.
Task 6. Transport IFMIS servers and equipment back to the MoF Data Center	Logistic assistance and verification.	Equipment delivered		Dec-08	10%	Awaiting MoF decision on where to locate the equipment. Estimate February 2009.
Task 7. Reconnect server equipment			MoF IT Staff	Dec-08	10%	Awaiting MoF decision on where to locate the equipment. Estimate February 2009.
Task 8. Restart IFMIS	***Contingent on internet connectivity being reestablished at MOF Data Center – a key responsibility of the MOF under the MOU	System being used by pilot sites	MoF IT Staff and Leadership	Complete	100%	The equipment has been restarted and is operating in the EGII Camp. Ultimately, it must be transferred back to the MoF per task 6 and 7 above.



**Phase 2: Build technical capacity, engender buy-in, and foster the GoI ownership over the IFMIS.**

Activities and Tasks	Counterpart Responsibility	Deliverables/Results	External Resources	Time Span	Percent Completed	Explanatory Notes
<b>Activity A: Deliver hands on training for the MoF IT Directorate Staff at the EGII Camp.</b>						
Task 1: Identification and invitation of appropriate MoF Staff to live and work in the EGII Camp	MoF staff to live and work in the EGII camp accepts invitation.	MoF staff coming to camp and being trained		Complete	100%	
Task 2: Arrange lodging and life support for 6 – 8 MoF counterparts.	MoF counterparts lodged and supported.			Complete	100%	
Task 3: Use camp resources to build a private, dedicated use computer lab for long-term trainings.	.	Dedicated computer lab is completed and functional		Complete	100%	
Task 4: Assess IT proficiency and learning needs for the MoF on-site counterparts.				Complete	100%	
Task 5: Draft eight-week training plan for the MoF on-site counterparts.		Training plan completed.		Complete	100%	
Task 6: Oversee extensive training period for the MoF on-site counterparts – to include classroom instruction, self-paced modules and hands-on work with IFMIS servers.				Mar – Oct 2008	50%	The MoF has requested additional training for 12 members of the MoF IT staff on FreeBalance and other data center issues. This training will occur in February and March 2009.

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<b>Activity B: Conduct IFMIS applications (FreeBalance and FirePass) training for the MoF IT Directorate.</b>						
Task 1. Identify training needs of the MoF IT Directorate.	Needs assessment	Assessment completed	MoF IT Staff	Complete	100%	
Task 2. Work with FB and FP and their partners (Dell) to identify potential regional training options.	Initiation of the MoF Census Unit training	Training options identified	Software vendors	Complete	100%	
Task 3. Conduct training workshop on FreeBalance fundamentals and FirePass firewall solution. Logistics will determine if this should be done concurrently or as two distinct trainings.	Training workshop on FreeBalance fundamentals and FirePass firewall solution conducted.	Workshops completed		Sep-08	100%	Initial training completed. Additional training requested by MoF and concurred by EGII. See Task 6 under activity A above.
Task 4. Per terms of the MoU, facilitate communications between FB, the software support vendor/developer and the MoF. Foster the Gol's "owner" status.	Help the Gol to assume principal relationship with developer so that EGII/USAID may step back as intermediaries. Fostered sustainability of program.		MoF and FB	Mar 2008 – Apr 2009	25%	EGII has offered to mentor MoF staff and to help develop the relationship between the MoF and FreeBalance. The advisors have also offered logistics support for a MoF training trip to Ottawa and are awaiting the MoF response. The trip is now estimated to occur in March 2009.
Task 5. Prepare Server Administrator Best Practices training materials and prepare for a local or regional workshop.		Materials and manuals prepared		Mar – Oct 2008	100%	Material prepared.



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Task 6. Conduct Server Administrator Best Practices Workshop	Necessary capacity building exercise – critical for ongoing sustainability.	Workshops completed	Staff of MoF	Oct-08	100%	Initial workshop completed.
Task 7. Reach out to the MoF DG of IT and determine technical assistance needs with respect to resuming EGII support for a MoF IFMIS Project Management Unit.	Response from the MoF DG of IT on what technical assistance is needed is obtained.			Oct-08	10%	EGII has offered to help the MoF set up a Project Management Unit in the IT Directorate. The MoF has not definitively agreed to this idea but are very interested in receiving as much help as possible on how to properly manage issues and projects.
Task 8. Determine next steps for TA to IFMIS PMU – organize workshop if warranted. Focus of support will be on resumption of systematic user trainings and on the rollout to 250 sites detailed in MoU.	Workshop preparation and logistics arranged.			Oct-08	10%	See comment in task 7.
Task 9: Identify the MoF's capacity to conduct trainings and what training plans they have made (if any).	Assessment on the MoF's capacity to conduct trainings is given.			Sep – Dec 2008	100%	EGII has completed a Train-the-Trainer course for several directorates at the MoF that relates to using the IFMIS. The project has also worked with the MoF IT Directorate to develop a training program for the IT Staff.
Task 10: Work with the MoF to develop a train-the-trainer and end user training strategy. Ensure their planning is feasible, timely and organized.	Training Strategy Document.		MoF Leadership	Jul-08	100%	Train-the-Trainer course developed for superusers from the MoF IT Directorate, Budget Directorate, and IT Directorate. A training plan for end-users for the provinces and Baghdad was developed with MoF input.



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Task 11: Organize and prepare train-the-trainer workshop(s) in order to support systematic “refresher” training for GoI personnel who will be using the IFMIS system.	Training prepared and organized.	Training delivered		Jul-08	100%	Train-the-Trainer courses completed at the EGII Camp for this period.
Task 12: Conduct train-the-trainer workshop.	Training workshop conducted.	Workshops completed		Aug – Oct 2008	100%	Train-the-Trainer courses completed at the EGII Camp for this period.
Task 13: Follow up with the MoF (ideally, through a PMU) to ensure that pilot training rollout is being pushed-out.	Ensure adequate training is actually being scheduled and occurring.			Aug – Oct 2008	100%	Training for the pilot study sites was conducted at Adnan Palace this period. Training for other sites is presently underway in the provinces and in Baghdad.
<b>Activity C: Build Capacity in the MOF to Ensure Program Expansion and Sustainability.</b>						
Task 1. Reach out to the MoF DG of IT and determine technical assistance needs with respect to resuming EGII support for a MoF IFMIS Project Management Unit.		Response from the MoF DG of IT on what technical assistance is needed is obtained.		Sep-09	100%	In meetings held with the MoF IT DG, her training and technical assistance needs were relayed to the sector lead and EGII has conducted training and will continue to conduct training for her staff in February and March of 2009.
Task 2. Determine next steps for TA to IFMIS PMU – organize workshop if warranted. Focus of support will be on resumption of systematic user trainings and on the rollout to 250 sites detailed in MoU.		Workshop preparation and logistics arranged.		Sep-09	100%	Workshop preparations have been completed and training is underway.

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Task 3: Identify the MoF's capacity to conduct trainings and what training plans they have made (if any).		Assessment on the MoF's capacity to conduct trainings is given.		May-08	100%	EGII developed Train-the-Trainer courses for MoF staff to enable them to take over training for end-users after the project concludes its work.
Task 4: Conduct train-the-trainer workshop.		Training workshop conducted.		Jun-08	100%	Train-the-Trainer courses held during this period.
Task 5:: Follow up with the MoF (ideally, through a PMU) to ensure that training rollout is being pushed-out.		Ensure adequate training is actually being scheduled and occurring.		Ongoing	65%	PMU not established at MoF. However, EGII is conducting the training in the provinces and in Baghdad as to ensure that training is being pushed out to all spending units. Training will continue throughout remaining months of the project.
Task 6: Work with GOI to facilitate resumption of data entry. Teams will support spending units in all 18 governorates.				Jun 2008 – Sep 2008	15%	A pilot study was begun that includes 11 spending units entering data. EGII teams are supporting the site surveys and conducting the training in all governorates. Other spending units besides the pilot study are also entering data.
Task 7: Work with MOF to monitor progress in expanding the number of IFMIS spending units			MOF Leadership Disparate Treasuries	Jul 2008 – Apr 2009	15%	The advisors have developed a roll-out progress report in conjunction with the MoF that monitors the progress of the number of spending units and their status regarding the entering of data into IFMIS. The report is generated weekly and provided to USAID and to the MoF.

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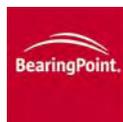
Task 12: As spending units come on-line, ensure training for accounting functional staff that will be using the system. – Employ GOI training staff as well as CCN EGII field teams to ensure adequacy of instruction.		Schedule of On-Line Sites and Reconciling		Jul 2008 – April 2009	25%	EGII has conducted training for superusers that includes the accounting functional staff. EGII local trainers are also holding courses in the provinces for basic and refresher end-user training. This training will continue throughout the remaining months of the project.
<b>Phase 3: Support rollout of IFMIS to all GoI spending units.</b>						
Activities and Tasks	Counterpart Responsibility	Deliverables/Results	External Resources	Time Span	Percent Completed	Explanatory Notes
<b>Activity A: Work with MoF Leadership to ensure necessary communication is in place to communicate the restart plan to all GoI Ministries and Agencies..</b>						
Task 1. Support and advocate Ministerial orders be issued – in line with the MoU. These should require that all Ministries and Agencies resume data entry into the IFMIS by the end of 2008.	Issue the orders through official channels.	Orders	MoF Leadership	Sep – Oct 2008	25%	The project has drafted several directives for the MoF to issue. One directive was issued in November 2008 to require spending units to use the IFMIS. Another directive has been drafted and given to the MoF requiring use of the system in 2009 and if spending units do not use it, they will have their funds withheld. This directive is expected to be issued in January 2009.
Task 2. Support and advocate Ministerial communications requiring that the GoI Ministries and Agencies use the IFMIS in order to receive cash allocations – and that the system become the official account of record on 7/1/2009	Issue Orders or Instructions	Order s or Instructions delivered to GOI Spending Units	MoF Leadership	Dec-08	25%	The project has drafted several directives for the MoF to issue. One directive was issued in November 2008 to require spending units to use the IFMIS. Another directive has been drafted and given to the MoF requiring use of the system in 2009 and if spending units do not use it, they will have their funds withheld. This directive is expected to be issued in January 2009.

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<b>Activity B: Hand over the IFMIS</b>						
Task 1. Attain sign off from MoF DG of IT that the system is stable and that all technical issues have been resolved – per the MoU	Review system and hardware – sign off.	Sign off documentation and checklists.	MoF IT	Dec-08	0%	The MoF DG of IT has requested additional training before she will sign off on the system. This training is scheduled for February and March 2009.
Task 2. Hand over the IFMIS to the MoF	Signoff on acceptance.	System handed over.	MoF IT MoF Leadership	Jan-09	10%	Begun preparations for handover.
<b>Activity C: Support IFMIS rollout</b>						
Task 1. Conduct end user trainings at Adnan Palace for pilot site end-users while working closely with MoF trainers.	Participation; logistic support.	Training delivered.	MoF IT MoF Leadership Various Spending Units	Multiple sessions – Aug – Sep 2008	100%	Actual training for the pilot sites has been completed.
Task 2. Conduct end user trainings at Adnan Palace for non-pilot site end-users while working closely with MoF trainers.	Participation; logistic support.	Training delivered.	MoF IT MoF Leadership Various Spending Units	Multiple sessions – Oct – Nov 2008	25%	Training for other spending units is underway in Baghdad and in the provinces by EGII CCN staff. It is anticipated that this training will continue for the final few months of the project. Superuser trainings have been conducted for Budget Directorate and Accounting Directorate staff.



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<p>Task 3. Conduct end user trainings at EGII camp for new pilot and non-pilot site end-users while working closely with MoF trainers. (more extensive training – more comprehensive than the refreshers for experienced users)</p>	<p>Participation; logistic support.</p>	<p>Training delivered.</p>	<p>MoF IT</p>	<p>Multiple sessions – Aug - Oct 2008</p>	<p>20%</p>	<p>Training for other spending units is underway in Baghdad and in the provinces by EGII CCN staff. It is anticipated that this training will continue for the final few months of the project. This includes the more extensive basic training which takes 5 days per user to complete. Refresher training is completed in 2 days per user.</p>
<p>Task 4. Deploy EGII CCN field-training teams to non-Baghdad sites to provide end-user training and support.</p>	<p>Participation; logistic support.</p>	<p>Training delivered. – 100 in a first phase; 150 more under a second phase.</p>	<p>MoF IT</p>	<p>Ongoing – 100+ sites involved. Aug 2008 – Apr 2009</p>	<p>15%</p>	<p>Training for other spending units is underway in Baghdad and in the provinces by EGII CCN staff. It is anticipated that this training will continue for the final few months of the project. This includes the more extensive basic training which takes 5 days per user to complete. Refresher training is completed in 2 days per user.</p>
			<p>MoF Leadership</p>			
			<p>Various Spending Units</p>			
<p>Task 5. Work with the MoF to coordinate communications between GoI Ministries. Disagreements over who will fund connectivity at various venues are expected, and project advisors will attempt to backstop MoF project management to best anticipate and overcome these hurdles to getting sites up and running. Field training teams will assist outside of Baghdad.</p>	<p>Cooperation – engagement.</p>	<p>Daily tracking of system usage, nationwide status of the rollouts.</p>	<p>MoF IT</p>	<p>Ongoing – 150+ sites involved. Aug 2008 – April 2009</p>	<p>25%</p>	<p>EGII staff are conducting site surveys at the request of the MoF to help them because MoF-IT does not have enough staff to visit each and every one of the 250+ spending units. EGII is providing the findings of these surveys and training to the MoF on a weekly basis.</p>
			<p>MoF Leadership</p>			



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			Various Spending Units			
Task 6. Work with the MoF to keep planning for bringing new sites (e.g. provincial councils) that were not previously using the system on-line. Scheduling and realistic scope management and communications preparation will be critical to keep this activity disciplined and moving.	Participation; logistic support.	Training delivered. The 2006 workplan iteration anticipated 184 sites – under the terms of the MoU, advisors and the GoI will take this to 250 sites.	MoF IT, MoF Leadership, Various Spending Units	Ongoing – 100+ sites involved. Jan 2009 – Apr 2009	25%	Work is ongoing. Regular meetings with MoF DG for IT and her staff.
Task 7. Backstop the MoF in providing training (system, AND basic accounting skills) to the new IFMIS sites.	Participation; significant engagement; ownership of process and acceptance that donor assistance is not indefinite or substitute for GoI self-reliance.	Approximately 80 sites, mostly provincial and remote affected.	MoF IT, Various Spending Units	Dec 2008 – Apr 2009	25%	EGII is conducting basic and refresher training at spending units in the provinces and at Adnan Palace in Baghdad in support of the MoF.

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Task 8. Prepare an off-line training tool for these sites so that end users can be trained in the field without the need to travel to an internet equipped location. (also an excellent tool for refresher training going forward, after the end of direct assistance)	Acceptance and signoff; deployment with training efforts.	Training tool (dynamic, interactive)	MoF IT	Sep – Nov 2008	25%	Advisors are developing screen-captured training videos that will be deployed to sites still waiting for VSAT, and as a tool for future GOI-led initiatives in coming years. Additionally, to overcome the internet connectivity issues raised in this task, we have brought the spending units together at central locations that have good internet connections.
Task 9. Work with the MoF to ensure that a workable offline data entry process/tool in support of a universal rollout to spending agencies is in place. (Per terms of MoU)	Feedback – iterate requirements and obstacles.	Offline Data Entry Tool	MoF IT	Nov – Dec 2008	50%	Off line data entry tool developed and provided to FreeBalance for comments and for pricing. Pricing received and CTO approval received in December 2009. Tool will be finalized in first quarter of 2009.
Task 10. Monitor the use of the offline data entry process/tool; modify if not effective or not supported by end users that rely on it.	Feedback.	Signoff.	MoF IT, Various Spending Units	Feb – April 2009	0%	This process has yet to commence.
<b>Phase 4: Provide technical assistance to the MoF Accounting Directorate to build capacity and introduce International Best Practices to business processes and accounting regulations.</b>						
<b>Activities and Tasks</b>	<b>Counterpart Responsibility</b>	<b>Deliverables/Results</b>	<b>External Resources</b>	<b>Time Span</b>	<b>Percent Completed</b>	<b>Explanatory Notes</b>



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Activity A: Develop and implement supporting treasury functions in the MoF, line budget ministries, Decentralized agencies and regional treasury offices in Iraq.				Sep – Dec 2008		
Task 1. Work with MoF Accounting Directorate to identify training needs for function specific users.	Communicate precise training requirements and commit to attending; Send the appropriate attendees.		GoI accounting staff	Sep – Dec 2008	0%	Unable to arrange meetings with the DG of Accounting or his staff to begin this training task. The MoF has no interest in pursuing the training at this time.
Task 2. Facilitate functional training (superusers) with the software developer, Freebalance. (principally funded by the GoI)	Funding; participation.	Training conducted.	MoF Leadership	Nov-08	0%	Unable to arrange meetings with the DG of Accounting or his staff to begin this training task. The MoF has no interest in pursuing the training at this time.
			MoF Functional Staff			
Task 3. Assess outcome of the Freebalance application training. Determine how effective the instruction was at imparting critical skills and understanding of the system.	Engagement; feedback.	Standard reporting reflecting outcome.	MoF Functional Staff	Dec-08	0%	Unable to arrange meetings with the DG of Accounting or his staff to begin this training task. The MoF has no interest in pursuing the training at this time.



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Task 4. Work with the MoF to reiterate the training and shore up any shortfalls in the wake of the training delivered by the developer. (Foster Accounting Directorate's taking on a number of responsibilities that should not fall onto the IT Directorate)	Strong engagement necessary; regular meetings and access.		MoF Leadership, Functional Staff	Jan – Apr 2009	0%	Unable to arrange meetings with the DG of Accounting or his staff to begin this task.
Task 5. Work with MoF Functional leadership to engender buy in and ownership of the IFMIS – on par with support from the MoF IT team.	Strong engagement necessary; regular meetings and access.		MoF Functional Leadership (and influential stakeholders below DG rank)	Apr-09	0%	Unable to arrange meetings with the DG of Accounting or his staff to begin this task.
Task 6. Identify and work with line ministries to foster understanding of the advantages offered by the system. Provide targeted, useful tools to facilitate use.	Strong engagement necessary; regular meetings and access.	Tools to assist managers. (mnemonics) – ie, memory aids	Gol Ministries	Jan – Apr 2009	0%	Unable to arrange meetings with the DG of Accounting or his staff to begin this task.
<b>Activity B: Review existing accounting standards and accounting policies of the Gol and recommend reforms to the Ministry of Finance, with a goal of ensuring that the FMIS implementation reflects current best practices and International Government Accounting Standards.</b>				<b>Apr – Dec 2008</b>		
Task 1. Review existing financial documentation.		Existing accounting regulations and instructions reviewed.	Accounting staff of Gol	Complete	100%	

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Task 2. Review configuration of IFMIS system.		Configuration of IFMIS completed and documented		Complete	100%	
Task 3. Review IFMIS source input documents.		Expenditure source IFMIS form drafted		Complete	100%	
Task 4. Prepare functional input for volume 1 of the accounting manual.		Draft volume 1 of the accounting manual developed.		Complete	100%	
Task 5. Prepare treasury functions inputs for volume 2 of the accounting manual.	Provide access to committee members for access to information, feedback and approvals.	Input to Draft volume 2 of the accounting manual underway.		Jun – Dec 2008	50%	The accounting advisor arrived in December 2008 and will work on this task over next few months. The work was started by two accounting advisors who resigned in September 2008.
		Draft Expense Vouchers procedures completed.				
Task 6. Prepare accounting policy functional inputs for volume two of the accounting manual.	Provide access to functional specific expertise using the FMIS system.	Initiated bank reconciliations procedure		Jun – Dec 2008	50%	The accounting advisor arrived in December 2008 and will work on this task over next few months. The work was started by two accounting advisors who resigned in September 2008.
Task 7. Develop options for the input of beginning balances for the MOF to consider.	Receipt and feedback.	Option Letter	MOF Leadership	Jul 2008 – Dec 2008	50%	The accounting advisor arrived in December 2008 and will work on this task over next few months. The work was started by two accounting advisors who resigned in September 2008.
			SBA			
Task 8. Submit for MoF approval second series of MoF "Directions".	Review and acceptance	Revised Directions	MOF Leadership	Jul 2008 – Dec 2008	75%	The new advisor will finalize the Accounting Directions over remaining months of the project.
Task 9. Develop specific procedures relating to advances, encumbrances & Beginning	Participation and feedback; acceptance.	Procedures	MoF Accounting Directorate	Oct 2008 – Dec 2008	50%	The accounting advisor arrived in December 2008 and will work on this task over next few months. The work was started by two



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Balances.						accounting advisors who resigned in September 2008.
Task 10. Implement modified forms.		Modified forms		Oct 2008 – Dec 2008	50%	Forms developed -- MOF has not cooperated on review and acceptance. (see challenges section of narrative re: accounting/treasury directions
Task 11. Determine when Gol annual audit will be complete. When available, obtain and review documented internal control weaknesses.	Participation.		MoF Accounting Directorate	Sep 2008 – Dec 2008	0%	No progress made with MoF on this task.
Task 12. Complete draft Accounting Manual Volume Two with Treasury Advisor.	Acceptance.	Volume Two of Accounting Manual	MoF Accounting Directorate; Leadership	Oct 2008 – Dec 2008	75%	The accounting advisor arrived in December 2008 and will work on this task over the next few months. The work was started by two accounting advisors who resigned in September 2008.
Task 13. Continue development of training aids developed from MoF "Directions" and Accounting Manual.	Acceptance and employment.	Training aids	MoF Accounting Directorate; leadership	Dec 2008 – Apr 2009	0%	
Task 14. Complete all three volumes of the Accounting Manual. Revise as necessary based upon Gol objections to specific elements and hand over to the MoF for final acceptance and use.	Acceptance.	Accepted Accounting Manual	MoF Accounting Directorate; Leadership	Feb 2008 – Apr 2009	0%	

Task 15. Liaise with DFID efforts to ensure that the IFMIS is given consideration as necessary component when delivering their functional reform efforts.			DFID Advisors, MoF Functional Working Groups	Oct 2008 – Apr 2009	100%	Met with DFID representatives and accounting advisor has established working relationship.
<b>Phase 5: Implement service continuity and disaster recovery plan.</b>						
Activities and Tasks	Counterpart Responsibilities	Deliverables/Results	External Resources	Time Span	Percent Completed	Explanatory Notes
<b>Activity A: Implement IFMIS service continuity/ disaster recovery system.</b>		<b>Service Continuity and Disaster Recovery Document</b>		<b>Jul – Dec 2008</b>		
Task 1: Determine options for meeting MoU language as respects “Disaster Recovery.”		Options draft		Complete	100%	
Task 2: Seek out price quotes from software and hardware vendors for each option.		Pricing data.	Vendors	Complete	100%	
Task 3: Prepare options proposal for USAID review and action. Justify recommended option.		Disaster Recovery/ Service Continuity Document		Complete	100%	
<b>Activity B: Build capacity to conduct business continuity operations and protect data.</b>						
Task 1: Procure IT server hardware		Servers, racking, firewall hardware	vendors	Sep-08	100%	

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Task 2: Arrange server room for service continuity equipment at Adnan Palace – as dictated by MoU	MoF IT Directorate must assist with logistics and permissions.	Server room set up	MoF	Aug-08	0%	EGII is awaiting a final decision by MoF on where the Disaster Recovery equipment will be placed. Presently the system is in the EG II Camp.
Task 3: Consult with the MoF to prepare Disaster Recovery training at Adnan Palace.	MoF IT Directorate must assist with logistics and permissions – as well as participation.	Disaster recovery training at Adnan Palace scheduled.	MoF IT staff	Aug-08	90%	Training is 90% complete. MoF has asked for some additional training on the Disaster Recovery set-up which will occur in January or February 2009.
Task 4: Install disaster recovery system at Adnan Palace – ensure the MoF IT staff is in attendance so that hands on instruction can also take place.	MoF IT Directorate must assist with logistics and permissions.	Robust service continuity system in place (pending USAID approval for selected option)	MoF IT Staff	Aug -- Oct 2008	0%	EGII is awaiting a final decision by MoF on where the disaster recovery equipment will be placed. Presently, the system is in the EG II Camp.
	MoF must assist as key capacity building opportunity.					
Task 5: Conduct service continuity/ disaster recovery training at Adnan Palace.	MoF IT Directorate must assist with logistics and permissions.	Service continuity capacity building activity.		Oct-08	10%	EGII has conducted some training in the EGII Camp on the Disaster Recovery set-up, but not at Adnan Palace as the system is still located in the Camp.
	MoF must assist as key capacity building opportunity.					
<b>Phase 6: Implement IFMIS performance budgeting module.</b>						

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Activities and Tasks	Counterpart Responsibilities	Deliverables/Results	External Resources	Time Span	Percent Completed	Explanatory Notes
<b>Activity A: Initiate Work, Assemble Team and Define Scope.</b>	N/A	<b>Work plan approved and Team Assembled.</b>		<b>Mar – Jun 2008</b>		
Task 1. Facilitate the reconstitution of appropriate Gol working groups.	Dr. Azez and the Minister of Finance need to support the Advisor and the DG of Budget in order to assemble the working group	Counterpart group that will assist the advisor in defining functional requirements for the planning module	DG of Budget staff	Jul-08	100%	The DG of Budget and two of her staff members constitute the working group for the Budget Module.
Task 2. Participate in discussions between the MoF, EGII, and other organizations to arrive at documented agreements over the carrying out of the project.	Taif Same, the DG of Budget will be responsible for approving all documentation	Documentation of agreed action(s)	MoF and Gol at various levels	Jul-08	50%	Meetings have been held but still additional work remains to be done.
<b>Activity B: Review functional documentation and analysis completed by ITAO-funded advisors.</b>	N/A	<b>Validated functional documentation and expanded business process mapping.</b>		<b>Complete</b>		
Task 1. Work with Gol contacts to verify documentation inherited from ITAO-funded contract.	Taif Same will be responsible for verifying any prior work done by ITAO	Additional verified functional documentation – altered and updated. wherever appropriate.	Working Group from DG of Budget	Complete	100%	
<b>Activity C: Validate IT Work Accomplished Under ITAO-funded Contract.</b>		<b>Coding and Translations Validated.</b>		<b>May - Jul 2008</b>		

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Task 1. Assess progress made by FreeBalance, the software developer, towards implementing translations and configurations.	N/A	Technical Progress Assessment.	FreeBalance	Jun - Jul 2008	100%	ITAO work was reviewed by the budget advisor.
Task 2. Review translation work to ensure accuracy and consistency with current practice.	N/A	Translations verified.	FreeBalance	May – Jun 2008	100%	ITAO work was reviewed by the budget advisor. Some translations errors have been corrected by the EGII project.
<b>Activity D: Complete Mapping of Functional Requirements of current budget planning process</b>				<b>May – Aug 2008</b>		
Task 1. Initiate discussions of future configuration design work that will need to be completed once the functional mapping is finished with the Budget Working Group	Taif Same and her employees must verify all the business processes before configuration can begin	Timeline and scope of work defined	FreeBalance	Oct-08	15%	The DG of Budget does not wish to discuss any configuration documents until she has been given a full demonstration of the configured software.
Task 2. Hold weekly meetings with the Budget Planning Working Group to map out functional requirements	Taif Same and her employees must verify all the business processes before configuration can begin	Comprehensive documentation mapping the functional requirements that will define module configuration	Working Group from DG of Budget	Sep -- Oct 2008	5%	Meetings with the DG of Budget and her staff have proven problematic and hard to schedule and arrange. As a result, project advisor resigned and left the project.
<b>Activity E: Complete Software Build and IT Work</b>				<b>Jun – Oct 2008</b>		
Task 1. Deliver iteration of functional requirements to FreeBalance so that configuration	N/A	Module Configuration requirements delivered to	FreeBalance	Oct-08	100%	Configuration documents have been developed and delivered to FreeBalance.



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can begin		FreeBalance				
Task 2. Work with FreeBalance and MoF to highlight and correct configuration issues	Taif Same will be responsible for identifying configuration issues that do not meet her specifications.		FreeBalance, Working Group from DG of Budget	Aug - Nov 2008	0%	The DG of Budget does not wish to discuss any configuration documents until she has been given a full demonstration of the configured software.
Task 3. Conduct Preliminary testing of the module configured to MoF specifications	Taif Same will be responsible for testing the configured module	Software tested	FreeBalance	Dec-08	0%	To be tested with the DG present in February 2009.
<b>Activity F: Work with Gol counterparts in arranging the meetings and working groups that will create the project deliverables required to implement IFMIS Planning Module functionality within the Gol</b>				<b>Jun – Dec 2008</b>		
Task 1. Finalize with the Gol counterparts shared plan governing scope of the implementation within the Gol – who will be the end users? Any re-organization of the DG of Budget will be determined at this time.	Taif Same is responsible for determining who will use the module	End Users Identified	MoF Leadership	Aug -- Oct 2008	25%	Meetings with the DG of Budget and her staff have proven problematic and hard to schedule and arrange.
Task 2. Facilitate training needs analyses.	N/A	Training Needs Assessment	MoF Leadership	Aug-08	0%	No training work has begun.
Task 3. Facilitate the completion of user department resource needs analyses.	Taif Same will aid in the resource needs analyses	Resource Needs	MoF Leadership	Oct -- Nov 2008	0%	No training work has begun.



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Task 4. Facilitate the creation of detailed implementation schedules,	Taif Same will help create the timeline the module implementation	Implementation schedules finalized	MoF Leadership	Oct-08	0%	No training work has begun.
Task 5. Facilitate the creation of detailed training event schedules	Taif Same will help create the timeline for the module training	Training Event Timetable	MoF Leadership	Oct-08	0%	No training work has begun.
Task 6. Liaise with counterparts to establish feasible timetables for circulation of requirements and financial instruction.	Taif Same will help the Advisor establish the timetable	Requirements Circulation Timetable	MoF Leadership	Nov – Dec 2008	0%	No training work has begun.
<b>Activity G: Facilitate Capacity Building and Training Efforts in Support of Rollout</b>				<b>Jan – Feb 2008</b>		
Task 1. Liaise with Treasury managers over material for end-user training, and organize designated GoI staff to become deliverers and presenters of the material.	Participation; attendance at regular meetings; feedback; provide trainer candidates.	Training Materials	MoF Treasuries	Jan – Apr 2008	0%	No training work has begun.
Task 2. Organize manuals, documents and instruction materials for trainees and user agencies.	Participation; attendance at regular meetings; feedback.	Manuals organized	MoF Budget Directorate	Feb-09	0%	No training work has begun.
Task 3. Organize (and if necessary participate in) training events, times, venues, facilities.	Participation; attendance at regular meetings; feedback; logistical support.	Trainings organized	MoF Leadership	Apr-09	0%	No training work has begun.

**Phase 7: Implement IFMIS Purchasing Functionality**

Activities and Tasks	Counterpart Responsibilities	Deliverables/Results	External Resources	Time Span		
Task 1. Review assessments and functional and business process documentation prepared by ITAO-funded advisors	N/A	As Is Assessment of Purchasing module	Peter Donkin, Peter Moore	Complete	100%	
Task 2. Validate IT work completed under the ITAO-funded contract.	N/A	As Is Assessment of Purchasing module	Peter Donkin, Peter Moore and IT Advisors	Complete	100%	
Task 3. Establish the working groups that will create the project deliverables required to implement the IFMIS Purchasing Module functionality within the GoI.	Form the Working group with all the Major Stake Holders	Develop and Approve the PO Module Implementation Plan	GoI Ministries MoF, MPoD and other Major Stake holders	Aug-08	0%	No working group has been established and the MoF has shown limited interest in pursuing the module at this time.
Task 4. Identify appropriate GoI contacts across ministerial and geographical divisions possessing understanding of purchasing process.	GoI Ministries MoF, MoPD etc.	List of dedicated IFMIS support team members	GoI Ministries MoF, MPoD and other Major Stake holders	Aug – Sep 2008	0%	No working group has been established and the MoF has shown limited interest in pursuing the module at this time.
Task 5. Participate in discussions between the MoP, MoF, EGII, and other organizations to arrive at documented agreements over the carrying out of the project	Attending all the Scheduled meetings	Develop and Approve the PO Module Implementation Plan	GoI Ministries MoF, MPoD and other Major Stake holders	Sep – Oct 2008	0%	No working group has been established and the MoF has shown limited interest in pursuing the module at this time.
Task 6. Gather requirements from the MoF and other stakeholders for Purchasing module configuration and mapping.	Gather and present all the legacy Business Processes	Consolidated Requirements listing which will drive the configurations of the Module	GoI Ministries MoF, MPoD and other Major Stake holders	Oct – Nov 2008	0%	No working group has been established and the MoF has shown limited interest in pursuing the module at this time.

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Task 7. Configuration of the purchasing module.	Participation and dialogue.	Purchasing module configured	GoI Ministries MoF, MPoD and other Major Stake holders	Nov-08	0%	No working group has been established and the MoF has shown limited interest in pursuing the module at this time.
Task 8. Complete a roll-out schedule for the configured module.	Active participation and input on realistic timetables and logistical matters.	Schedule for module roll-out completed and distributed.	GoI Ministries MoF, MPoD and other Major Stake holders	Nov-08	0%	No working group has been established and the MoF has shown limited interest in pursuing the module at this time.
Task 9. Perform a Fit/Gap analysis of the requirements against the system and identify the possible workarounds	Participate in the discussion to document and approve the workarounds, as necessary.	Fit / Gap Analysis with possible workarounds approved by all the stake holders	GoI Ministries MoF, MPoD and other Major Stake holders	Nov -- Dec 2008	0%	No working group has been established and the MoF has shown limited interest in pursuing the module at this time.
Task 10. Modify Software Interfaces (If required)		Purchasing module in Arabic/English, User Procedures Arabic	Relies on translators completing the documents, and FB integrating the Arabic tables in a new release of the product.	Nov – Dec 2008	0%	No working group has been established and the MoF has shown limited interest in pursuing the module at this time.
Task 11. Configure System to Detailed Requirements and install - performed at the actual time of software installation by the implementation, through any controlling parameters provided in the software	Signoff.	Installed functioning software in production, training (and test) environments	MoF agree to the installation of the configured product at their data centre	Dec 2008 – Jan 2009	0%	No working group has been established and the MoF has shown limited interest in pursuing the module at this time.

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Task 12. Test the configuration - In a test environment specific test scenarios based on the original Functional Specifications will be constructed and run against the test system.	Sign-off and responsiveness.	Packaged Functional Test	Ministry Accounting staff agrees the system results. Requires vendor actively provide any remedies found necessary	Jan-09	0%	No working group has been established and the MoF has shown limited interest in pursuing the module at this time.
Task 13. Develop Training Materials and User Documentation – will be done in Arabic	Review of materials.	User and Help Desk procedures, Training courseware	Requires full participation and contribution of Ministry counterparts	Jan – Apr 2009	0%	No working group has been established and the MoF has shown limited interest in pursuing the module at this time.
Task 14. Train the Trainers and Administrators –	Provide candidates for training. Participate.	Trained Purchasing Trainers.	Ministry provides a trainer to be trained. Training facilities provided by Ministries	Apr-09	0%	No working group has been established and the MoF has shown limited interest in pursuing the module at this time.
In anticipation for a pilot rollout to begin later in Q2. (possibly without donor assistance)						
<b>Fiscal Analysis Unit</b>						
<b>Activities and Tasks</b>	<b>Counterpart Responsibilities</b>	<b>Deliverables/Results</b>	<b>External Resources</b>	<b>Time Span</b>	<b>Percent Completed</b>	<b>Explanatory Notes</b>
Activity A: Perform quarterly budget execution analysis and presentation of findings to CoFA.				Jun – Oct 2008		

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Task 1: Collect execution reports and review for completeness and correctness	Convey materials as received	Ministries submit required information to CoR in a timely manner	Ministries	Jun – Dec 2008	100%	Reports collected by advisor.
Task 2: Prepare request for clarification and convey to CoFA for submission to MoF	Submit requests and ensure compliance by MoF	Ministries adopt cooperative relationship with CoR	Ministries	Jun – Dec 2008	100%	Several meetings were held with CoFA staff.
Task 3: Examine reports for compliance with governing legislation and international standards		Areas of noncompliance identified		Jun – Dec 2008	100%	The advisor and staff examined the reports they received.
Task 4: Draft report of analysis of execution and present to CoFA	Act on findings identified in analysis	Budget execution analysis completed		Jun – Dec 2008	100%	Document prepared and presented to CoFA.
<b>Activity B: Design budget template preparation and transmittal to MoF.</b>				<b>Complete</b>		

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<b>Activity D: Provide training tutorials, seminars and workshops to CoFA members in financial, economic and analytical topics (introduction to banking institutions and systems, macro economic principles, taxation and statistical analysis techniques).</b>				<b>Jul – Dec 2008</b>		
Task 1: Identify CoFA needs for training workshops including topic and participant selection	Provide a listing and prioritization of training needs	Training plan prepared		July – Aug 2008	100%	Training plan prepared with CoFA.
Task 2: Work with CoFA to refine training topics based on their needs and then prepare workshop materials and presentations accordingly.		Training materials completed		Aug – Dec 2008	100%	Plan reviewed with CoFA staff.
Task 3: Conduct workshops (two to three, depending on the agreed curricula) as identified under task one.	Ensure participants attend workshops	Workshops delivered		Aug – Dec 2008	100%	Workshop completed.
<b>Activity E: Analyze the fiscal impact of proposed legislation relevant to the budget.</b>				<b>Jul – Dec 2008</b>		
Task 1: Receive legislation presented for passage by CoR	Convey materials as received	CoFA develops awareness of legislation that may affect the budget		Jul – Dec 2008	0%	Activity suspended due to the lack of legislation received. The advisor assigned to this task was released from the project in September 2008.

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Task 2: Determine compliance with Financial Management Law and other applicable financial regulation		Areas of noncompliance identified		Jul – Dec 2008	0%	Activity suspended due to the lack of legislation received. The advisor assigned to this task was released from the project in September 2008.
Task 3: Validate fiscal and economic assumptions		Budgetary impact quantified		Jul – Dec 2008	0%	Activity suspended due to the lack of legislation received. The advisor assigned to this task was released from the project in September 2008.
Task 4: Estimate fiscal and economic impacts under alternative assumptions		Alternatives identified and supported in quantifiable terms		Jul – Dec 2008	0%	Activity suspended due to the lack of legislation received. The advisor assigned to this task was released from the project in September 2008.
Task 5: Prepare and submit report to CoFA for discussion in the CoR	Act on findings identified in report	Analysis completed		Jul – Dec 2008	0%	Activity suspended due to the lack of legislation received. The advisor assigned to this task was released from the project in September 2008.
<b>Activity F: Review of Financial Management Law for assisting the CoFA in further strengthening of budget preparation process.</b>				<b>Jun – Dec 2008</b>		
Task 1: Examine FML in the context of usual international practices		Shortcomings identified		Jun – Jul 2008	100%	The FML was examined and shortcomings identified.
Task 2: Prepare and present report of findings to the CoFA	Act on findings identified in report	Report completed		Aug-08	100%	The shortcomings were relayed to CoFA.
Task 3: Support ongoing work to improve FML	Communicate efforts underway in the CoR	Improvements adopted		Sep – Dec 2008	50%	EGII work in this area was suspended in December 2008 so there will be no further assistance offered to CoFA on the FML.

## Tax Reform

Activities and Tasks	Counterpart Responsibilities	Results and Deliverables	External Resources	Time Frame	Percent Completed	Explanatory Notes
<b>Activity A: Provide training in policy analysis, tax law design and tax law drafting to the Tax Policy Unit (TPU) in support of the development of a Sales Tax Law.</b>				Jul – Sep 2008		
Task 1: Develop a workshop on sales tax design based upon the recommendations of the external consultant and other materials provided by him, along with material developed by team members.	DG Economic Department, TPU members and others to review and approve plan	Workshop plan completed and contents of same agreed with counterparts	External consultant has provided report on draft sales tax law and some other relevant material.	Jul-08	100%	Workshop developed by the advisor.
Task 2: Present multi-day workshop on sales tax law design and drafting, for TPU and other Gol officials.	Minister of Finance to allow TPU members and others (GCT and GCC officials) to participate in the workshop	Workshop presented with participation by the DG, TPU members, and other officials involved in the development of the proposed sales tax		Sep-08	100%	Workshop delivered by advisor.

## Monetary Policy and Central Bank of Iraq

### Macroeconomic Unit and Monetary Policy

Activities and Tasks	Counterpart Responsibilities	Deliverables/Results	External Resources	Time Span	Percent Completed	Explanatory Notes
<b>Activity A: Complete testing of Reserve Requirements Database.</b>	N/A	Final version of Reserve Requirements Database	N/A	Complete		
<b>Activity B: Install Reserve Requirements Database on CBI application server and provide access to pertinent CBI departments.</b>						
Task 1: Configure testing server in camp	N/A	Testing server functional	N/A	Complete.	100%	Testing server developed and built in the EGII Camp by CCN staff members.
Task 2: Install Oracle applications on testing server	Provide Oracle licenses	Oracle database able to run on server	CBI IT Staff	Complete.	100%	Oracle installed.
Task 3: Install database on test server and configure for CBI environment	Provide database for installation	Database functioning on server	CBI IT Staff	Complete.	100%	Database installed on test server.

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Task 4: Guide hardware installation at CBI to allow networked access to database	Install cabling and hardware at Bank. Will depend upon CBI to complete this work.	Network connectivity available	CBI IT Staff	Jul - Aug 2008	100%	CCN staff helped CBI develop necessary server at CBI to accept the database.
Task 5: Transfer database to CBI server	Install database at Bank assuming bank has completed Task 4.	Database accessible by Bank departments	CBI IT Management and Staff	Aug-08	100%	The database was finished and installed on the server at the CBI by project advisor and CCN staff.
<b>Activity C: Finalize design/construction of the Monetary and Financial Statistics Database to allow CBI leadership real-time monetary/financial statistics for implementing effective monetary policy.</b>						
Task 1: Data documentation from all relevant departments completed and provided to IT	Create database layout based on documentation	Structural design of database completed	CBI IT Staff, CBI Research and Statistics Department	Complete	100%	Documentation was collected.
Task 2: Data entry screens designed and developed	Develop interfaces for input	Interfaces for data entry designed and constructed	CBI IT Staff	May - Nov 2008	100%	Data entry screens were designed from collected documentation.
Task 3: Report formats designed and developed	Develop data reporting capabilities	Reports meet needs of Bank departments	CBI IT Staff	Oct - Nov 2008	100%	Reporting and other formats were designed.

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Task 4: Conduct database testing on camp server	Complete database development	Database functioning on server	CBI IT Staff	Nov-08	100%	The database was completed and tested on EGII Camp server.
<b>Activity D: Train CBI Research and Statistics and Loans and Agreements departments on methods and techniques for improving Key Financial Indicators (KFI).</b>						
Task 1: Identify weaknesses and errors in KFI	N/A	Identification of weakness brought to attention of CBI.	US Treasury Monetary Policy Advisors, IMF and World Bank	Jun - Dec 2008	100%	Errors and weakness were identified by the EGII advisor in Baghdad and also by project advisor based in Washington, DC.
Task 2: Determine source of problems and possible solutions	Provide prompt and accurate explanations of data flows	Identification of solutions to weakness identify in Task 1	CBI Research and Statistics Department and Executive Management of CBI	Jun - Dec 2008	100%	The advisors provided continuous feedback to the CBI Research and Statistics Department.
Task 3: Propose methods or procedures for resolving issues	Implement recommendations	More accurate reporting of KFI data.	CBI Research and Statistics Department and Executive Management of CBI	Jun - Dec 2008	100%	The advisors provided continuous feedback to the CBI Research and Statistics Department.
<b>Activity E: Train CBI Research and Statistics and Loans and Agreements departments on methods and techniques for improving policy briefs (e.g., Banking Brief, Reserve Requirements Brief, etc.).</b>						

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Task 1: Identify briefs desired by management committee	Provide lists of briefs currently prepared and of desired briefs	Topics for regular briefs identified	CBI Research and Statistics Department, DOD, US Treasury, IMF, WB	Complete	100%	A model brief was developed and shared with the CBI.
Task 2: Identify CBI team responsible for each brief	Assign teams in relevant departments to prepare briefs	CBI staff assigned to prepare briefs	CBI Research and Statistics Department other relevant Departments in CBI	Complete	100%	Team was identified.
Task 3: Prepare model briefs	N/A	Sample briefs provided to staff to use as guides	US Treasury, DOD, IMF	Oct-08	100%	Briefs were prepared.
Task 4: Coach teams in regular preparation of briefs	Prepare briefs regularly and respond to coaching	Briefs prepared in consistent and timely fashion and provided to management committee	CBI Research and Statistics Department	Oct - Dec 2008	100%	The EGII advisor worked with the CBI staff assigned to the policy briefs and the staff prepared briefs for senior management at the CBI. Unfortunately, senior management of the CBI had limited interest in the briefs.

## CBI – Data Center

Activities and Tasks	Counterpart Responsibilities	Deliverables/Results	External Resources	Time Span	Percent Completed	Explanatory Notes
<b>Activity A: Provide a hardened structure and the required supporting infrastructure (power, cooling) for the hosting of a back-up site for core CBI systems (IPS, ICBS, and SWIFT).</b>						
Task 1. Determine if CBI Back Up Site will fit into our existing hardened data structure.	N/A	Determined that the location on EG II Camp was suitable for the CBI back up site.	CBI Working Group from US Embassy. CBI Senior Management	Complete	100%	
<b>Activity B: Assist the CBI with the establishment of a back-up site for core CBI systems (IPS, ICBS, and SWIFT).</b>						
Task 1. Transport equipment from CBI to EG II Camp.	Purchase equipment for back up site and make ready for transport.	Equipment successfully delivered to the CBI Camp.	CBI Working Group, US Embassy. US Army. CBI It Staff.	Complete	100%	
Task 2. Assemble the equipment in the hardened data room	Assist in assembling the equipment.	Assembled equipment.	CBI IT Staff.	Complete	100%	
Task 3. CBI to provide VSAT connection and satellite.	Provide vendor, equipment and manpower to complete the task.	VSAT Satellite Dish installed and working.	CBI IT Staff, EG II Camp Maintenance Staff and CBI Vendors.	Complete	100%	

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Task 4. The CBI will load the Iraqi Payment System and Iraqi Central Bank Accounting System onto the servers. EG II will assist if needed.	Provide the software and manpower to load software onto the servers. EG II to assist as needed.	Fully configured back up site.	CBI IT staff, CBI Vendors	Jun-08	100%	CBI loaded the software onto their back-up equipment.
Task 5. The CBI will complete the synchronization process between the back up locations and CBI Main Office. EG II will monitor and assist if needed only.	CBI Staff and CBI Vendor to provide the software and manpower to complete the process. EG II to assist.	Fully synchronized back up site in operation.	CBI IT Staff, CBI Vendors	Oct-08	100%	The synchronization process was completed and successfully tested.
Task 6. Host HW/SW for CBI back-up site in a secure data center environment (hardened structure, power, air-conditioning).	CBI to continue payment for internet connectivity	Floor space in hardened structure with independent power supply, AC.	CBI IT Staff, CBI Vendors	Apr 2008 – Feb 2009	90%	EGII is presently hosting the back-up site until the CBI moves it to another location in the IZ.
<b>Activity C: Complete the re-build of the Phase I Data Center for the Baghdad CBI.</b>						
Task 1. Obtain USAID approval to use Phase II equipment to replace the Phase I equipment destroyed in the fire.	N/A	Approval from USAID.	N/A	Complete	100%	
Task 2. Assemble the equipment in the rack to be configured for the Data Center.	Observe the process as on the job training.	Assembly Equipment	CBI It Staff Engineers	Complete	100%	Equipment has been assembled.
Task 3. Configure software for the data center and install. Register CBI Domain name.	Observe the process as on the job training.	Software configured on the equipment.	CBI IT Staff	Complete	100%	Software configured and loaded onto servers.



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Task 4. Test the equipment and configurations.	Observe the process as on the job training.	CBI Phase I Data Center Completed and Ready for redeployment to CBI Main Office.	CBI IT Staff	Oct-08	100%	Testing completed by project.
Task 4. Document system configuration, build and maintenance processes.				Oct-08	100%	Completed supporting documentation for turnover.
Task 5. Deploy the Phase I Data Center to the CBI and achieve sign off from the CBI.	Accept the data center and move it to CBI main office.	Phase I Complete	CBI IT Staff.	Oct-08	10%	The CBI Data Center equipment is still located on EGII Camp awaiting a permanent home from the CBI.
<b>Activity E: Provide training for the CBI IT Directorate staff at the EGII Camp to support the management of the CBI data center and core systems, with a focus on network and server troubleshooting and maintenance.</b>						
Task1. Develop a training plan.	Review and provide feedback.	Finalized Training Plan	CBI It Department Management	Complete	100%	Training Plan has been developed
Task 2. Develop the training material for the courses.	N/A	Completed Training Material	N/A	Apr - Jul 2008	100%	Training material have been developed
Task 3. Training program - first module on A+	Attend training courses at the EG II Camp.	Completed section of the training plan.	CBI It Department Management and Staff	Jun-08	100%	Training class conducted.
Task 4. Training program - second module on Network Solutions	Attend training courses at the EG II Camp.	Completed section of the training plan.	CBI It Department Management and Staff	Jul-08	100%	Training class conducted.
Task 5. Training Program – third module Server +	Attend training courses at the EG II Camp.	Completed section of the training plan.	CBI It Department Management and Staff	Aug-08	100%	Training class conducted.

Task 6. Training Program – fourth module Security +	Attend training courses at the EG II Camp.	Completed section of the training plan.	CBI It Department Management and Staff	Sep-08	100%	Training class conducted.
Task 7. Training Program – fifth module MS Server 2003	Attend training courses at the EG II Camp.	Completed section of the training plan.	CBI It Department Management and Staff	Nov-08	100%	Training class conducted.

## Pension Reform and Social Safety Net

### Pension Reform

Activities and Tasks	Counterpart Responsibilities	Deliverables/Results	External Resources	Time Span	Percent Completed	Explanatory Notes
<b>Activity A: Coordinate NBP network connectivity to enhance and increase counterpart contact</b>				<b>Jun – Aug 08</b>		
Task 1. Install a LAN in the Pension Directorate that connects all the principal officers of the Directorate who are responsible members of the NBP.	Provide technicians to be trained hands-on and discharge the work.	Documented LAN in Pensions Directorate		Jun – Jul 08	100%	EGII has built a whole new LAN in NBP where none was before and added a wireless connection for Chairman and PMO Lead.
Task 2. Connect the existing data entry workstations in the Pensions Directorate to the newly purchased directorate server.	Provide technicians to be trained hands-on and discharge the work. Source all the necessary	Workstations connected to server, replacing the existing 'sneakernet' on flash drives.	World Bank supply of the directorate server;	Jul 08 – constrained by WB purchase of the server	100%	In addition to the agreed connections in the specifications we have also added some 80 additional connections for existing pensions directorate computers. The bad state of the building and rat infestations required extra time and special materials.

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	cabling materials and tools.					
Task 3. Provide Internet connectivity to NBP in the directorate by procurement of ISP services	Directorate IT staff cooperate with ISP for connectivity	ISP account for NBP in pensions directorate	World Bank has promised to procure the service we have specified and pay costs.	Jun – Jul 08  Constrained by WB procuring and funding the service as promised	100%	The internet service provider (ISP) has been procured and internet connected. The ISP was selected by the World Bank through its own PMO. The contract is in a probationary period, and is likely to be replaced at the end of this time.
<b>Activity B: Develop an Interim employee contribution tracking data capture tool/ member registration data capture tool</b>						
Task 1: Business Requirement	Systems and Business analysts from Pensions Directorate – approval of requirements	Business Requirement document in English and Arabic	The software pensions admin package finally purchased may require slight modification of this for data capture/ take on: depends on package selected	Completed in English, to translate to Arabic – Jul 08	100%	

Task 2: System Specification (Arabic)		Systems Specification in English and Arabic	The software pensions admin package finally purchased may require slight modification of this for data capture/ take on: depends on package selected	Aug – Sep 08	100%	
Task 3: Implement and test the application already written in English, in Arabic	Accept, deploy and manage the application for data capture	Software application with Arabic interface	Arabic software implementation environment	Jul – Nov 08	100%	
<b>Activity C: Develop an Interim employer contribution tracking (aggregate) data capture tool</b>						
Task 1: Deliver mentoring seminars to NBP IT staff in the industrial and professional development disciplines of : Business requirement; User requirement; System Specification; Program Design; Testing design; Testing implementation;	Attend the presentations and practice the methods;	Awareness seminars in <ul style="list-style-type: none"> <li>• Business requirement;</li> <li>• User requirement;</li> <li>• System Specification;</li> <li>• Program Design;</li> </ul>		Apr – Dec 08	50%	These awareness seminars have been provided to CCNs working in NBP IT. In January and February, the same seminar material will be delivered to pensions board IT staff. In particular, beyond the original workplan for the period, two one week program management workshops were developed and delivered to the PMOs of both MoLSA and NBP; two one-day IT awareness seminars were presented to senior managers of NBP, 5 NBP IT staff

		<ul style="list-style-type: none"> <li>• Testing design;</li> <li>• Testing implementation;</li> </ul>				have received 6 day training courses in Windows Active Directory, as well as training courses in VB.NET and SQL.
Task 2: Business Requirement (Arabic)	Provide IT analyst/programmers as functional implementers; Provide and agree the business requirements	Business Requirements document		Apr – Jul 08	100%	Task 2 and 3 are embodied in the same document which specifies the employer collections system.
Task 3: System Specification (Arabic)	Provide IT analyst-programmers as functional implementers; Review and agree system specification	System Specification Document		Apr – Aug 08	100%	Task 2 and 3 are embodied in the same document which specifies the employer collections system.

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<p>Task 4: Design, write and test software in Arabic;</p>	<p>Provide IT analyst-programmers as functional implementers; Participate in testing and acceptance of the application;</p>	<p>Application Software with Arabic interface;</p>		<p>Apr – Oct 08</p>	<p>100%</p>	<p>The software has been in use for more than half a year for tracking employer contributions collections information. This requirement has been exceeded in December by the addition of software reports and business processes to reconcile collections by agency, at the new request of the NBP.</p>
<p>Task 5: Implement the application on NBP's data capture server</p>	<p>Provide IT analyst/programmers as functional implementers; Provide systems support as needed</p>	<p>Functioning software on NBP server</p>		<p>Oct – Dec 08</p>	<p>100%</p>	
<p><b>Activity D: RFP Tendering Document for competitive bidding for acquisition of Pensions Administration System and total solution provision</b></p>						

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<p>Task 1. Assist the NBP to identify/secure funding for the solution program</p>	<p>Actively secure funds from Iraqi Budget/ actively request/ obtain funds from donor(s) – this is through the coordinating agency of WB; Sign memoranda of Understanding as appropriate.</p>	<p>Budgetary statements indicating source of required funds for solution implementation;</p>	<p>Minister of Finance and Gol; World Bank and other donors. The Iraqi Budget should fund this. Any donor participation is coordinated by the WB Iraq Recon donor group, accessing multiple international donors.</p>	<p>Jul – Sep 08</p>	<p>100%</p>	<p>Despite the assistance in providing NBP with the RFP and cost benefit analyses, along with assistance in attempts to secure funds, the NBP and the World Bank finally decided not to go this route.</p>
<p>Task 2: Create RFP in a format that can meet the most rigorous of procurement processes (depends on final funds source) – that of World Bank International competitive bidding. This will be done by taking the detailed User Requirement of the whole system that has already been completed.</p>	<p>Review, amend and approve the document.</p>	<p>RFP in form of International Competitive Bidding document</p>	<p>Agreement by whoever provides the funds – Gol or donors.</p>	<p>Jun – Jul 08</p>	<p>100%</p>	<p>Completed in April 2008 in both English and Arabic.</p>

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<p>Task 3: Assist/supervise the NBP with performing Procurement Cycle –</p> <ul style="list-style-type: none"> <li>• Circulate RFP</li> <li>• Bidder Conference</li> <li>• Close of Bidding</li> <li>• Bid clarification cycle – exchange of letters with Bidders</li> <li>• Bid evaluation</li> <li>• Create Tender Report</li> <li>• Award Contract</li> <li>• Contract detailed negotiation</li> <li>• Contract signature and kick-off</li> </ul>	<p>Execute the Bidding Cycle and contract acquisition;</p>	<ul style="list-style-type: none"> <li>• Supplier list</li> <li>• Close of Bidding conformance report</li> <li>• Bid clarification document files</li> <li>• Tender Evaluation Report</li> <li>• Finalized negotiated contract signed</li> <li>• Project kick-off event</li> </ul>		<p>Aug-Dec 08</p>	<p>0%</p>	<p>Task cannot performed due to the fact NBP has decided not to go to international tender.</p>
<p><b>Activity E: Complete the planning of the Actuarial Training initiative in coordination with WB.</b></p>						
<p>Task 1. Recruit/identify actuarial candidates within NBP.</p>	<p>NBP must allocate the identified staff to the Actuarial role and fund them for their training.</p>				<p>100%</p>	<p>Candidates have been identified.</p>
<p>Task 2. Define The training program in conjunction with WB pensions advisors;</p>	<p>Concurrence with training syllabus</p>	<p>Training Syllabus plus training plan;</p>	<p>World Bank pensions advisors/ external Actuarial training advisor (Muhanna foundation?)</p>	<p>Jul – Sep 08</p>	<p>100%</p>	

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Task 3. Instantiate the training program with the training provider	Candidates must be released for full time training period.	Trained Actuarial candidates	World Bank pensions advisors/ external Actuarial training advisor (Muhanna foundation?)	Sep – Nov 08	50%	The World Bank planned to finance the training according to the agreed design. At least two agencies were approached (including Muhanna) capable of delivering in Iraq, for example in KRG. Beyond this planning, the course could not be initiated as yet due to WB funding issues.
Task 4. Arrange, with the NBP, the necessary facilities for the training to occur within Iraq;	Funding as required for acquisition of in-Iraq training facility;	Instantiated Training program	Procurement by NBP of a residential training facility in Baghdad with online facility for 11 months;	Nov – Dec 08	0%	Venues were identified, including in KRG, but could not be taken further, for same reason as task 3.
<b>Activity G: Provide the Organizational Structure Necessary To Make the National Board of Pensions (NBP) A Viable, Functioning Entity From Board to Clerk</b>						
Task 1: Draft Instructions for the NBP Board to Include Detail on Their NBP Oversight Responsibilities	Provide Regular Feedback on Drafts Presented, to Ensure Closure, Adopting Portions If Necessary to Ensure Progress	Completed Set of Regulations Adopted By NBP and in Force (Partially or Completely)		Jul - Dec 08	100%	Task 1 was completed in late December, 2008, with the issuance of approved Regulations which are now in force.

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Task 2: Train the Board in Corporate Governance and Fiduciary Concepts Consistent with Task 1.	Convene NBP Board Meetings No Less Frequently Than Monthly With Training Items on Agenda, Consider Corporate Governance Offsite Training of One to Two Weeks	Provide Training Materials on Corporate Governance to Include: (1) Fiduciary Responsibility; (2) Delegation; (3) Oversight and; (4) Sub-Committee Functions and Responsibilities	Task 2: Train the Board in Corporate Governance and Fiduciary Concepts Consistent with Task 1.	Sep - Dec 08	15%	Curriculum outline drafted. Task completion depends upon: (1) Task 1 and; (2) Identificaion of NBP Board Members by name in place and ready for "duty". Given the need to have 4 DGs from various ministries identified and in place before training can begin, it is anticipated that this task will not be complete prior to end of assignment (February 28th).
Task 3: Establish Board Meeting Procedures and Subcommittees. Meet with Board, Discuss Operations, Prepare Procedures, Obtain Board Approval	Convene NBP Board With This Procedures/Sub-Committees as Training Item	Completed NBP Board Procedures and Established Sub-Committees	NBP Board	Sep - Dec 08	10%	Outline complete. This Task is dependent upon Tasks 1 and 2 above. Meeting procedures cannot be discussed and finalized until the NBP Board and convenes a meeting, which is not expected to occur before the end of assignment (February 28th).
Task 4: Organize infrastructure for the NBP: Develop Draft Infrastructure Along Best International Practice Line, Incorporate Feedback, and Provide Final.	Provide Regular Feedback on Organizational Structure, and Charts, Director General (DG) Position Descriptions, Etc.	Completed NBP Organizational Structure for 01/2010, Complete With Functional Unit Responsibilities,	NBP Chairman	Jul - Dec 08	100%	Complete. The NBP "To Be" Structure and Mission Statement created by EGII advisor and NBP workshop session participants has been drafted, submitted, and approved by NBP Board Chairman.
Task 5: Prepare NBP Organizational Chart For 2010: Develop Draft Chart Along Best International Practice Line, Incorporate Feedback provides Final.	Provide Regular Feedback on Organizational Structure, and Charts, Director General (DG) Position Descriptions,	Completed Organizational Chart for 01/2010	NBP Chairman, MoF	Jul - Sep 08	100%	Complete. NBP "To Be" Structure and Mission Statement created by BE advisor and NBP workshop session participants, drafted, submitted, and approved by NBP Board Chairman.



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	Etc.					
Task 6: Develop Organizational Change Management and Implementation Plans to Achieve Organization Identified in Task 4: Develop Draft Plans Incorporating Best International Practices, Incorporate Feedback, provide Final .Document	Provide Regular Feedback on Plans	Completed Change Management and Implementation Plans to Migrate to Tasks #4 from Current State to Future State	NBP Chairman	Jul - Dec 08	15%	Draft of Change Management Plan completed. Detail will be addressed in NBP Management Workshop sessions in 2009 to the extent possible, although the final plan--with NBP Session and Chairman feedback--may not be completed by the end of assignment (February 28th).
Task 7: Develop Position Descriptions for NBP Directorates Identified in Task 4. Develop Draft Position Descriptions Incorporating Best International Practices, Incorporate Feedback, provide Final Document	Provide Regular Feedback to Achieve Closure	Completed Position Descriptions for DGs of the Directorates Identified in Task 4	NBP Chairman, MoF	Jul - Dec 08	10%	Position Description topic addressed in first NBP Management Workshop sessions. Sessions Group assignment to create Position Descriptions for each organization head appearing on the "To Be" organization chart approved by the NBP Chairman scheduled for completion on 1/13/09. Task will be complete once work is translated, reviewed, and revised as necessary.



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Task 8: Organize and Train NBP/MoLSA PMO Staff to Coordinate Pension Reform Activities as Established in Task 5. Develop Training Curriculum, Incorporate Client Feedback, Provide Training	Accessibility to Both NBP and MoLSA PMO Teams within IZ	Completed Lesson Plan to Include Case Studies, Communications Facilitation, Etc.	Permission From MoLSA/NBP For Occasional Offsite Training in IZ	Jul - Dec 08	100%	Completed. Two general PMO sessions were presented to the 27 NBP Management Workshop session attendees. Secondly, five-day introductory and advanced PMO sessions were presented to the MoLSA and NBP PMO staff.
<b>Activity H: Capacity Building of NBP</b>						
Task 1: Train NBP/SPF Staff in Customer Service (See Activity G, Tasks 4 and 5) Develop Curriculum, Train	NBP/SPF Customer Service Team Availability	Customer Services Staff Trained and Certified	NBP Staff,	Feb – Sep 2008	25%	<p>Customer service has been discussed in the NBP Management Workshop sessions as part of the cultural transformation necessary for the NBP. Additional specific client service training will be presented as time permits prior to the end of February.</p> <p>Presented 20 courses in two class sessions/tracks of NBP/SSW attendees. These sessions are attended by the NBP identified future leaders of the NBP. Course work is designed to build capacity necessary to transform the "As IS" NBP and SSW organizations into the "To Be" necessary to conduct their pension business activities in accordance with international leading practices.</p>

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Task 2: Train SPF/NBP Staff in Budget Preparation and Execution: Develop Curriculum, Train	NBP/SPF Budget Team Availability	2009 Budget Prepared, Staff Trained	MoF, SPF/NBP Budget Team, BE FMIS Team	Aug - Oct 08	30%	<p>Budgeting concepts and exercises have been completed for 13 of the NBP Workshop Session attendees in the first group. Similar sessions will be presented to the second Workshop Session group of 14 by February 28th, 2009.</p> <p>Specific Management Accounting Workshop Session has been designed for 2009 with a total of 20 sessions targeted at 6 (NBP/MoLSA).</p>
Task 4: Train SPF/NBP in Use of Interim, Short-Term Data Capture System: Develop Curriculum, Train	Identify NBP/SPF Staff for Training, Make Them Available	Payment Staff Trained and Certified	MoF, SPF/NBP Payment Team	Jun – Oct 08	100%	Completed as part of employee data capture but work on-going as roll-out continues.
Task 5: Train NBP Public Information Office Staff to Strengthen the Communications and Response to NBP Information and Articles: Develop Curriculum, Train	NBP/SPF Public Information Staff Availability	Public Information Staff Trained, Case Studies Presented	NBP Chairman, NBP/SPF Public Information Staff	Sep – Oct 08	5%	General concepts have been presented to NBP Communications Staff through the NBP Workshop sessions. A guidebook has been created that will be mailed to active Gol participants, covering the basic SPF features and benefits is targeted for an early 2009 distribution. Guidebook contents is pending NBP Chairman approval.
<b>Activity J: Prepare Social Security Directorate (SSW) Plan and Operations for 1/2010 Integration with NBP</b>						

<p>Task 1: Assist the GoI with the passage of regulations Amending Law #39/197 to aid the integration of the NBP/Social Security for Workers (SSW) Successfully: Monitor Progress of Draft Law to Enactment.</p>	<p>MoLSA SSW Contact and Feedback Related to Amendment Progress</p>	<p>Completed Amendments</p>	<p>MoLSA Legal Affairs, SSW, NBP</p>	<p>Jul – Oct 08</p>	<p>15%</p>	<p>A review of the drafted amendments to Law #39/1973 is completed. An entire re-write of Law #39/1977 is recommended in order to fully meet this task. This work will not be completed by the end of assignment (February 28th). Added six SSW staff to the second set of workshop sessions, and three to the financial accounting sessions which will help the necessary SSW capacity building. This in turn will help in the harmonization described in this task, when a new private sector pension law has been rewritten in its entirety.</p>
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**Social Safety Net (SSN)**

Activities and Tasks	Counterpart Responsibilities	Deliverables/Results	External Resources	Time Span	Percent Completed	Explanatory Notes
<p><b>Activity A: Conduct system testing of Phase II software in collaboration with MoLSA. Perform system remediation where indicated by test results.</b></p>						
<p>Task 1. Procure Testing environment hardware and Software</p>		<p>1) Line Printer 2) SharePoint Replicator</p>	<p>Vendor</p>	<p>Jun – Jul 2008</p>	<p>100%</p>	<p>Hardware/software has been procured.</p>
<p>Task 2. Complete and configure Testing environment</p>		<p>Configured Servers, line printer, SSN Card printer and Scanner</p>		<p>July –Jul 2008</p>	<p>100%</p>	<p>Environment has been configured.</p>

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Task 3. Install and Configure SSN database and SSN application		Installed SSN database and Application		July – Jul 2008	100%	Database and application has been configured.
Task 4. Prepare SSN Test Cases		Test Cases Document		Jun – Jul 2008	100%	Work completed.
Task 5. Conduct SSN system Testing		Test Results Document		Jul – Aug 2008	90%	The SSN testing is on-going. A number of issues and bugs have been identified and are being addressed by the software vendor.
Task 6. Attend to SSN issues remediation uncovered during testing		Closed issue Report	Primus	Jul – Aug 2008	90%	Continue to document and log issues and communicate to the software vendor to address them.
<b>Activity B: Conduct organizational change management training with MoLSA for Phase II post implementation operations management - MoLSA organizational change and resource alignment based on functional needs.</b>						
Task 1. Prepare Change and Release Management instruction material		Training Instruction Material		Sep – Oct 2008	100%	Material has been created.
Task 2. Identify Candidates for training	Essam – SSN DG	List of Candidates for training		Sep-08	100%	The possible list of candidates for this training was identified during the Amman WB mission to include high level staff that will oversee the operation of the SSN system nationally. Training will be provided firstly to a core group.
Task 3. Identify Training Venue				Sep-08	100%	Venue has been identified.



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Task 4. Conduct Change and Release Management Training		Certificate of Attendance		Oct – Nov 2008	20%	This training was discussed in October during the WB mission and it was agreed that the training takes place in January 2009.
<b>Activity C: Define and establish a SSN IT Change Management Advisory Board to manage SSN system infrastructure and application enhancements.</b>						
Task 1. Define Change Management and Release Management process		Change Release Management Document		Oct – Nov 2008	100%	Process defined.
Task 2. Socialize Change and Release Management process with target candidates	SSN MoLSA Project team	Approved Change and Release Management process		Oct – Nov 2008	10%	This task will start after the Change and Release training scheduled for February 09
Task 3. Select Candidates for Change Management Advisory Board (CAB)	SSN DG			Oct – Nov 2008	10%	This task will start after the Change and Release training scheduled for February 09
Task 4. Create CAB and request approval from the MoLSA Minister	SSN GD,	Approved CAB		Nov – Dec 2008	10%	Preliminary discussion have taken place with the SSN DG
	MoLSA Minister's approval					
<b>Activity D: Provide MoLSA local council officials administrative and data entry training to support the beneficiary application process.</b>						
Task 1. Prepare Local Council training Material	MoLSA SSN – Nadira Fathi	Local Council Training documents		Aug – Sep 2008	50%	Training will be provided in mid-January. All training material have been completed and delivery will account for the remaining 50%

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Task 2. Identify Local Council members for training	MoLSA SSN – Nadira Fathi	List of Local Council members for training		Aug – Sep 2008	50%	Training will be provided in mid-January.
Task 3. Conduct Local Council training	MoLSA SSN – Nadira Fathi	Certificate of Attendance		Sep-08	50%	Training will be provided in mid-January.
Task 4. Prepare Data Entry training Material	MoLSA SSN – Nadira Fathi	Data Entry Training documents		Sep-08	100%	Material has been prepared.
Task 5. Identify Data Entry members for training	SSN MoLSA – Nadira Fathi	List of Data Entry members for training		Sep-08	100%	Members have been identified.
Task 6. Conduct Data Entry training	MoLSA SSN – Nadira Fathi	Certificate of Attendance		Sep-08	100%	Training has been conducted.
<b>Activity E: Convert legacy data (Access to SQL Server).</b>						
Task 1. Conduct Legacy Data Analysis exercise	SSN MoLSA - Evelyn Rasho	Gap analysis document	Primus	Sep – Oct 2008	50%	Design work has been completed which included data analysis and issue remediation by end of December and the remaining issues expected to be completed in early January.
Task 2. Create data Conversion Scripts and perform data migration test run	SSN MoLSA - Evelyn Rasho	Preliminary Data Conversion Report	Primus	Oct-08	20%	Primus is developing the conversion scripts and is expected to complete the work by Mid-February.
Task 3. Analyze, review test results and based on the outcome, perform data migration in to Pilot system	SSN MoLSA – Evelyn Rasho	Migrated Legacy data		Oct-08	0%	This task will start after Task 2 above have been completed.
<b>Activity F: Conduct SSN Phase II System training for MoLSA developers and administrators, select staff for SSN Phase II System training.</b>						
Task 1. Prepare SSN pre-requisite training material		Course work training and Instruction		Jun – Jul 2008	100%	Training has been completed.



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		Material				
Task 2. Prepare training schedule, identify candidates for classes, obtain approval from MoLSA and prepare logistics	SSN MoLSA - Nadira	Training schedule, Candidate list Training facilities		Jun – Jul 2008	100%	Training has been completed.
Task 3. Conduct SSN pre-requisite training		Certificate of Attendance		Aug – Sep 2008	100%	Training has been completed.
<b>Activity G: Establish a test environment at MoLSA to emulate Phase II governorate (satellite) sites in advance of Baghdad and satellite-site rollouts.</b>						
Task 1. Complete and configure Testing environment to include SharePoint, Scanners, SSN ID card printers	MoLSA Technical and Support team	3) Line Printer 4) SharePoint Replicator		Sep-08	100%	Configuration has been completed.
Task 2. Install and Configure SSN database and SSN application		Configured Servers, line printer, SSN Card printer and Scanner		Sep-08	100%	Installation has been completed.
Task 3. Conduct SSN system Testing	MoLSA testing team	Signed Test Results Document		Jul – Aug 2008	80%	System test document is completed which will be used by MoLSA to perform system testing the walk-through.
Task 4. Attend to SSN issues remediation uncovered during		Closed issue Report	Primus	Jul – Aug 2008	90%	Issues continuously addressed.



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testing						
<b>Activity H: Conduct training for MoLSA SSN Phase II Systems support team (Amman).</b>						
Task 1. Prepare Candidates with pre-requisite training, seek and travel approval	SSN MoLSA – Essam, Minister	Minister's CTO approval, travel outside Iraq Waiver document		Oct-08	30%	CTO approval ready and waiting for final discussion with MoLSA on the final list of candidates that will attend the training.
Task 2. Prepare Travel logistics for candidates targeted for training	SSN MoLSA – Nadira	Employees travel tickets, Lodging are confirmed	Primus	Nov-08	80%	Travel logistics awaiting CTO approval.
Task 3. Conduct SSN development and administration training		Training Certificate	Primus	Nov 2008 – Jan 2009	20%	This training will be conducted in Amman at Primus facilities
<b>Activity I: Establish a production environment at MoLSA for the SSN Phase II System.</b>						
Task 1. Install and configure SSN SharePoint Server, Line printer, SSN Card printer and Document Scanners with the approval of CAB	MoLSA technical support team	Configured Servers, line printer, SSN Card printer and Scanner		Oct – Nov 2008	80%	All hardware and software configuration has been completed except the line printer, card printer and scanners configuration which are awaiting delivery from MoLSA for EGII team to complete the task.
Task 2. Obtain migration approval from CAB to	CAB members	Approval document		Nov-08	50%	
<b>Activity J: Migration of the SSN Phase II System from Pilot to production environment for system rollout/go-live.</b>						
Task 2. Pilot turned into Production	MoLSA technical Support team	Production system being used for processing beneficiaries applications,	Primus	Nov – Dec 2008	0%	This task will start after the deployment of the SSN Phase II.



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		scanning and storage of documents, printing SSN ID cards and processing payments				
<b>Activity K: Provide the MoLSA technical and functional support where required for Baghdad implementation of Phase II SSN System.</b>						
Task 1. Configure and install SSN application at Pilot Baghdad site	MoLSA Technical support team	Installation Report		Oct-08	100%	Application has been configured and installed.
Task 2. Assist with SharePoint installation and configuration	MoLSA Technical support team	Configuration and Installation document		Jan-09	100%	SharePoint installation and configuration at the Baghdad site has been completed.
<b>Activity L: Define roll-out procedures and assist the MoLSA with the roll-out of SSN Phase II System Satellite Site #1 and Site #2.</b>						
Task 1. Coordinate rollout plan for Satellite Sites	MoLSA PMO, SSN project team	Site Rollout Plan		Oct-08	100%	The SSN technical team conducted visits at SSN support sites located in Rusafa and Kurkh. During the site visit, the team went through a checklist that identified the existing gaps in site readiness.
Task 2. Create Rollout documentation	SSN Project team	Installation guide		Nov – Dec 2008	100%	Documentation has been created.
Task 3. Configure and install SSN application for Satellite Sites	SSN Project team	Installation guide		Dec 2008 – Feb 2009	0%	Awaiting site readiness from MoLSA.



## Commercial Law and Institutional Reform

### Business Registry

Activities and Tasks	Counterpart Responsibilities	Deliverables/Results	External Resources	Time Span	Percent Completed	Explanatory Notes
<b>Activity A: Monitor legal developments related to the BR.</b>						
Task 1. Review latest ministerial instructions and updates regarding the registration of domestic companies and foreign branches of companies	Follow up the BBR, KRG BR Companies Registration work.		Baghdad BR DG, KRG BR DG, Baghdad, KRG, Ministry of Trade	Jun – Dec 2008	97%	All BBR related laws and regulations including those amended or changed, have been garnered and posted to the BR website.
Task 2. Update the Monthly Report of Companies Registered in Iraq.	Follow up the BBR, KRG BR Companies Registrations work.	Monthly Report of Businesses Registered in Iraq.	Baghdad BR DG, KRG BR DG, Ministry of Trade	Jun – Dec 2008	100%	The company registration report has been updated on a monthly basis and provided to USAID.
<b>Activity B: Monitor BR IT system sustainability and provide support as needed to BR.</b>						
Task 1. Ongoing monitoring of legal developments related to the BR IT system, system maintenance and correction of unexpected system errors.	Update share point. Reporting, Migration	IT Documentation of BR system	Baghdad BR DG, KRG BR DG, Baghdad and KRG Ministers of Trade	Jun – Dec 2008	95%	The EGII IT team provided maintenance service for the BR website and coordinated updates for the Business Registry and Ministry of Trade.

<b>Activity D: Implement electronic database record of post-registration tracking/monitoring of registered companies.</b>						
Task 1. Develop business requirements for tracking activity of registered companies.	Monitor BR IT system, coordination between EGII IT team and Gol counterparts.	After action review with customer comments given to the BR officials for future development.	BBR, KRG BR, Ministry of Trade (Baghdad, KRG).	Jun – Aug 2008	90%	The new page that shows whether a company is active or not has been completed and revised in legal and technical terms. The page has been sent to Primus which has accomplished the implementation. The page will be ready during January 2009.
Task 2: Update Business Registry application to reflect the requirements developed in Task 1.				Sep – Oct 2008	95%	The BR website has been completed. The website team is ready to incorporate the new changes and updates of the BR website.
Task 3: Update the Business Registry Manual to reflect the new functionality.				Oct-08	95%	Documentation updated.
Task 4: Train MoT BR staff on the use of the new Business Registry application features.				Nov-08	50%	Created materials for end-user training and obtained approval from the he Minister of Trade. The training will be completed by the second week of January 2009.
<b>Activity E: Data migration of registered companies to include nearly all entries prior to 2005.</b>						
Task 1. Migrate data from the legacy data host to the Business Registry Application SQL server 2000 (Name Reservation and Registered Companies).	Upgrading the new BR system to contain nearly all company registration records in Iraq.	Developing the migration plan	Baghdad BR IT officials, KRG BR IT official.	Oct-08	96%	Most of the to-be-migrated data has been migrated to the server. The remaining 4% couldn't be migrated because of a recurrence of names and registration numbers.

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Task 2. Upgrade the BR application to contain nearly all company registration records in Iraq.	Upgrading the new BR system to contain nearly all company registration records in Iraq.		Baghdad BR IT officials, KRG BR IT official.	Complete	100%	
Task 3. Reflect the new updating in the web site, (the new data available for editing searching)	Upgrading the new BR system to contain nearly all company registration records in Iraq.		Baghdad BR IT officials	Complete	100%	
Task 4. Obtain Business Registry IT staff responses.		Develop a questionnaire on additional upgrades for the BR system for businesses that can not be converted from the legacy system.	Baghdad BR IT officials	Jun – Dec 2008	95%	IT requirements for upating the application were transmitted to the vendor for development.
Task 5. Update the data based on customer responses.	Upgrading the new BR system to contain nearly all company registration records in Iraq.	A consolidated list of requested upgrades.	Baghdad BR IT officials, KRG BR IT official.	Jun – Dec 2008	95%	Upgrades developed and applied to production application. One requirement is under development.
<b>Activity F: Increase storage capacity of the BR system, as required.</b>						
Task 1. Increase BRS electronic storage capacity to accommodate data volume. Hardware currently procured and delivered, with installation occurring in Q3 2008.			BBR , KRG BR , Ministry of Trade (Baghdad , KRG)	Jun – Sep 2008	98%	The server's capacity has been increased by deleting some of the extra data that was a burden on the hard disks. As a result, more data has been stored in the server.



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				Dec-08		
<b>Activity G: Transfer responsibility for satellite internet services from USAID / EGII to BR.</b>						
Task 1. Inform the BBR DG AND KRG BR DG, Minister of Trade that USAID financial support for the Business Registry will end during December 2008.	Follow up with the internet service contract	Two letters submitted by EGII from USAID to the BBR DG Minister of Trade informed them of the last date of USAID payment for Internet Services and ongoing support.	BBR , KRG BR , Ministry of Trade in Baghdad , KRG	Complete	100%	
Task 2. Assist the MoT Business Registry with the development of a Gol 2009 budget submission for ongoing support of the Business Registry application beyond December 2008.		Gol 2009 budget submission for support of the Business Registry.		Aug-08	100%	Provided support to address internet connectivity issues and application maintenance and transmitted budget reports.
<b>Secured Transactions</b>						
Activities and Tasks	Counterpart Responsibilities	Deliverables/Results	External Resources	Time Span	Percent Completed	Explanatory Notes
Activity A: Monitor progress of applicable legislation through relevant stakeholders.						

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<p>Task 1. Monitor legislative progress of the EGII Project drafted Law of Charges of Secure Transaction (Movable Property).</p>	<p>Follow up the Law Draft, attend meeting with the head of General committee in Shura Council</p>	<p>Final Report for the latest update of the secured Transactions Law.</p>	<p>Shura council members , Minister of Justice, Council of Ministries , Parliament Members</p>	<p>Jun – Dec 08</p>	<p>20%</p>	<p>The Minister of Justice gave instructions to form a committee from the Council of Ministers, CBI, and the MoPDC to infer their final opinion of the draft before forwarding it to the Legal Department of the Council of Ministers.</p>
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