



**USAID** | **IRAQ**  
FROM THE AMERICAN PEOPLE

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# SUCCESS STORIES



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## Ministry of Labor and Social Affairs launches USAID-funded Social Safety Net Pilot Center to assist poor families in Iraq

**With USAID's guidance and support, a social safety net emerges to help alleviate poverty.**



*As part of the USAID-Funded Economic Governance II Project to help in the economic reconstruction and policy reform in Iraq, technical assistance is being provided to assist capacity building and institutional strengthening in the Ministry of Finance (MoF) and Ministry of Labor and Social Affairs (MoLSA). With USAID's support, the Government of Iraq (GoI) is developing pension policy, strategy and legislative reforms. The GoI is also implementing a Social Safety Net program to reduce poverty and mitigate the impact of fuel and food subsidy removal on poor and vulnerable families throughout Iraq.*

As the reformed and enlarged Iraqi Social Safety Net (SSN) program continues to evolve, project advisors have successfully installed in the MoLSA the Social Safety Net Pilot Center for modern processes and customer-oriented services to assist program beneficiaries in Iraq. The Pilot Center includes a Data Entry Center that will process claims for beneficiaries in Baghdad, a Central Data Unit that develops the national database of SSN beneficiaries in Iraq, and a Training Hall for MoLSA employees administering the program. The Center was inaugurated on August 23, at a heavily attended event coordinated by Dr. Mahmoud Al Radhi, the Minister of Labor and Social Affairs.

Project advisors designed new application forms for low income families and disadvantaged groups (disabled, orphans, and widows) and new administrative procedures to help the MoLSA timely assist the expected 1 million applicants by the end of the year, most of whom will be poor families facing extreme poverty and social exclusion. To date, 121 MoLSA employees have been trained to work in the Pilot Center and SSN local offices throughout Iraq as customer service officers, claim operators and trainers.

Using the SSN software application, the MoLSA's Social Welfare department will be able to store applicants' records, conduct duplication checks and limit fraud, calculate benefits, manage payments and produce statistics and reports to ease evidence-based policy decisions and program adjustments for effective poverty reduction in Iraq.

Based on cross-project cooperation, USAID-funded Economic Governance II and World Bank-financed Emergency Social Protection will expand the Pilot Center solution and rollout the SSN software application to improve capacity of all MoLSA local offices currently administering the SSN program in Iraq.

At the launch, Al Radhi spoke to the guests, including numerous journalists. "As 750,000 poor and vulnerable families are already included in the SSN program and successfully assisted with the package of social benefits and services, we will strongly encourage the government to proceed with the needed fuel and food subsidy removal to expedite the process of transition towards a functional economy in Iraq for the benefit of all citizens of the country," he said.

## Preserving knowledge, enhancing services

### What's the story?

Training and equipment provided by LGP is helping Basrah city departments deliver municipal services to residents more efficiently and providing a modern tool to help guide planning for Basrah's development. This pilot project will soon be replicated in other cities in Iraq's four southern provinces.

### The big picture

The Basrah mapping project involves Basrah city offices and the Provincial Council in an effort to increase efficiency of municipal service delivery, promote transfer of technology to local government, and provide training that enhances the skills of city staff.

### By the numbers

Basrah, Iraq's largest seaport and the capital of the Basrah province, was founded in the year 636.

The Basrah mapping project involves nearly 150 municipal maps and more than 13,000 real estate maps.

Basrah – Rebuilding a city as large as Basrah is a daunting undertaking requiring an accurate and up to date foundation of data and maps as a starting point. In Basrah, and throughout Iraq, that foundation has been neglected for decades, but no longer.

Basrah municipal departments and the local citizens who depend on them for public services will soon benefit from a digital mapping project that is converting thousands of cloth and paper maps, many in poor condition, into a single electronic map of the entire city.

The Basrah Provincial Council requested the ambitious project, which builds on a map scanning effort launched as part of the Local Governance Project (LGP) in 2004 funded by USAID.

The project is a first step toward improving services to the two and a half million citizens of Iraq's second largest city, and because of its value as a model for other cities in other parts of the country, the base mapping effort has now been designated as a "pilot project" under the current LGP scope of work with a goal to expand the work across Iraq.



Scans of old cloth and paper maps produce a printed image map (left) and an electronic base map (right).

### New Tools Using Old Sources

The work to develop an electronic base map compatible with modern engineering software is exacting and time-consuming. Thousands of smaller paper and cloth maps used by various city directorates must be carefully scanned into a computer. Some of the maps date to the 1920s, many are in very poor condition and some unusable in their current condition. So scanning them is crucial to prevent this valuable information from being lost. Scanning of the old maps will produce images that are converted to vector maps by state-of-the-art software programs. Any map too damaged to be scanned will be physically redrawn, and areas of the city where map information is inadequate will be photographed from the air or surveyed to recapture the data. The information will then be incorporated into the electronic base map.

When complete, the project will have produced an electronic base map of



## Preserving knowledge, enhancing services

Continued...

**The use of modern scanning equipment and engineering software converts worn and dated paper maps into a digital tool to help guide the development of Iraq's second-largest city.**



Old and damaged maps hamper the work of Basrah city directorates.

Democracy must prove itself through service delivery and local solutions to local problems. USAID program efforts advance local governance in Iraq, empowering community organizations to hold local governments accountable for their performance and actions. With USAID assistance, representative provincial and municipal governments are more capable of delivering essential services to their constituents.

The Local Governance Program also supports the U.S. Government's Provincial Reconstruction Teams' (PRTs) initiative to coordinate at the provincial level to strengthen political and economic lines of operation. Countrywide, USAID has supported 670 community action groups focused on civic education, women's advocacy, and anti-corruption projects.

Basrah showing all streets and land usage, as well as geographic details down to small riverbeds and streams. No city directorate currently has access to such information.

Representatives of all city services directorates and the Basrah Provincial Council participated in meetings to develop the work plan for producing the electronic base map, which will be of use to city departments involved in water and sewer services, electricity distribution, urban development, and real estate.



City staff are trained in the use of electronic base maps (left); which replace the deteriorating cloth and paper maps that were formerly used (right).



### Planning a Better Future for Basrah

Such detailed maps are "a necessary tool for any development that is to be done in Basrah," according to the LGP municipal advisor who is providing technical assistance to engineers and staffers working on the project. When complete, the data recaptured in the electronic base map will provide valuable information for increasing the efficiency of local services and for planners working on future projects with international donors and industry.

LGP is providing scanning, plotting, and surveying equipment as well as computers and software for the project. LGP is also training appropriate service department staff in the use of the technology. Twelve employees from Basrah's municipality and urban planning development departments have been trained in the use and application of electronic base maps, and training for staff in other departments is being scheduled. LGP is providing all necessary equipment to the city while the project is underway.

Once the Basrah electronic base map is complete, the \$340,000 worth of equipment will be used to produce similar maps for cities in all four provinces in the southern region.

In the end, Basrah engineers, with the help of the Local Governance Project, will have turned faded, torn, and water damaged maps of what was once ancient Mesopotamia into comprehensive, 21st century digital images that will play a major role in planning the future of modern Basrah.

## Technical assistance leads to a stronger banking supervision department

The role of the Central Bank of Iraq (CBI) is to maintain price stability through the execution of monetary policy as intermediated through the financial system. As banks are the primary financial intermediaries, in support of its price stability goal, the CBI's Bank Supervision Department (BSD) has the responsibility of ensuring the stability of the financial system through the regulation and supervision of commercial banks. As part of the USAID-funded Economic Governance II Project to help in the economic reconstruction and policy reform in Iraq, technical assistance is being provided to strengthen the BSD's regulatory role and responsibilities.

As a direct result of two years of cooperative effort between USAID Economic Governance II (EG II) project and the staff of the CBI's Banking Supervision Department (BSD), profound improvement has been realized in the department's capacity to perform in its supervisory and enforcement roles.

A prime example of this growing professional and technical capacity is the recent adoption of an Enforcement Action Manual for the organization. The document was produced as a joint effort between a high level working group at CBI and EGII project advisors, and was formally approved by the CBI Board of Directors in recent weeks. However, the BSD has not been idle while awaiting this formal approval. The enforcement of a new reserve requirement, a fundamental component of international best practices with respect to Central Banking, has been in force since the beginning of the year.

Now that the manual has been approved by the CBI Board of Directors, it will be shared with all commercial banks. This form of public information speaks to the CBI's commitment to transparency and consistency in its approach to supervision. As to the uniformity of application of the reserve requirement regulation -- both state and private commercial banks are subject to the same enforcement processes. Banks have already begun to appreciate the enforcement powers of the CBI and have begun to work more closely with the central bank to ensure adequate performance under its regulatory umbrella.

A second example of improved performance of the Banking Supervision Department is the completion of the Income Statement Pilot Project. Using the Income Statement format required under the International Monetary Fund's (IMF's) Financial Soundness Indicators Compilation Manual, the CBI BSD required five banks to prepare and submit monthly income statements for the year 2006. All five banks complied with this request in a timely manner. In order to gain full compliance, CBI off-site supervision staff met with commercial bank staff in the field to instruct the banks on the proper completion of the reporting materials. Prior to this pilot, banks submitted their income statements to the CBI only once a year -- and no prescribed or consistent formatting guidelines were in place to ensure uniformity in approach between the participating banks.

The CBI Banking Supervision Department, working closely with the USAID EGII project advisors, continues to make daily improvements in its strength and operational proficiency. This may be attributed in large part to training and infrastructure development -- such as the Supervisory Development Plan conducted over the last two years. The development of procedures providing for comprehensive onsite and offsite banking supervision, as well as efforts to build up a strong regulatory arm of the CBI, are important long-term priorities for the bank. The successes above represent two long steps in the right direction.

## USAID launches Information and Communications Technology (ICT) alliance at “Rebuild Iraq 2006”

**USAID/Iraq launches its first Global Development Alliance (GDA) activity, aimed at strengthening the IT sector in Iraq.**



Delegates participating in one of the many meetings that not only established business linkages, but also promoted development projects.

The Iraq ICT Alliance is a public-private sector partnership working to promote information and communications technology development in Iraq.

The Alliance brings together multinational companies, international donor agencies, and Iraqi government, business, and educational organizations to encourage greater collaboration and cooperation to implement information systems and improve technical skills in Iraq.

Amman, Jordan – According to participants, one of the most successful events of the “Rebuild Iraq 2006” Conference and Exhibition, held from May 8-11, was USAID’s Information and Communications Technology (ICT) Alliance Conference held at the Intercontinental Hotel on May 8. “Rebuild Iraq” saw some 1,000 companies from over 50 countries participate in the third annual event aimed at fostering business relationships and promoting economic development in Iraq.

Representatives from Cisco Systems, Computer Associates, Intel, Sun Microsystems, HP, Microsoft, Motorola, BearingPoint and Oracle engaged in serious discussions with Iraqi government officials and businesspeople, as well as several experts from USAID and the United Nations.

While Iraqi speakers at the ICT Alliance were candid about the daily challenges they face, this was neither the emphasis of the conference, nor the focus. Instead, they shared the many ways in which they have overcome the obstacles. The owner of a Baghdad-based IT firm formatted his talk as “a day in my life.” With strong conviction and a good sense of humor, he shared his daily struggles, which included power outages, unpredictable shipments and temperamental generators. Yet his emphasis was on what he manages to achieve, not what stands in his way.

A U.S. corporate manager said that of all the “Rebuild Iraq” events over the past three years, the USAID ICT Alliance conference was the single best he attended. Asked why, he replied “this was a room full of professionals in the IT industry from all over the world,” and noted that the format fostered real dialogue and valuable sharing of information. The vice president of an Iraqi IT company in turn explained that an event like the ICT Alliance is “winning the peace one mind at a time.”

As a direct result of the ICT Alliance conference, a pilot project to promote development in the IT sector will be launched with cooperation from the partners. The Alliance website will also serve as a tool to promote this initiative and encourage collaboration among the members. In addition, planning has already started for the agreed-upon follow-up meeting, to take place in Iraq in a few months’ time.

## USAID course teaches safe use of pesticides in rural farming communities

**USAID's Agriculture Reconstruction and Development program for Iraq continues its outreach through essential training courses for farmers.**



Karzan Yassin Qadir demonstrates the workings of a pesticide applicator during an ARDI training course in Sulaymaniyah.

The Agriculture Reconstruction and Development Program for Iraq (ARDI) works throughout Iraq to assist farmers through programs that vary from seed cleaning to awareness campaigns. In this particular course farmers are reminded of the benefits of safe use of pesticides. The course emphasizes the importance of wearing proper attire, not over-using, and keeping pesticides away from family dwellings.

Sulaymaniyah — Mid-morning on a balmy Tuesday in August, three dozen or so young children mull around the communal well in the center of the mosque, in Badawan village located in the Sulaymaniyah district of Rania. Meanwhile, 30 men remove their shoes and gather on the outdoor porch for a USAID-funded training session on the proper techniques for safe use of pesticides. They are seated along the two sides of the cement structure on brightly woven rugs. Greetings are made across the way and two young men distribute glasses of water on a tray.

When everyone is seated, Karzan Yassin Qadir begins the one-day training session. Karzan was trained by USAID's Agriculture Reconstruction and Development Program for Iraq (ARDI), to teach local farming communities on important farming techniques and best practices to both increase their yield, safeguard the community from disease, and prevent other negative impacts of poor farming practices.

Karzan from the Iraqi NGO Youth Activities Organization (YAO), the local implementer in the project, uses a sample pesticide applicator to instruct the eager learners on issues ranging from the importance of wearing the appropriate attire when handling pesticides, to the careful consideration of the wind, and proper clean-up routines following pesticide application. As the class proceeds, questions abound among the barefoot, cross-legged students questioning the amounts and appropriate timing of pesticide applications. As way of illustration, Karzan uses a whiteboard to diagram how a farmer should indicate which areas have already been treated with pesticides.

The curriculum strongly emphasizes safety and reminds the students not to mix the products at home, for risk of exposing family members and livestock. Asked how the training is assisting the community, one of the students explained that "we had several casualties before the training and learned important procedures to avoid future accidents."

Agriculture remains the primary source of income for the roughly 50 families of this rural Kurdish village. Local crops include okra, chickpeas, wheat and barley. While some of the younger men attending the training course dream of university and becoming doctors or engineers, most of them explained that they will remain farmers.

Agriculture employs about 25 percent of Iraq's labor force; programs like ARDI ensure that the young men of Badawan can look forward to a future of sustainable, higher-yielding, and healthier harvests.



## Steering Committee and Director General approve functional reorganization of tax commission



Recently, the working groups from the four new proposed functional areas presented workflows, developed with USAID advisors for each department, to the GCT Steering Committee.

As part of the USAID-Funded Economic Governance II Project to help in the economic reconstruction and policy reform in Iraq, technical assistance is being provided to assist capacity building and institutional strengthening in creating a stronger revenue collecting authority for Iraq through the General Commission for Taxes (GCT). With USAID's support, officials from the GCT are reforming tax laws and forms, implementing a functional reorganization process and integrating a new IT Application (TAGDEER) to automate the tax collection and reporting process for the Tax Commission.

USAID advisors are working with their counterparts at the General Commission for Taxes (GCT), under the Ministry of Finance, to functionally reorganize the Tax Commission. Originally, the GCT was divided into departments based on types of taxes. This system resulted in confusion and corruption because numerous groups within the GCT could contact a single entity to collect different taxes levied on that entity. One business or individual might be approached by several different GCT employees to collect income tax, sales tax, mobile phone tax or real estate tax as a few examples. This traditional process fails to streamline the flow of collections as money is passing through numerous hands and taxpayers are easily confused as to what taxes must be paid to whom and in what amount.

Four working groups have been formed at the GCT to work with USAID advisors on the proposed functional reorganization process. This process will create taxpayer services, collections, audit and investigations departments and also allow a single entity to be approached by one person/department to pay all outstanding taxes. The reorganization increases the flexibility and effectiveness of the tax administration to respond to new situations by simplifying the approach the GCT takes to levying taxes, providing services to taxpayers and investigating delinquent claims, while also reducing the interaction between taxpayers and the Tax Commission to a minimum to avoid possibilities for corruption.

Recently, the working groups from the four new proposed functional areas presented workflows, developed with USAID advisors for each department, to the GCT Steering Committee. The groups held a meeting with the Steering Committee, the Director General of the Tax Commission, and project advisors to discuss the material they produced, and gave the Steering Committee the opportunity to comment on the workflows. After recommendations were delivered by the Steering Committee, the Director General and the Steering Committee gave their full support to the working groups and USAID advisors to move forward and begin to officially apply the functional reorganization process. With approval from the top level of the GCT in hand, progress made by advisors in reforming the Tax Commission has been solidified and advisors may now start assisting the GCT in the implementation of the reorganization process.



## New microfinance institution provides credit to small businesses in Kirkuk



*The staff of Al-Aman interviewing loan applicants.*

In July 2003, USAID began a program to build the capacity of the Iraqi Government to manage the transition from a command economy to that of one that is market-driven. USAID's program helps the Iraqis develop policies, laws, and institutions that better regulate trade, commerce, and investment, and provide support to 10 government ministries and the Central Bank, key components of the Iraqi economy.

A few months ago, a terrorist incident in Kirkuk destroyed most of the stock of a local pharmacy, leaving a family-owned business in tatters and depriving the community of much needed medication. The pharmacy and the services it provides to the community will soon be fully restored: in mid-July the family took out a loan - the equivalent of \$3,000 in Iraqi dinars - to replenish the stock and rebuild the business.

As small as it may look, the amount means a lot. The loan was the first made by Al-Aman, a new, indigenous microfinance organization established through a successful partnership between the USAID-funded Izdihar project, the U.S. military (MNC-I C9) and the Provisional Reconstruction Team (PRT) of Kirkuk.

Al-Aman's customers will be small business owners from Kirkuk and the neighboring area who need small amounts of money to finance their operating expenses or purchase new equipment, and who normally have difficulties. The banks require real estate as collateral, whereas Al-Aman is the first Iraqi microfinance institution that gives loans based on cash flow.

Through Izdihar, a project for developing the private sector in Iraq, USAID provided a \$250,000 grant to form the initial loan capital for Al-Aman and provide training for its staff. The loans - in the range of \$2,000 to \$5,000 - will target women entrepreneurs, and are expected to create several hundred new jobs. In the first week of operation, the staff of Al-Aman interviewed 13 applicants, approved three loans (one for a business owned by a woman) and closed two of them, which may generate up to nine jobs.

Al-Aman will serve as a model for two similar microfinance institutions located in Baghdad and Falluja that will start operating soon, and may inspire the banking sector to gradually move towards cash flow lending.

## Cultural center promotes equality

**USAID Cultural Center breaks down barriers and brings a community closer together**



In a culture where joint activities for men and women are scarce, the Khabat Cultural Center breaks through boundaries by providing combined computer training classes for men and women – promoting an inclusive community for all.



The Khabat Cultural Center in Erbil provides not only much-needed training in culture, arts and information technology, but does so in a manner that erases gender lines and promotes a more inclusive community.

Erbil — The community Cultural Center in the Khabat District of Erbil is abuzz on this Saturday morning in September. There is an unmistakable uniqueness about the assembly of young people here today. Young men and women mingle in the hallways outside their classrooms where they will shortly engage in lessons ranging from art to computers. Says Chinar Aryan, a lawyer and police investigator who is chairwoman of the board for the center: “We have many trainings that allow youth to participate. This is the first time in Khabat where boys and girls can train together.”

Situated on a busy street in the center of town, where its doors are open to the community and surrounding areas every day of the week except Friday, the center was constructed as a joint venture between USAID and the community. While USAID provided funding for construction through its local implementing partner ACDI/VOCA, the community was responsible for donating the land and furniture, as well as providing the Cultural Center’s services. This, say the operators, is what makes the center not only unique, but also sustainable – the fact that “the community made this center possible.”

The Center provides training, free of charge, in computer skills, art and music at least three times per month drawing on average 40-50 participants per training. In addition to the regularly scheduled trainings, the center keeps its doors open throughout the day and night to provide the community with maximum opportunity to utilize its services and amenities. Outside of classroom time, beneficiaries can practice on the computers; visit the small library on site, or simply gather in one of the rooms to discuss community issues and concerns. The Cultural Center also boasts a large assembly hall that is regularly used for community events and gatherings.

Since opening its doors on March 14, 2005, the Khabat Cultural Center has not only provided much-needed training opportunities to hundreds of community members, but also become an important venue to conduct community business. The ACDI/VOCA coordinator in Khabat explains the importance of the center to a community like this: “...the biggest thing is building trust between us and the community. They come to us daily to learn.”

## Provincial councils iron out funding mechanism

**USAID hosts groundbreaking conference aimed at establishing best practices for federal money to flow into provincial coffers.**



A participant highlights her group's recommendations during one of the break-out sessions during the two day conference on effective financial management by Provincial Councils in Iraq.

USAID's LGP II program aims to support the government of Iraq at every level. At this particular event, through a program called the Accelerated Reconstruction and Regional Development Fund, federal funds will be allocated to provinces on a per capita bases to provide much needed money for both reconstruction and rehabilitation as well as new projects throughout Iraq's 18 provinces.

On June 16-17, 2006, USAID's Local Governance Project (LGP II) hosted the Provincial Council's Accelerated Reconstruction and Regional Development Funds (ARRDF) National Finance Conference. The main purpose of the conference was to discuss the Ministry of Finance rules governing the use of over \$2 billion in 2006 Iraq Federal Budget support allocated directly to Iraq's provinces. This is the first time in recent history that federal funds have been allocated directly to Iraq's provinces. The action marks a dramatic change in the federal government's tight control over fiscal resources and the first major step to implement decentralization as outlined in the new Iraq Constitution.

A first of its kind in many regards, the conference marks a number of important milestones that clearly illustrate the commitment of newly elected provincial officials to embark on creating the institutions needed to operationalize local governance in Iraq. The conference was attended by the Deputy Minister of Finance, Karim Mahmud Faraj, representatives from the Ministry of Electricity and provincial leaders from 16 of Iraq's 18 provinces. The conference marks the first time that Kurdish Provincial Council members participated with their colleagues from councils across Iraq.

At the conference 32 representatives of the Executive and Legislative branches sat eyeball to eyeball, working candidly, engaging in discussions focused on establishing a common ground on their respective views toward the ARRDF. Conferees worked in a collaborative effort to exchange information and focus on best practices toward developing creative solutions to execute the ARRDF, and hence to streamline the process for provinces to secure funds from the federal government.

The ARRDF is a grant mechanism with a targeted grant amount of Iraqi government revenue totaling approximately \$2 billion in FY06, to be distributed amongst provinces on a per capita basis. The money will be distributed along two streams, approximately \$1 billion will target reconstruction and repair, the remaining \$1 billion will be earmarked for new projects, infrastructure and training. Notably, FY06 is the first year that Iraq will generate its own federal budget, and not rely solely on aid.

Continued on next page...



## Provincial councils iron out funding mechanism Continued...



Making choices – Using colored stickers PC members voted on recommendations to become part of the final ARRDF document.

During the conference, attendees broke into smaller working groups to address the ARRDF. With much work remaining, and several issues where there remains a divide at the end of the second day working session, the groups developed the following list of recommendations:

- Establish a spending unit under the supervision of the Governor to include financial experts and advisors
- Checks should be signed by both the PC Chairman and the Governor
- The Provincial Council should approve all projects suggested by the executive authorities; the council will have authority to control the projects under implementation
- To adopt a joint Provincial Reconstruction Funds Management program between the Provincial Councils and the Governors
- Focus on implementing the program within the time table and ensure accountability of the Provincial Councils and the Governors
- Agree on joint coordination between the Provincial Council and the Governor
- The Provincial Councils should submit the reports to the Ministry of Finance by the first of September 2006, detailing the rate of implementation of the projects
- The Provincial Councils should submit a detailed report to the Ministry of Finance regarding the projects that have not been implemented in 2006 in order to rotate the funds to 2007
- Remove administrative and financial corruption through monitoring and control by the Provincial Councils and enforce legal action necessary to ensure proper implementation

At the end of the conference, Deputy Minister of Finance Faraj exclaimed that the results exceeded his expectations.



Members of Group 6 during a breakout session at the Provincial Council Conference, held at the Ashur Hotel and Conference Facility at Dokan Lake. This breakout group consisted exclusively of the 16 governors and 16 PC chairmen. According to the conference organizers, this is the first time in history that this has ever happened.

# COMPLETED PROGRAMS

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*Since the cessation of the 2003 conflict, USAID has completed its planned work at Umm Qasr Seaport, restored significant portions of Iraq's telecommunications network, rebuilt three major bridges and restored the rail line connecting Umm Qasr with Basra city and points north. USAID also helped avert a humanitarian crisis during the conflict by providing assistance to the United Nations World Food Program. USAID advisors continue to assist with management and distribution of food rations to Iraqi citizens.*

## INFRASTRUCTURE

- USAID projects have added 1,292 MWs of new or rehabilitated generation capacity to the national grid. This is a big portion of the over 2,700 MWs of new or rehabilitated capacity added in total by the USG.
- Provided out-of-country training for 240 Ministry of Electricity officials, plant managers, and engineers in how to properly operate and maintain the power plants.
- In addition to the new and rehabilitation power projects, provided over \$100 million of extra equipment and spares to the Ministry of Electricity to support the maintenance and expansion of the power system.
- Rebuilt several hundred kilometers of 400 kV electrical transmission line between Nassariya and Khor Al Zubayr in the Basrah area, re-establishing the major bulk power transfer link between Central and Southern Iraq.
- Provided 37 electrical distribution substations for the Baghdad area totaling over 1,100 Mva of new capacity.
- Restored water treatment services to 2.8 million Iraqis and provided sewage treatment to 5.1 million Iraqis.
- Improved potable water and/or sewage treatment service in six Iraqi cities and provided treated water to 70 rural communities nationwide.
- Improved the domestic telephone system and restored international calling service.
- Installed a consolidated fiber optic network, which will allow Ministry of Electricity officials to monitor and control the electric grid, greatly improving the reliability of electric power service to Iraqis.
- Repaired and refurbished Baghdad International Airport and Basrah Airport to prepare for commercial operation.
- Reopened Umm Qasr seaport to commercial operation, through dredging and clearing harbor, restoring port tariffs, and renovating buildings and infrastructure.
- Rebuilt three major highway bridges and 72 km of the Iraqi Republican Railway line from the Port of Umm Qasr to Shuayiba Junction.

## TELECOMMUNICATIONS

- Audited more than 1,200 km of the fiber optic backbone network and performed emergency repairs, reconnecting 20 cities and 70 percent of the population.
- Reconstituted Baghdad area phone service by installing switches with 240,000 lines at 12 sites.
- Installed and fully integrated 13 new switches with 14 existing switches.
- Worked with the Ministry of Communications to reactivate more than 215,000 subscriber lines.
- Installed a satellite gateway system at Baghdad's largest telecom exchange and restored international service.
- Trained telecom engineers and technicians in the operation and maintenance of the satellite gateway system and the new switches.

## FOOD SECURITY

- Worked directly with the World Food Program (WFP) and Coalition Forces to re-establish the Public Distribution System (PDS) in less than 30 days, avoiding a humanitarian food crisis and providing food security throughout the country.
- With Iraqi food distributors, Food for Peace, the WFP, and Coalition Forces maintained deliveries from June through December 2003 in all 18 governorates.
- Played a key role in an agreement between the WFP, CPA, and the MoT that provided the WFP with the resources and authority to continue to support the PDS through June 2004.
- Completed a rapid food security field assessment from 17 impoverished districts in May 2005 and presented assessment findings in the USAID food security forum in August 2005. Forum participants reviewed data to better understand food security in Iraq and recommended actions to reduce risk among Iraq's vulnerable populations.

## EDUCATION

- Through the Higher Education and Development (HEAD) program five American and 10 Iraqi universities partnered to aid the reestablishment of academic excellence in Iraq's higher education system. More than 1,500 Iraqi faculty and students have participated in workshops, trainings, conferences, and courses all over the world since January 2004. Also, the HEAD program rehabilitated university facilities throughout the country and provided books and electronic resources to university libraries.

# PROGRAM FINANCIAL SUMMARY

FY 2003-2006*			
Implementing Partner	Sector	Regions	Obligation
Reconstruction USAID/ANE .....		Subtotal: \$3,969,507,640	
Abt Associates	Health	Countrywide	\$23,031,886
AFCAP	Logistics	Countrywide	\$85,140,758
America's Development Foundation	Civil Society	Countrywide	\$42,880,157
Army Corps of Eng.	Architecture and Engineering Services	Countrywide	\$29,244,356
BearingPoint	Economic Governance	Countrywide	\$79,583,885
BearingPoint	Economic Governance II	Countrywide	\$108,500,000
Bechtel	Airports, buildings, power, railroads, roads, bridges, port, water and sanitation	Countrywide	\$1,029,833,259
Bechtel	Infrastructure II: Airports, buildings, emergency communications, power, railroads, roads and bridges, Umm Qasr seaport, water and sanitation, Basra Hospital	Countrywide	\$1,263,411,678
CAII	Education	Countrywide	\$56,503,000
CAII	Education II	Countrywide	\$51,809,000
CEPPS I	Iraq Governing Council	Countrywide	\$675,000
CEPPS II	Domestic Observation/Vote	Countrywide	\$68,595,000
CEPPS III	Voter Education	Countrywide	\$45,310,000
CEPPS IV	Elections Administration Support	Countrywide	\$41,000,000
Community Action Program	Development in impoverished communities	Countrywide	\$294,050,000
DAI	Marshlands	South	\$4,000,000
DAI	Agriculture	Countrywide	\$101,352,912
Futures Group	Health	Countrywide	\$30,000
Logenix	Health	North/Central	\$108,506
Partnership for Child Healthcare	Health	Countrywide	\$2,000,000
MACRO Int'l.	Health	Countrywide	\$2,000,000
Louis Berger	Vocational Education	Countrywide	\$30,016,115
Louis Berger	Private Sector Development II	Countrywide	\$95,000,000



# PROGRAM FINANCIAL SUMMARY

FY 2003-2006			
Implementing Partner	Sector	Regions	Obligation
RTI	Local Governance	Countrywide	\$241,910,757
RTI	Local Governance II	Countrywide	\$85,000,000
RTI	Health Training	Countrywide	\$22,015,750
SkyLink	Airport Management	Bag., Bas., Mos.	\$27,200,000
SSA	Port Management	Umm Qasr	\$14,318,985
UNDP	Trust Fund Contribution	Countrywide	\$5,000,000
UNESCO	Textbook Printing & Distribution: Math & Science	Countrywide	\$10,000,000
UNICEF	Health, Water and Sanitation	Countrywide	\$36,700,000
UNICEF	Education	Countrywide	\$19,600,000
University Partners	<ul style="list-style-type: none"> <li>• The Research Foundation of the State University of New York/ Stony Brook and the Universities of Chicago, Boston and Oxford</li> <li>• The Human Rights Institute, DePaul University College of Law and Italy's International Institute of Higher Studies in Criminal Sciences</li> <li>• University of Hawaii, the International Center for Agricultural Research in Dry Areas, University of Jordan and the American University in Beirut</li> <li>• Jackson State University, Tougaloo College, Alcorn State University, Mississippi Valley State University, University of Mississippi Medical Center, Benetech, US-Iraq Business Resources</li> <li>• University of Oklahoma, Oklahoma State University, Cameron University and Langston University</li> </ul>	Countrywide	\$20,730,000
VEGA	Business Skills Training	Countrywide	\$12,089,702
VFH	Elections Support	Countrywide	\$999,926
WHO	Strengthen Health System	Countrywide	\$10,000,000
WHO	Health	Countrywide	\$4,808,858
World Bank	Trust Fund Contribution	Countrywide	\$5,000,000
Yankee Group	Telecoms Planning	Countrywide	\$58,150
<b>Emergency Relief</b>			
<b>USAID/DCHA/OFDA.....</b>			<b>Subtotal: \$190,618,209</b>
ACTED	Water and sanitation, health/hygiene, education	Eastern Iraq	\$2,995,793
Administrative	Administrative Costs	Countrywide	\$9,215,073
AirServ	Logistics	Countrywide	\$5,309,876
ARC	Capacity Building	Central and Southern Iraq	\$537,746
CARE	IDP Assistance, Quick-impact Projects, Water and Sanitation, Health, Emergency Relief Commodities	Countrywide	\$9,043,148
The Cuny Center	Research Studies	Countrywide	\$40,260
GOAL	Coordination, Nutrition	Al Muthanna' and Dhi Qar	\$1,507,900
InterAction	Coordination	Countrywide	\$92,860
IDA	Health	Countrywide	\$1,318,437

# PROGRAM FINANCIAL SUMMARY

FY 2003-2006			
Implementing Partner	Sector	Regions	Obligation
IMC	Health, IDP Assistance, Food Security, Nutrition, Water and Sanitation, Capacity Building	Countrywide	\$38,332,887
IOM	IDP Assistance	Central and Southern Iraq	\$20,642,470
IRC	IDP Assistance, Health, Water and Sanitation	Countrywide	\$8,000,411
IRD	IDP Assistance, Health, Water and Sanitation, Livelihoods, Emergency Relief Commodities	Northern and Central Iraq	\$17,676,190
Logistics	Emergency Relief Commodities and USAID/DART Support	Countrywide	\$22,771,653
Mercy Corps	IDP Assistance, Health, Emergency Relief Commodities, Shelter, Water and Sanitation	Countrywide	\$27,001,114
SCF/US	Food Security, Health, IDP Assistance, Shelter, Nutrition, Emergency Relief Commodities, Water and Sanitation	Countrywide	\$8,638,652
UNICEF	Health, Nutrition, Water and Sanitation	Countrywide	\$4,000,000
OCHA	Coordination and Information	Countrywide	\$1,200,000
USAID/Jordan	Support for Emergency Water Activities	Countrywide	\$500,000
WFP	Food Security, Logistics	Countrywide	\$5,000,000
World Vision	Health, Logistics, Emergency Relief, Water and Sanitation	Countrywide	\$6,793,739
<b>USAID/DCHA/FFP.....</b>			<b>Subtotal: \$425,571,000</b>
WFP	Operations	Countrywide	\$45,000,000
WFP	Emerson Trust—81,500 MT	Countrywide	\$40,337,000
WFP	P.L. 48— Title II emergency food commodities—163,820 MT	Countrywide	\$140,234,000
WFP	Regional Purchase—330,000MT	Countrywide	\$200,000,000
<b>USAID/DCHA/OTI.....</b>			<b>Subtotal: \$418,587,768</b>
Administrative	Administrative Costs	Countrywide	\$11,630,312
IOM	Iraq Transition Initiative	Countrywide	\$6,462,167
DAI	Iraq Transition Initiative	Countrywide	\$389,500,376
Internews	Media	Countrywide	\$160,359
Radio SAWA	Media	Countrywide	\$400,000
NDI/IRI	National Governance	Countrywide	\$650,000
IFES	National Governance	Countrywide	\$1,042,315
ICNL	Civil Society	Countrywide	\$39,238
Spa War**	Inter-Ministry Communications	Countrywide	\$8,703,001
<b>TOTAL USAID ASSISTANCE TO IRAQ FROM 2003-2006 .....</b>			<b>\$5,004,284,617</b>

\* Figures in funding sheet are subject to change and do not represent a final official accounting of USG obligations.