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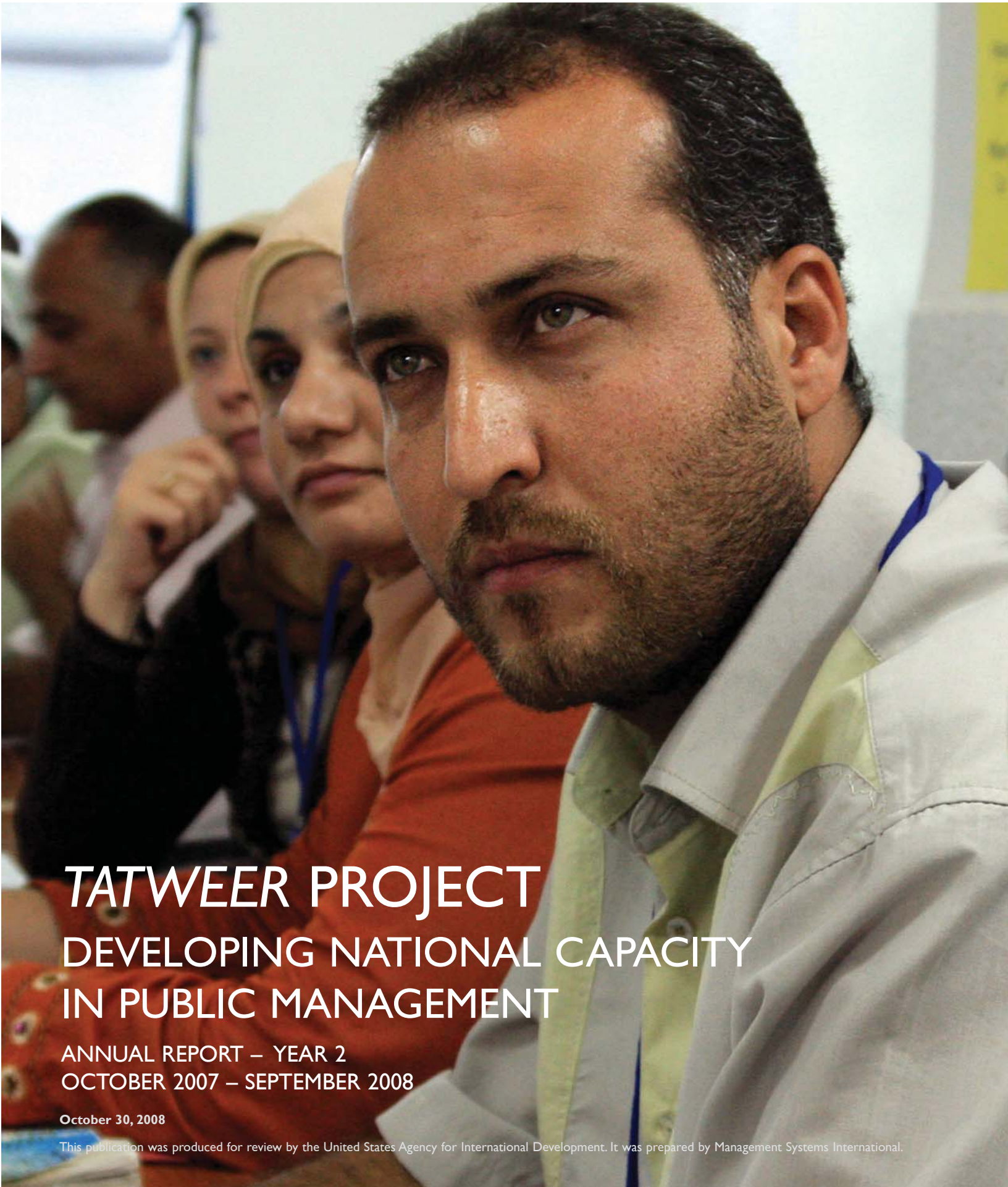

TATWEER PROJECT

DEVELOPING NATIONAL CAPACITY IN PUBLIC MANAGEMENT

ANNUAL REPORT – YEAR 2
OCTOBER 2007 – SEPTEMBER 2008

October 30, 2008

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DEVELOPING NATIONAL CAPACITY IN PUBLIC MANAGEMENT

ANNUAL REPORT – YEAR 2
OCTOBER 2007 – SEPTEMBER 2008

TATWEER
National Capacity Development in Public Management

تطويـــــــر
تنمية القدرة الوطنية
في ادارة
مؤسسات الدولة

***Tatweer* Project:** Iraq National Capacity Building
USAID Contract DFD-I-00-05-00221-01
Year Two
Period: October 2007 – September 2008
October 30, 2008

Management Systems International
*a division of Coffey International, Ltd.

coffey international development

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COVER PHOTO
Credit: Debbi Morello
Caption: Iraqi participants engrossed in a *Tatweer* training course

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ACRONYMS

ADF	America's Development Foundation
ANE	Asia Near East Bureau (USAID)
BRDG	Building Recovery and Reform through Democratic Governance
CAO	Chief Administrative Officer
CCN	Cooperating Country National
CDP	Capacity Development Plan
CEO	Chief Executive Officer
CIS	Computer Information Systems
CMMS	Computerized Maintenance and Management Systems
COMFAR III	Computer Model for Feasibility Analysis and Reporting
COMSEC	Council of Ministers' Secretariat
COP	Chief of Party
CPA	Coalition Provisional Authority
CSR	Civil Service Reform
CTO	Cognizant Technical Officer (USAID)
DCOP	Deputy Chief of Party
DPMO	Deputy Prime Minister's Office (Iraq)
EFC	Energy Fusion Cell
FCSC	Federal Civil Service Commission
GAO	Government Accountability Office (USG)
GOI	Government of Iraq
GRD	Gulf Regional Division, Army Corps of Engineers
IQC	Indefinite Quantity Contract
IRMO	Iraq Reconstruction Management Office (USG)
IT	Information Technology
ITAO	Iraq Transition Assistance Office
IZ	International Zone
IZFN	International Zone Fiber optic Network
KRG	Kurdistan Regional Government
LGP	Local Governance Project (USAID)
ME	Ministry of Electricity
MNF-I	Multi-National Forces - Iraq
MoA	Ministry of Agriculture
MoH	Ministry of Health
MoHR	Ministry of Human Rights
MoMPW	Ministry of Municipalities and Public Works
MoO	Ministry of Oil
MoPDC	Ministry of Planning and Development Cooperation
MOU	Memorandum of Understanding
MoWR	Ministry of Water Resources
MSI	Management Systems International
NCCMD	National Center for Consultation and Management Development
NCD	National Capacity Development
NCDO	National Capacity Development Office (USAID)
NGO	Non-governmental organization
OSTP	Organizational Self-Assessment and Transformation Program
PAF	Procurement Action Form
PAR	Public Administration Reform
PMO	Prime Minister's Office (Iraq)
PMP	Performance Management Plan (USAID)
PMU	Project Management Unit
PRT	Provincial Reconstruction Team
PSD	Personal Security Detail
RRT	Regional Reconstruction Team
SRP	South Rashidiya Irrigation Pilot Project
TE	*Tatweer* Energy
TOT	Training of Trainers
UNIDO	United Nation Industrial Development Organization
US	United States
USAID	United States Agency for International Development
USG	United States Government
VPO	Vice President's Office (Iraq)

CONTRACT AT A GLANCE

BUILDING RECOVERY AND REFORM THROUGH DEMOCRATIC GOVERNANCE (BRDG)

Iraq National Capacity Development Program

'Tatweer'

Contract Number:	DFID-I-01-05-00221-05
Start Date:	July 31, 2006
Last Modification:	Modification 11, dated July 13, 2008
Ceiling Amount:	$209,498,700
Obligated Amount:	$209,498,700
End Date:	July 31, 2009
Programmatic Alignment:	USAID/Iraq Strategic Objective 10: Capacity of National Government Institutions Improved USAID/Iraq Intermediate Result 10.1: National Capacity Development (NCD)-assisted ministries demonstrating sustainable performance improvements in core administrative functions

By working closely with Government of Iraq (GOI) officials, the National Capacity Development program (NCD) supports the development of more transparent and effective public administration to improve services throughout the country. Management Systems International (MSI) is the prime contractor for this USAID-funded program.

The NCD program (known as *Tatweer* – Arabic for development) supports the GOI in three key areas: specialized assistance, targeted training, and a revived GOI training capacity.

Technical Assistance *Tatweer* works closely with Iraqi officials in 10 central Ministries plus key executive offices to provide on-site advisors in core administrative skills such as procurement, management, and planning.

Training MSI works with the GOI's National Center for Consultation and Management Development (NCCMD) to conduct public administration training for civil servants in Baghdad and across the nation via regional training hubs. The *Tatweer* team integrates systematic competency-based testing and certification into Iraqi civil service training.

Reviving Capacity *Tatweer* coordinates with NCCMD, ministerial training centers, NGOs, and institutions in Iraq to sustain a vibrant training network in all regions of the country. *Tatweer* scholarships offer 180 capable Iraqi citizens the ability to study public administration policy at accredited universities and then apply their new skills as GOI civil servants.

In response to a USAID request, *Tatweer* rapidly staffed and is managing a new unit focused on budget execution and operational efficiencies in the key Oil and Electricity ministries, the *Tatweer* Energy team (TE).

FOREWORD

With the fall of Saddam Hussein, Iraqis inherited a civil service profoundly damaged by decades of war, dictatorship, and fear. Government services were reduced to what could be provided by a core of demoralized public servants hobbled by outdated and inappropriate systems and a shortage of leadership.

When it began in August 2006, *Tatweer's* first priorities were establishing credibility with a wide range of Iraqi institutions and helping Iraq's central government address the enormous gap in trained civil servants. In its second full year of operations, *Tatweer* was able to broaden its scope by helping Ministries and executive agencies reengineer key systems, institute important procedural reforms, and implement meaningful improvements in areas such as budget execution and energy production.

At the end of its second year, *Tatweer* has developed standardized curricula and trained more than 25,000 civil servants in core public management skills. Follow-up surveys indicate that these individuals are putting their new skills to good use, and by the end of the year, more than half of this training was provided by Iraqi trainers who had been through the *Tatweer* training process. Increased Iraqi investment in training capacity is evidence of their government's commitment to building internal ability across ministries and provinces. With *Tatweer's* assistance, the government's civil service training center has substantially enhanced its capabilities; regional centers have been developed in Erbil, Basrah, and Mosul; and many Ministries have established and funded public administration training programs within their Ministries.

During this same period, significant improvements were implemented in each of the 10 Ministries and 5 Executive Agencies supported by the project. These improvements include internal reorganizations and strategic plans, as well as reengineered systems and procedures for planning, communications, feasibility analysis, budgeting, auditing, training, procurement, and statistics. Results are evident in tangible progress in budget execution and civil service reform, and in less tangible measures such as employee morale.

This report summarizes *Tatweer's* activities, accomplishments, and challenges during its second year and sets the stage for the project's Year 3 activities and objectives.

The *Tatweer* Team

PROGRAMMING STRATEGY AND IMPLEMENTATION

Tatweer, USAID's National Capacity Development Project, is entering its third year of operation in Iraq and witnessing the results of its commitment to a collaborative approach to supporting the Government of Iraq's (GOI) efforts to reform and modernize its public administration systems and approaches.

Tatweer addresses the need for rapid capacity development and administration modernization by adopting and adapting an approach, strategy, and tactics for program implementation that fit with the still fragile post-war security situation of Iraq.

The *Tatweer* approach emphasizes a style of interaction that is crucial for government agencies working to adopt and sustain modern procedures and administrative systems. *Tatweer's* focus on providing a strong group of senior Arabic-speaking international and national advisors, stressing their supporting role in the ministries' efforts to improve their performance, has established mutual trust and confidence leading to ministry buy-in and ownership of the programs, and finally to the ministries' confident adoption of new methods, full assumption of associated costs, and sustainable performance improvement.

The project was designed by USAID and the GOI with the understanding that meaningful and sustainable capacity development in the ministries rests on three mutually supportive dimensions:

1. ***Raising the skill levels*** of Iraqi public managers to offset years of isolation, autocratic administration, and the administrative disruption of the de-baathification of 2003,
2. ***Modernizing administrative systems*** and procedures and the organizational units responsible for their implementation, and
3. ***Internalizing a capacity for change,*** revitalization, and staff development.

All three dimensions ("sub-IR level results" in the parlance of Performance Management) are required to achieve an effective and lasting improvement of ministry performance. Each is necessary, but none is in itself sufficient for capacity development and improved performance.

A participant in Tatweer's training program listens intently to the course material.

SKILLS DEVELOPMENT

At the beginning of the *Tatweer* project, GOI skill levels in public administration were at an amazingly low level, considering that Iraq was a middle income country with a significantly educated populace. The public managers who once knew government practices for procurement, developing capital investment projects, or preparing multi-year strategic plans are now few and far between. In other areas, especially in information technology, Iraq was a decade or more out of date, despite the steady stream of IT graduates. The project designers had determined, and early *Tatweer* joint assessments and self assessments confirmed, that there was no "critical mass" of people with professional skills and attitudes to manage a government serving over 25 million people. Iraq's key ministries needed a serious injection of basic management training.

Tatweer, in partnership with the National Center for Consultancy and Management Development (NCCMD), initiated a program in public administration training to create a significant core of trained administration personnel in three years. As the training initiative gained momentum, the 10 *Tatweer*-assisted Ministries tentatively cooperated, and by now have become active participants in the training of their staff. Iraqi civil servants have a passion for training and learning-even at the risk of their lives, they join in courses on procurement, budgeting, project management, human resources, information technology (IT), and leadership communication.

The original suggested training target for the project in 2006 was what seemed like a staggering 58,000 civil servants, a number roughly equal to 10% of the estimated number of management level cadres of the 10 *Tatweer*-assisted ministries. The security situation and travel restrictions continued to seriously constrain expatriate advisors' participation in training delivery, however. Quality training must and should be delivered to ministry personnel by Iraqis. The project mounted a classic training-of-trainers program targeting ministry staff to serve as the trainers for their colleagues.

With the severe security constraints faced in 2006 and early 2007 and the shift towards a focus on ministerial engagement, the training target was reduced to a cumulative total of 21,500 through FY 2008. *Tatweer*, NCCMD, and the participating ministries have enrolled and trained 28,990 civil servants through FY 2008 and are currently enrolling an average of 3,300 persons a month. Despite the challenges faced early on in the training program, *Tatweer* anticipates approximating the original target of 58,000 enrollees by the end of the project.

MINISTRY/EXECUTIVE OFFICES MANAGEMENT SYSTEMS

Skills are not sufficient to address the problems of poor ministry performance. Basic public administration systems and procedures must be established and re-established, formed and reformed, animated and re-animated in order for the government to connect and re-connect with its responsibilities and its citizens. Evidence of Iraq's civil servants' commitment to succeeding in the hard work and complex effort of changing systems can be seen throughout the government:

- The Council of Ministers Secretariat (COMSEC) and the Ministry of Planning and Development Cooperation (MoPDC) are revamping the national government's procurement apparatus and systems, mandating the strengthening of the

ministries' procurement structures and decentralizing larger contracting decision-making responsibilities out to the ministries and down to the provincial governments. *Tatweer* procurement advisors are working in multiple ministries to help them respond to the new mandate.

- The MoPDC is introducing a robust and mandatory approach to capital investment project preparation through mandating and automating international standards in project feasibility analysis.
- The Civil Service Committee (including one member from *Tatweer*) of the Prime Minister's Advisory Commission, with *Tatweer's* assistance and encouragement, completed and submitted the draft Law to Establish a Federal Civil Service Commission. This is a requirement in the Iraqi constitution and an essential milestone on the road to a modern civil service. The Civil Service Committee also pressed forward to complete the draft Civil Service Law for the comprehensive reform of federal civil service structures and regulations.
- *Tatweer* has provided advisors to the executive offices-the Prime Minister's Office, the offices of the two Deputy Prime Ministers, COMSEC, and, newly added this year, the Presidency Council. *Tatweer's* work with the executive offices focuses on building the capacity and systems for strategic planning, decision-making, and communication. Over 150 high level officials have attended workshops and seminars in these areas that speak to the core responsibilities of this level of government.
- The Ministry of Health's (MoH) nation-wide strategic planning and budgeting initiative, supported and guided by *Tatweer* senior advisors, is reaching out for the first time from its Baghdad headquarters to involve administrators from all the provincial health directorates.
- The Ministry of Water Resources (MoWR) and the Ministry of Agriculture (MoA) have combined forces in an unprecedented example of operational level cooperation to develop and implement a partnership with each other and with affected communities in Rashidiya to begin rehabilitating the irrigation networks and farming systems that provide potential employment for 28% of the population.
- Ministry of Municipalities and Public Works (MoMPW) engineers and *Tatweer* advisors are working hand in hand instituting end-to-end management systems for the full project cycle for major construction projects in seven provinces, as the model for improving budget execution even further in this ministry, which leads the way in budget execution for the entire government.
- The Ministry of Electricity's (ME) inclusion of *Tatweer* advisors as full members of key problem-solving committees-for such issues as improving operations and maintenance systems, instituting international standard safety procedures, and energy planning and budgeting-that report progress directly to the Minister every 90 days. *Tatweer*, responding to a whole series of crisis requests from the Ministry of Oil (MoO) is using our response methodology to assist the ministry to develop its own tiger teams to address such issues in the future.

"There will be no sustainable and lasting reform without a sound civil service reform. Iraq civil service reform has been neglected for decades, but now with USAID's help we are rebuilding a new civil service system on solid ground."

Dr. Ghazi Al-Abudi, Chairman
Civil Service Reform Committee

MINISTERIAL PARTNERSHIPS WORK TO KEEP WATER FLOWING IN SOUTH RASHIDIYA CANALS

In the midst of Iraq's struggles with crippling drought, the USAID-funded *Tatweer* program has facilitated a partnership between the MoWR and MoA to help secure a budget allotment to keep the water flowing through the South Rashidiya canals. The South Rashidiya Pilot Project, the first inter-ministry, multi-organization approach with the USAID-funded programs *Tatweer* and INMA and the local Provincial Reconstruction Team, could be a pilot for other development projects involving Iraqi Ministries and U.S. assistance.

The problems with South Rashidiya irrigation systems are not new. Water used to flow freely in the area's agricultural canals, serving 4,000 hectares. Deterioration of the irrigation infrastructure, combined with drought and shortage of water supply, has left many of the water channels empty. Extraordinary measures are needed to re-establish what was once considered a robust agricultural community of 700 farms. Natik Joudi, who was an engineer for the Ministry of Irrigation in the mid-70s and now works with the Provincial Reconstruction Team, explained that the long-time agricultural region was famous for its grains and orchards and populated by farmers who have handed down their land for generations. The project will preserve the region's rich agriculture and traditional way of life.

Tatweer advisors, in cooperation with their counterparts at the MoWR and the MoA, helped initiate a field survey and conditional assessment of all the irrigation systems serving the South Rashidiya area. This was conducted by 40 technical staff representatives from the MoWR and the MoA. Trained staff from the MoWR, with assistance from MoA technicians, will utilize an existing Geographic Information System provided under a previous US donor project to process the data gathered by the field survey. The end result will be a report that will clearly identify the maintenance and capital reconstruction effort required to return irrigation water to the area and include capital rehabilitation requirements for South Rashidiya in the MoWR 2009 Budget.

Evaluating the status of a spillway as part of the joint MoWR/MoA South Rashidiya Pilot Project

Although the river's low water flow and the slow deterioration of the area's irrigation systems are of primary concern, power shortages do have an impact. Currently, power shortages don't allow the canal pumps to keep a consistent enough flow to prevent stagnation in some of the canals, but Iraqi engineers proposed a solution for their ministerial counterparts. "Any way you look at it, there is a need for more electricity," Robert Kirkman, advisor to the MoWR said. "I'm encouraged there's a design for getting new pumps and more electrical supply. It seems to me we're close to solving this!" The ME has now joined the partnership and will provide a "dedicated service" of uninterrupted electricity to keep the canal pumps operational despite reduced water levels.

The intent is for future surveys to be conducted by the MoWR and the MoA without help from *Tatweer*, INMA, or the Provincial Reconstruction Team, eventually leading to a complete survey of all the irrigation systems and agricultural land throughout Iraq. Once this has been achieved, the GOI will be able to accurately evaluate the supply and demand requirements for water resources. This information will carry forward at the national level, and will provide the GOI with a firm basis for negotiating utilization of water resources with its neighbors. In addition, the MoA will be able to accurately monitor and assess crop production vs. market demand, and introduce programs for pesticide distribution, crop rotation methods, and best irrigation practices.

EXPANDING GOI CAPACITY TO DELIVER MANAGEMENT TRAINING

The project provides crucial support to GOI institutions entrusted with the responsibility of providing quality in-service training to civil service staff to assure their continuing ability to provide training services and build an internal institutional capacity to adapt and change as circumstances develop.

NCCMD. The cornerstone of this activity is the NCCMD, the Ministry of Planning and Development Cooperation's long-established national training center. *Tatweer* is assisting the NCCMD to modernize and develop the systems and skills needed to provide leadership for civil servants' continuing education. One new role that NCCMD is developing with *Tatweer* support is to be the quality control organization for the expansion of the ministries' successful training efforts through their new Training of Trainers (TOT) program. NCCMD is establishing itself as a certifying agency for public management curriculum and training materials, and has developed and implemented a system of review and certification of the ministries' new trainers.

Ministry Training. This year, the ministries have shown support for assuming the responsibilities of continuing *Tatweer's* public administration training. Approximately 90% of the competency level training in project management, human resources, leadership communication, and fiscal management is now delivered by GOI trainers to their colleagues. Ministries are supporting their TOT's training efforts with cash incentives to the trainers, prizes for the best performing trainees, and the development of new training facilities-some with *Tatweer* support, but many now planned from their own ministry budgets.

Provincial Outreach. Meaningful in-service training for civil servants must be accessible beyond the borders of Baghdad, as roughly two-thirds of the civil servants work in provincial directorates or in national facilities located in the other provinces. *Tatweer* is assisting NCCMD and Al Quds School for Computers establish satellite training centers in Mosul and Basrah. Despite the security difficulties in these locations these regional training centers are now up and running, delivering significant training services to the provinces of Ninewah in the north and Basrah, Thi-Qar, Muthanna, and Missan in the south. The regional training center in Erbil is very effectively serving the Kurdistan Regional Government ministries as well as training a significant number of civil servants stationed in Tameem, Ninewah, and Diyala. Erbil also supports special multi-province workshops in strategic planning and other topics. By the end of FY 2008, almost 10,000 civil servants had been enrolled in courses delivered in Erbil, Sulaimaniya, and Dohuk. With the expansion of ministry TOT-delivered training, provincial training moved beyond the three regional training centers, with large numbers of trainees in the south central provinces of Babil, Karbala, Qadisiyah, Wassit, and Najaf. From Baghdad, ministry roll out trainers, as well as *Tatweer* expatriate advisors, begin offering courses in leadership communication, project management, and Information Technology in newly-secured Anbar province. 75% of the trainees are from provinces other than Baghdad. As a result at least ten provinces each now have over 1,000 civil servants newly trained in current public administration skills and processes.

"Once I overcame my fear and saw the needs in Anbar, I knew that I must do everything in my power to assist my fellow Iraqis…the benefits of these courses knows no limit."

Um Mustapha, MoA Engineer
Tatweer Strategic Planning workshop participant in Anbar Province

FIRST PERSON:
TOUCHING THE LIVES OF MANY, TOLD THROUGH THE EYES OF ONE

How does change occur?" asked Nahla Al Taie, eyes fixed on her audience of MoA colleagues, engaging first one and then another. "Start making decisions, open lines of communications, and positive changes will take place."

These keys not only helped forty-year-old Taie, a senior level manager at the MoA, unlock her own potential, but her experience at a Leadership and Communication focus group also enabled her to help fellow MoA colleagues. The event, organized through the USAID-funded *Tatweer* project, brought together certified trainers from its Leadership and Communication pillar to meet and share case studies of success. As facilitators, Taie and her training colleagues from the MoA, all senior-level managers, deliver courses within *Tatweer's* ten cooperating national ministries as well as within the Prime Minister's Office and the Council of Ministries.

The morning after a long journey to Baghdad from the southern Iraq city of Basra, where she had been teaching at one of the MoA's offices, Taie was eager to share her experiences putting her training into action. Taie discussed how she recognized the need for change in the MoA's Finance and Administration departments. She began by asking each person in those departments to create their own job descriptions, illustrating their work and responsibilities. When her supervisor, the director general-a senior manager of a number of departments-read these descriptions, he invited Taie to recommend changes. She advised him to reorganize the departments to improve work flow and outcomes.

"I did not want to miss an opportunity to put my plans into action," Taie said. She also recommended the MoA provide Leadership and Communications training for its employees. Her boss accepted all of her suggestions, and they began to implement her plan.

Nahla Al Taie, "Start making decisions, open lines of communications, and positive changes will take place."

Taie attributes higher morale and increased productivity as a direct result of the training workshops. "This process would have taken a year at least and we got it done in just two months!" boasted Taie, still a bit surprised that all of her suggestions were put into action. "I think the end result was a win-win for everyone."

Taie is already working on her next project to train employees of the MoA's animal production projects throughout Iraq to better assess market demands. She knows that improving the skills of the employees will enable them to better identify solutions for increasing production according to the actual needs of Iraqis. In recognition of her achievements, the unstoppable Nahla al Taie has been promoted to head of the MoA Information and Training Department in Basrah.

OSTP. NCCMD and other ministry partners have fully internalized elements of the OSTP methodology, especially Self Assessment. NCCMD has taken a clear role in training other ministries, developing within itself and within its "client" ministries a capability for institutional self assessment as a foundation for performance improvement. Altogether the *Tatweer* and NCCMD OSTP teams are working with 8 ministries and GOI institutions that have made demonstrated commitments to the self-assessment methodology. A number have also committed to implementing the next stage—Transformation.

NEW DIMENSION OF PROVINCIAL OUTREACH

With the recent contract amendment *Tatweer* will expand its role in the provinces, providing concentrated technical assistance to the provincial directorates of the ministries with active provincial offices, provincial service delivery functions, and high levels of capital project investments. This technical assistance will cover all *Tatweer* core public administration areas, but will especially focus on fiscal management, project management, improved processes of communication between the ministry headquarters and their provincial directorates, and improved communication between the line ministries' provincial directorates and the Provincial Councils and Governors. USAID, under its Local Governance Project, has heavily invested in building up local governments. The expansion of *Tatweer* technical assistance to the provincial directorates of the line ministries is intended to strengthen the linkages, cooperation, and communication between the two levels of government, especially in the preparation of complementary and comprehensive budgets from the national and provincial accounts, in relation to provincial strategic development plans. This will reduce some of the current disconnections and redundancies between national ministry budgeted projects and locally budgeted projects. Toward this end, *Tatweer* is establishing new program coordination offices in Babil and Anbar, converting the purely training offices in Basrah, Erbil, and Mosul to include the delivery of technical assistance, and embedding other staff in government offices in the additional provinces to be served by the new regional coordination centers.

"In thirty years we never had training such as this! We never imagined such programs."

Mr. Yaser
MoA employee, speaking of Tatweer's OSTP Program

Colleagues discuss training materials during a group exercise

USAID/*Tatweer* Results Framework 2008

Strategic Objective 10: Capacity of National Government Institutions Improved
USAID PMP SO 10 Indicator: Number of national government institutions effectively delivering their services

Intermediate Result 10.1: National Capacity Development (NCD)-assisted ministries demonstrating sustainable performance improvements in core administrative functions
USAID PMP IR 10.1 Indicator: Percentage of approved Government of Iraq (GOI) annual budget spent by NCD-assisted ministries
Sub-Indicators for IR 10.1: Value of capital projects approved by the Ministry of Planning
Number of capital projects approved by Ministry of Planning
Rate of capital projects implementation

Sub-IR 10.1.1: Project Result 1 Strengthened Public Administration Skills

SUB IR Indicators:

- 1.1 Proportion of training graduates reporting that they often make use of new training skills.
- 1.2 Proportion of training graduates reporting that they sometimes or often make use of new training skills.
- 1.3 Proportion of training graduates reporting significant improvements in the situation regarding their operational or training area in their unit/ministry **(PE 2.2)**
- 1.4 Proportion of training graduates reporting some improvement or significant improvement in that situation regarding their operational or training area in their unit/ministry **(PE 2.2)**
- 1.5 Number of trained trainers (including anti-corruption agencies **PE 2.2**)
- 1.6 Number of civil servants trained and certified **(**including anti-corruption agencies **PE 2.2)**
- 1.7 Number of post-graduate scholarships awarded

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

SUB IR Indicators:

- 2.1 Number of units/departments implementing *Tatweer* recommended changes in administrative systems or procedures **(PE 2.2)**
- 2.2 Proportion of priority systems improvements in human resource management implemented by ministries
- 2.3 Proportion of priority systems improvements in fiscal management implemented by ministries
- 2.4 Proportion of priority systems improvements in information technology management implemented by ministries
- 2.5 Proportion of priority systems improvements in project management implemented by ministries
- 2.6 Proportion of priority systems improvements in leadership and communication implemented by ministries
- 2.7 Number of ministries and executive offices with institutionalized self-assessment process

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

SUB IR Indicators:

National Center for Consultation and Management Development (NCCMD) Training Capacity Strengthened

- 3.1 Training database developed at NCCMD
- 3.2 Number of trainees enrolled at NCCMD
- 3.3 Number of trained trainers at NCCMD

Regional Training Centers Strengthened

- 3.4 Training database developed at regional training centers
- 3.5 Number of trainees enrolled at regional training centers.
- 3.6 Number of trained trainers at regional training centers.

Ministerial Training Centers Strengthened

- 3.7 Number of ministries that have established a public administration training program
- 3.8 Number of trainees trained by ministry training centers (including anti-corruption agencies **PE 2.2**)
- 3.9 Number of *Tatweer* developed training curricula certified by NCCMD
- 3.10 Number of *Tatweer* developed training curricula certified by NCCMD and utilized by Ministry training

Results Matrix for Year 2 Targets and Accomplishments

Result 1: Strengthened Core Public Administration Skills					
Outputs/Outcomes		FY2007 Actual	FY2008 Targets	FY2008 Actual	Comments
1	Proportion of training graduates reporting that they **frequently** make use of new training skills.	33%	50%	**58%**	Exceeded target. More graduates report frequently utilizing skills
2	Proportion of training graduates reporting that they **sometimes or frequently** make use of new training skills.	93%	95%	**96%**	Target achieved. Almost all graduates report utilizing skills either frequently or sometimes
3	Proportion of training graduates reporting **significant improvements** in the situation regarding their operational or training area in their unit/ministry (PE 2.2)	15%	50%	**24%**	Target not achieved. However, there is some difference between the 2007 actual (15%) and 2008 actual (24%). Targets will be revised based on this result.
4	Proportion of training graduates reporting **some improvement or significant improvement** in the situation regarding their operational or training area in their unit/ministry (PE 2.2)	73%	75%	**76%**	Exceeded target. Almost all graduates report either significant improvement or some improvement in their work environment.
5	Number of trained trainers (All enrollees from training of trainees courses from all key administration areas, including staff of anti-corruption agencies PE 2.2)	188	400	**397***	On track to achieve target. Number is combination of trained trainers from national and three regional centers
6	Number of civil servants trained and certified (All enrollees from basic training courses from all key administration areas, including staff of anti-corruption agencies PE 2.2)	2968	20,000	**25984****	Exceeded target. Cumulative number from project start
7	Number of post-graduate scholarships awarded	180	180	**180**	Cumulative number achieved in FY 2007. 180 is ceiling/contract obligation.

Result 2: Ministries Establish More Effective Administrative Systems					
Outputs/Outcomes		FY2007 Actual	FY2008 Targets***	FY2008 Actual	
1	Number of units/departments implementing *Tatweer* recommended changes in administrative system or procedures (PE 2.2)	7	20	**45**	Exceeded target. Number is derived from improvements implemented and identified in different departments in all *Tatweer* supported ministries
2	Proportion of priority systems improvements in human resource management implemented by Ministries.	Baseline	45%	**44%**	On track to achieve targets. Indicator is new and extracted from work plans developed for CY 2008. Therefore, this is an accomplishment for 9 of the 12 calendar months.
3	Proportion of priority systems improvements in fiscal management implemented by Ministries.	Baseline	45%	**37%**	On track to achieve targets. Indicator is new and extracted from work plans developed for CY 2008. Therefore, this is an accomplishment for 9 of the 12 calendar months.
4	Proportion of priority systems improvements in Information Technology management implemented by Ministries	Baseline	45%	**40%**	On track to achieve targets. Indicator is new and extracted from work plans developed for CY 2008. Therefore, this is an accomplishment for 9 of the 12 calendar months.
5	Proportion of priority systems improvement in project management implemented by Ministries.	Baseline	45%	**39%**	On track to achieve targets. Indicator is new and extracted from work plans developed for CY 2008. Therefore, this is an accomplishment for 9 of the 12 calendar months.

Results Matrix for Year 2 Targets and Accomplishments *(continued)*

Result 2: Ministries Establish More Effective Administrative Systems *(continued)*					
Outputs/Outcomes		FY2007 Actual	FY2008 Targets***	FY2008 Actual	
6	Proportion of priority systems improvement in leadership and communication implemented by Ministries.	Baseline	45%	**38%**	On track to achieve targets. Indicator is new and extracted from work plans developed for CY 2008. Therefore, this is an accomplishment for 9 of the 12 calendar months.
7	Number of ministries and executive offices with institutionalized self-assessment process (Cumulative).	2	8	**7**	Target not achieved. However, a cumulative number of 3 ministries and 4 institutions, till date, have officially adopted and created structures within the organizations to continue the OSTP process. (NCCMD, NRC, NOC, OPDC, MoWR, MoA, MoH)

Result 3: Public Administration Training Capacity Expanded					
Outputs/Outcomes		FY2007 Actual	FY2008 Targets	FY2008 Actual	
1	Training database developed at NCCMD	1	1	**1**	Target achieved. Only one training database was targeted to be developed, however, three other databases have also been developed for NCCMD.
2	Number of trainees enrolled at NCCMD (Cumulative)	1,375	2,000	**1,432**	Target not achieved. NCCMD still depends on *Tatweer* to facilitate training courses, while they host, however, number has increased compared to previous reporting year
3	Number of trained trainers at NCCMD	21	30	**113**	Exceeded targets. More enrollees from NCCMD hosted trainings have graduated as trained trainers. NCCMD has also begun evaluating and certifying *Tatweer* trained trainers.
4	Training database developed at regional training centers	0	1	**1**	Target achieved. Only one training database was targeted to be developed.
5	Number of trainees enrolled at regional centers (Cumulative)	1,415	1,500	**14,834**	Exceeded target. Cumulative number from project start
6	Number of trained trainers at regional training centers	176	200	**256**	Exceeded targets. Cumulative number deducted from the overall number reported above.
7	Number of ministries that have established a public administration training program	3	10	**5**	Target not achieved. 5 Ministries with upgraded training centers, have trained trainers, are utilizing some or all of *Tatweer* curriculums, and conducting training for their staff with their own budgets. (MoH, MoA, MoMPW, MoWR, MoPDC)
8	Number of trainees trained by ministry training centers (including anti-corruption agencies PE 2.2)	962	1,000	**3877******	Exceeded targets. Cumulative number trained till date
9	Number of *Tatweer* developed training curricula certified by NCCMD	Baseline	5	**10**	Exceeded Targets: NCCMD has approved all *Tatweer* training curricula
10	Number of *Tatweer* developed training curricula certified by NCCMD and utilized by Ministry training	Baseline	2	**5**	Exceeded Targets: Curricula of the 5 core administration areas are being utilized in 5 ministries where training is being conducted at this time.

Notes:
- * Number of trained trainers comprises, *Tatweer*-Karada 28, Regional centers 256, and NCCMD 113
- ** This number is total enrollees from all courses: direct, roll-out, sub-contractors, NCCMD, regional centers, provinces, and *Tatweer*-Karada
- *** Result 2 targets were set for CY 2008 (Jan-Dec), but actual results represent FY 2008 (Oct 2007-Sept 2008), consequently only 3 quarters of CY 2008 are represented
- **** Number of trainees trained by Ministry Training centers only includes those participants trained in the upgraded Ministry headquarters training centers and does not include all those trained in other locations (roll out) by ministry trained trainers supported by the ministries

PROGRAM ACTIVITIES

The *Tatweer* project is built around three core tasks: ministerial systems reform, individual training, and the development of a sustainable Iraqi training capacity, as shown in the USAID/*Tatweer* Results Framework. The initial emphasis of the project was on a large volume of individual training. Mid-way through the first year of the project, USAID, in support of the Embassy, the Department of Defense, and the US Government (USG) leadership for Iraq, re-oriented *Tatweer's* focus to ministerial reform. In this second phase, *Tatweer* has moved to aggressively utilize the relationships developed by the project to gain adoption of systemic changes in GOI administrative procedures. During this reporting period, a number of *Tatweer* initiatives have been incorporated into GOI standard operations-a critical indicator of the sustainable impact of *Tatweer's* approach to capacity development in Iraq.

BRINGING REFORM TO IRAQ'S MINISTRIES

ACCELERATING CHANGES IN DOING BUSINESS

The Ministry of Planning and Development Cooperation (MoPDC) has seen improvements in all aspects of operations and all departments this year. Fifteen new offices in the provinces were opened and more than 300 new staff hired for key positions. Renovations began on the "Red Building" which used to be a landmark for Iraq and the main headquarters for MoPDC.

Tatweer completed work on the Administrative Tribunal courtroom at MoPDC and 28 cases have already been presented this year to the court. This court rules on disputes over the award of public government contracts and is a major advance for the Iraqi procurement system.

The Governmental Investment Program at MoPDC has witnessed significant improvements including the adoption of a five year funding mechanism for projects based on strategic plans to replace the current year to year allocations. This will change current business practices for all ministries and provincial councils and help them to be more strategic in their selection of projects. At the same time, the efficiency of processing projects and funding proposals increased significantly; the whole process is currently automated. *Tatweer* assisted the ministry improve periodic performance reports about each ministry and provincial councils in terms of capital projects budget execution, improving consistency and timeliness.

MoPDC also moved ahead with the decentralization process by opening 15 provincial planning units in the governorates. Provincial councils are able to deal with these units rather than sending their requests and reports to Baghdad. *Tatweer* provided these units with training and technical assistance, and MoPDC shared with *Tatweer* the cost of providing them with IT equipment.

Four computer applications for COSIT were redesigned using Oracle and statistical reports about crop harvesting, car accidents and parallel education were published for the first time in four years. *Tatweer* helped develop a well structured Master Statistical Plan that follows World Bank guidelines outlining all surveys and census for the next five years.

"The Government of Iraq believes that by endorsing the Paris Declaration on Aid Effectiveness, Iraq will be empowered to enhance its partnership with the international community for achieving the country's vision for development in a constructive, transparent, and equally engaging manner."

Dr. Ali Baban
Minister of Planning and Development Cooperation

As a result of *Tatweer's* assistance in the area of international cooperation and donor assistance, several ministry processes have been strengthened. Project screening of donor projects is more rigorous and the MoPDC is requiring that donors alter their project approaches by having technical advisors in-country and by hiring more Iraqis. The MoPDC has also changed the way the GOI does business vis-à-vis donor projects by introducing the co-financing mechanism which requires that the GOI commits resources to the projects and works alongside of donors to assure the sustainability of their assistance.

The MoPDC is working with donors more assertively via the new Paris Declaration Task Force which mandates that donors agree to interact in specific ways with the GOI. This assertiveness is a major step toward the MoPDC taking the lead in Iraq's development strategy and requesting that donors fill in technical assistance gaps, rather a donor-driven plan. The MoPDC is operating an information hub on donor assistance by publishing a newsletter for government officials and other ministries regarding donor activities. *Tatweer* has helped the MoPDC undertake its daily business in a more decentralized manner by relying more on the actions and inputs of provincial planning units.

The Minister of Planning and Development Cooperation and MoPDC officials with Tatweer leadership and advisors at the ceremony marking the opening of the new Administrative Tribunal courtroom

IRAQIS FIND A VOICE IN THE LEGAL SYSTEM

It is no small feat that in a dimly-lit room in February 2008 in Iraq's Ministry of Planning and Development Cooperation, four administrative judges sat for the first time proudly hearing public contracts cases which had been brought before the newly formed Administrative Tribunal.

In 2004, the Coalition Provisional Authority issued Order No. 87 on Public Procurement, modeled on the US Federal Rules of Acquisition, with the purpose of governing Iraqi public contracts and procurements based on transparency, predictability, fairness, and equality of treatment. While Iraq's new 2005 Constitution incorporated Order 87 into law, it was still necessary to create the institutional mechanisms to implement it. Creation of an Administrative Tribunal to resolve disputes is a first but critical step in that regard.

Following a ministerial decree issued by Dr. Ali Baban, the Minister of Planning and Development Cooperation, the MoPDC has begun implementing the procedures necessary to try public contracts and procurement cases before the Administrative Tribunal. Dr. Baban turned to members of *Tatweer* for technical assistance. Via a grant from *Tatweer*, the MoPDC was able to transform the Administrative Tribunal setting from a small ill-equipped room with scant resources to a properly equipped courtroom. *Tatweer's* grant procured civil works, infrastructure improvements, and proper sound and video equipment to record the Tribunal's proceedings. *Tatweer* is also providing expert resources to strengthen the skills and expertise of Tribunal staff.

"This is a new era for Iraq," said Mohammed Nasir, an Iraqi who has come back to help rebuild his country after leaving twenty years ago, and who is now a member of the *Tatweer* MoPDC advisory team. "We were repressed for years under the prior regime, no one could speak out, protest, let alone dispute anything with the government… this is a new era for the voices of Iraqis."

On July 31, 2008, Dr. Baban officially opened the new Administrative Tribunal courtroom, with its administrative judges and staff, Ministry representatives, members of the *Tatweer* team, and many members of the Iraqi press present to witness the occasion.

"I am very proud to be standing here in the new courtroom of the Tribunal where we have already begun hearing cases," said Dr. Baban. "With the help of *Tatweer* we have come a long way, and we will move forward to build our systems even more."

The Administrative Tribunal now provides a credible dispute resolution mechanism for resolving commercial disputes between the GOI and local and foreign investors. This process had deteriorated, especially during the era of sanctions which created a ripe environment for corruption and undermined investor confidence in the stability of Iraq's economy. With the Administrative Tribunal now in place, Iraqi and international investors will once again have faith in Iraqi commerce.

The Minister of Planning and Development Cooperation, Dr. Ali Baban, speaks before the press about the Administrative Tribunal Court to be held in the MoPDC

"Communication has been revolutionized in the MoH, we have moved from paper-based documentation to electronic-based documentation."
The Ministry of Health IT team

HELPING IRAQIS ACQUIRE GOODS AND SERVICES

During the life of the project, *Tatweer* has provided much-needed assistance for the procurement of goods and services in many of the *Tatweer*-supported Ministries. In the beginning, much of the assistance took the form of monetary investment by *Tatweer*. For example, *Tatweer* advisors noted that the MoH had received a substantial gift of computer hardware, but were unable to utilize it effectively because the building was not wired for network connectivity. *Tatweer* invested both money and technical assistance in having the building wired for computer access. While this activity alone is simply a matter of creating infrastructure, the deeper ramifications support *Tatweer's* goal of increasing the capacity and capability of the MoH to utilize its resources effectively. The MoH now has a more rapid and reliable communications system and the ability to store attachments and documents electronically instead of relying on stacks of paper and manual filing systems. As MoH staff continues to expand their knowledge base, they will have access to the tools and infrastructure necessary to expand into other areas that are key to implementing strategic planning and computerized procurement management strategies, as well as accurate record keeping for projects and expenditures.

Tatweer's focus has shifted to helping ministries envision their own strategic priorities and allocate necessary funds through well-designed operational and capital budgets. This essential step towards better budget execution is also an important step towards Iraqi ownership of service provision. To ensure Iraqi ownership and sustainability of these efforts, *Tatweer* advisors are working closely with each of the supported ministries to integrate cost sharing into all *Tatweer* activities and gradually diminish *Tatweer's* financial support. *Tatweer* interventions have helped improve processes throughout government:

- Creating a new accounting unit. The MoH created a new accounting unit within the engineering section of the Medical City, part of the MoH headquarters in Baghdad, as part of its step-by-step system reform promoted by *Tatweer* through ongoing assistance and interaction with the Fiscal Management Working Group. This process strengthens the link between budget execution rates and project completion in the capital budget process.
- Early budget preparation. One of the serious lingering problems of budget execution is the late start of the process. From early 2007, *Tatweer* budget training emphasized the importance of preparing budgets within a medium term cycle of 3-5 years, part of a longer term strategic planning process which takes into consideration sectoral growth. During the recent budget preparation workshop for the MoH, *Tatweer* discussed budget

preparation for 2009 simultaneously with 2010 budget preparation within the 5-year plan, part of a strategic framework of multiple 5-year cycles. The Minister of Health immediately supported the process and encouraged his leadership plan for an early beginning of the 2010 budget preparation cycle.

- Improve the government's ability to set priorities and select projects for the capital budget process. This requires preparing feasibility studies for different types of projects within a consistent framework understood by all steps in the project approval chain. *Tatweer* supported GOI Ministries in training on the UNIDO COMFAR III Feasibility Study Program, a world standard for project initiation.
- Establish formalized joint working relationships with Ministries. The Minister of Electricity requested USAID/*Tatweer* and the ME sign a Memorandum of Understanding (MOU) that committed both parties to joint coordination of activities leading to tangible results. On September 10, 2008 USAID signed the finalized MOU in support of the ME's vision to strengthen its management and services. The MOU cements USAID/*Tatweer's* commitment to continue providing assistance to the Ministry as it focuses on improving its administrative systems and training. The collaboration will emphasize fiscal management, budget preparation and execution, and procurement and management of ME operation and maintenance activities. This partnership is designed to assist the Ministry at all levels as it strives to deliver more efficient and effective services to the citizens of Iraq.
- Establish an effective procurement and contracts management system. MoO leadership and the Inspector General's office requested *Tatweer* assistance to develop an up-to-date procurement and contracting process for the MoO and all its companies. *Tatweer* Energy (TE) advisors have been working with their counterparts at MoO headquarters and the various MoO companies to develop draft tenders and contracts that can be utilized as a standard format for all future procurement and contracting activities. The focus to this point has been on chemical and steel procurement, as the GOI's need to repair infrastructure and a rapidly fluctuating world market have made these materials a priority. This effort is ongoing, but there are already signs of success: the MoO is correctly integrating all its key procurement players Ministry-wide and, in the process, is establishing a sustainable world-class procurement and contracts management system.

Tatweer Energy advisors working with Ministry of Electricity staff to evaluate the status of the Mussaib Topping Plant

THE ENERGY SECTOR

When senior US officials called for an "economic surge" in Iraq at the end of 2007, USAID responded by forming a team of international electricity, gas, and oil experts within *Tatweer*. The *Tatweer* Energy (TE) team focuses on the MoO and ME and ultimately seeks to increase Iraq's oil production and enhance Iraq's electricity generation, transmission and distribution through a two-pronged approach: build capacity within the Ministries of Oil and Electricity and provide direct technical assistance to the power plants, refineries, oil fields, and distribution centers.

2008 has seen significant improvement in Iraq's security environment; this has had a positive impact on TE's efforts to assist the ministries attract international firms in oil, gas, and electricity to complete unfinished projects. As a result the pace of assistance required of *Tatweer* will accelerate as we enter 2009.

Tatweer advisors have worked with Iraqi counterparts to improve financial payment mechanisms, better communications, and build more efficient procurement and project management systems within the ministries. Specifically, *Tatweer* worked with the MoO to deliver a long term contract for steel and chemicals that will serve as a template for future commodity contracts, and will help the Iraqi government to purchase over a billion dollars worth of desperately needed raw materials. *Tatweer* advisors reached out to international companies that had abandoned Iraq, highlighting ministry-led improvements and securing new agreements that will provide needed technical training and critical infrastructure parts while enabling long term strategic partnerships. The combined effect of these developments will help attract bidders to GOI tenders and to complete unfinished projects.

TE's work with Ministry officials in the transition of electrical assets built by the USG directly after the war focused on managing the maintenance and safety systems that are keeping the already-strained Iraqi electricity network operating. As assets are being shifted to the ministries' control, *Tatweer* is working inside various departments and with state companies to help build a core of highly-skilled employees. Specific job descriptions have been systematized and up-to-date computerized inventory and project maintenance implementation is being piloted at Ministry-selected sites to ensure the transition is sustainable and the grid will continue to produce electricity to meet the growing demands. *Tatweer* is instilling a mindset of continual and scheduled maintenance throughout all the plants, while ensuring that safety measures are integrated into employee practices to eliminate needless breakdowns, injuries, and deaths.

TE is applying its comprehensive approach to problem solving to improve the MoO's procurement systems with international suppliers and to upgrade inefficient financial and legal systems which will boost the confidence of potential international investors and allow the GOI to move effectively into the world market. The MoO's capacity to manage projects and strategically plan needs for the oil and electricity sectors is improving with the aid of *Tatweer's* core skill building in integrated supply chain management and project management. Concurrently, TE is working in conjunction with the Energy Fusion Cell (EFC) and the Gulf Regional Division of the Army Corp of Engineers (GRD) on key projects to enhance oil and gas output which will allow the MoO to leverage in-country assets in a more effective manner.

WORKING TOGETHER TO SUPPLY ELECTRICITY TO IRAQ'S PEOPLE

In 2004, the Ministry of Electricity purchased and installed a topping plant (a small oil refinery) to provide the fuel needed to operate their Mussaib power plant. The Mussaib topping plant is located approximately 65 kilometers south of Baghdad, and is designed to produce both light and heavy oil products that can be used as fuel for new gas turbines and existing thermal units. This plant provides the fuel to generate electricity that is distributed to roughly 10 percent of the country when the power plant is fully operational, so proper operation and maintenance of the refinery is critical. The Ministries of Electricity and Oil, through an action plan facilitated by the USAID-funded *Tatweer* project's Energy team, have agreed to work together at the Mussaib refinery to ensure that operations run smoothly.

The ME had not coordinated with the MoO in the design, procurement, and installation of the topping plant—a risky move as operating a topping facility was a completely new project for the ME. When the plant was commissioned in August, ME management realized that although 25 of their employees had received some operational training during a one-month course at the Daura oil refinery, they were not prepared to safely commission, operate, and maintain the Mussaib refinery. Employees were not adequately equipped to carry out start up and shut down procedures, and did not have the experience to deal rapidly and safely with any unexpected equipment failures during the critical early stages of plant operation.

TE advisors, ME officials and MoO officials discuss implementation strategies for commissioning of the Mussaib topping plant

The initial lack of coordination between the two Ministries caused difficulties and hard feelings between the Ministries. The MoO considered it an affront that the ME would step into the MoO's bailiwick and install and operate a refinery without MoO input or guidance. The MoO has the experience necessary to run a refinery, has proper safety procedures and modes of operation already in place, and could have provided assistance to the ME in the design, procurement, commissioning, and operation of the Mussaib refinery.

The ME expressed serious concerns about having to operate and maintain a topping plant, and approached *Tatweer* Energy with the request for facilitation of a dialogue with the MoO specifically about the need for hands-on expert help. *Tatweer* Energy advisors brought long-term relationships with officials from both Ministries and extensive experience in identifying and resolving issues to bear, and worked with both Ministries to design and facilitate an action plan to guide the Ministries in their coordinated efforts to provide electricity to the people of Iraq.

Tatweer Energy worked with ME plant and planning officials and the Director General of the Midlands Refinery Company (MRC) to provide trained experts to run the Mussaib refinery. The MRC agreed to send temporary advisors to the Mussaib refinery to assist with initial commissioning and safe plant operation, and agreed to provide the ME with a list of recently retired specialized engineers and technicians who might be willing to staff the topping plant if the ME provided sufficient incentive packages for full-time employment.

Tatweer Energy advisors are currently working with the ME's Generating Commission to put together incentive deals sufficient to bring several MoO engineers on board for at least one year. *Tatweer* Energy will continue to provide assistance in the drafting of the incentive packages, anticipating possible obstacles, and following the process until the packages are approved by the Minister of Electricity, agreement has been reached, and MoO staff is transferred to the Mussaib plant. As part of the agreement, the MoO staff that transfer to oversee operations at Mussaib will ensure the sustainability of a safe and productive operating environment by providing on-the-job training to ME employees.

The Ministries of Oil and Electricity are now engaged in joint long-term planning discussions necessary for an efficient national power production system. This level of cooperation is a significant break from the past where both ministries worked in extreme isolation. The first evidence of this cooperation is at the Mussaib power plant where a budding partnership between both ministries will provide the technical help to integrate power plant operations with an on-site oil refinery. TE is also helping to facilitate broader collaboration by involving leaders from both ministries in capacity building training events such as contract procurement and management, and project management and control. TE helped organize training in which middle managers from both ministries met and discussed common problems and solutions for the first time. This cooperation is the foundation of an updated energy system which supplies the right amount and type of fuel to the right power plants to produce sufficient electricity for all Iraqis.

TE collaborates with the EFC, the GRD, and the Iraq Transition Assistance Office (ITAO) programs to leverage strengths of the different contributors. Together, these programs combine near-term focus on specific projects and budget execution with long-term capacity building at the ministry level and throughout the regions of Iraq. There is a TE group liaison officer at the EFC to facilitate coordination with the EFC, the U.S. Embassy, GRD, ITAO and the Energy Attaché. There is also a joint workgroup on regulatory issues with the ITAO/Electricity Capacity Development Group and regular meetings on work issues.

IRAQ'S CIVIL SERVICE TRAINING CAPACITY

The centerpiece of *Tatweer's* support to Iraq's long term training capacity is the development of the NCCMD and Al Quds School for Computers. This process, begun in 2007, accelerated in 2008 and expanded to include more work with ministerial training centers across the country. The end of this reporting period also saw preparations begin to support the roll-out and implementation of new civil service laws and codes as they make their way thru the legislative process.

TRAINING TAKES ROOT IN GOI PLANNING

The NCCMD and Al Quds are the primary GOI entities tasked with training civil servants to fulfill their responsibilities. While *Tatweer* has assisted its target ministries build their capacities for training their own staff, we have also worked with the NCCMD and Al Quds as they focus on a strategy to implement Public Administration Reform (PAR) and Civil Service Reform (CSR). This approach by the NCCMD and Al Quds leverages *Tatweer's* impact in its ten target ministries because these institutions have GOI-wide responsibilities and can carry *Tatweer* training and materials to a wider audience.

A. BUILD NCCMD CAPACITY IN ADMINISTRATIVE REFORM

Tatweer has collaborated with the NCCMD in the creation of training materials in core civil sector skills such as Project Management, Budgeting, Human Resources, Procurement, Strategic Planning and Leadership and Communication; in the training of trainers and the development of a methodology for assessing the skills of trainers; and in the establishment of a Monitoring & Evaluation Team that can show the impact of NCCMD trainings. NCCMD has assumed responsibility and now delivers all TOT training courses and competency level courses in all core public administration topics.

Examples of institutional strengthening at NCCMD include the development and operationalization of six new management databases including training operations, research information, warehouse/inventory, financial management, personnel, and salaries. NCCMD has also grown a capacity to develop and widely distribute promotional materials to inform and attract civil servants in all ministries. These materials include brochures, a newsletter, posters, and a new website currently under review for approval.

Participants from the Conference on the Impact of Training and Development in Decision-making and Strategic Planning for GOI Civil Servants sponsored by COMSEC and Tatweer

In order to further promote the NCCMD's ability to assist GOI entities to identify and address reforms, *Tatweer* has assisted the NCCMD to establish Self-Assessment Teams. *Tatweer* has trained and coached 20 NCCMD staff divided into two teams to perform this function. These specialists are trained in five main areas: Finance and Budget; Human Resources; IT; Communications and Leadership; and Project Management. Their mission is to train Self Assessment Teams based within ministries to perform assessment and diagnostic functions as part of an ongoing and sustained transformation process.

During 2008, the NCCMD trained self assessment teams within the Ministry of Agriculture, the Ministry of Planning and Development Cooperation, the Ministry of Health, the Ministry of Water Resources, the Ministry of Municipalities and Public Works, and the Ministry of Oil. Moreover, *Tatweer* has helped the NCCMD with the creation of a Feasibility Studies Team. The purpose of this team is to provide GOI entities with training and assistance to properly review and present feasibility studies for approval and budgeting.

Tatweer successfully qualified several IT specialists from the Al Quds in information technology skill sets, like Oracle. These new skills allow Al Quds to conduct courses, seminars, talks, and workshops on current technologies that will benefit the entire public sector. In terms of institutional strengthening Al Quds has completed a comprehensive new operations manual including internal policies and procedures, job descriptions, and process maps.

B. GEAR UP FOR CIVIL SERVICE LAW

The 2005 Constitution calls for a Federal state with decentralized power to the regions and provinces and also a move toward a private economy. Article 107 of the Constitution calls for the creation of a "Federal Civil Service Commission" (FCSC). As the new law is rolled out, *Tatweer* will play a key role assisting the NCCMD train civil servants in its impacts.

Tatweer has begun preparing to offer training on the new grade structure as part of the plan to implement the new grading system being developed by the GOI with the assistance of *Tatweer*. The first training capabilities focus on civil servants in the managerial level (Grade 2 and above) so that they can convey an understanding of the requirements of this new system to lower-level GOI staff.

The anticipated Civil Service Training Program will conduct basic, middle, and high level courses for trainees and trainers to ensure that most of Iraq's 2.5 million civil servants will understand their roles, rights and duties, ethics, anti-corruption safeguards, and roles in providing services to the general public. This program will focus on training trainers in this civil service area, and the NCCMD will ensure there will be enough trainers to give civil service courses to various levels of civil servants.

OPENING TRAINING CENTERS ACROSS THE COUNTRY

During this reporting period *Tatweer* assisted the MOPDC and the NCCMD with the opening of training centers in Basrah and Mosul, which have become focal points of the NCCMD's ability to reach out into the provinces with public administration offerings. By the end of the period, nearly 4,700 students had been trained in Basrah or by the Basrah center, and 29 in Mosul by trainers who had completed *Tatweer* courses. Despite ongoing security issues, the new centers have reached out to surrounding provinces to provide the full *Tatweer* suite of courses, with an emphasis on procurement and fiscal management and leadership and communications. The opening of the MoPDC planning offices in the provinces and *Tatweer's* focus on project management and

budget execution have also led to significant offerings in competency and advanced project management and feasibility analysis in support of capital projects. During the next period, *Tatweer* will make this expansion into the provinces a focal point of its outreach.

Tatweer has also emphasized support to ministerial training centers throughout Baghdad and into the provinces. These centers allow ministry staff, trained by *Tatweer*, to spread that training across their host ministries. As a part of *Tatweer's* sustainability plan, these ministry staff trainers are increasingly taking on the training burden across the full spectrum of *Tatweer* course offerings. To date, 15,768 participants throughout the country have taken part in training delivered by TOTs. Of these, 10,884 were trained at regional and ministry training centers outside of Baghdad.

TATWEER'S ONGOING CIVIL SERVICE TRAINING PROGRAM

THE BREADTH AND DEPTH OF TRAINING

Although *Tatweer's* training efforts were challenged throughout the year by changes in upper-level management at some offices and ministries, concerns about adding civil servants from newly-supported ministries, and security issues, more than 25,000 individuals were involved in *Tatweer* training. These enrollees completed direct training courses conducted by *Tatweer* core area advisors, and roll-out courses conducted by civil servants who had been certified as TOTs. Follow-up surveys indicate that these individuals are putting their new skills to good use; and by the end of the year, more than half of this training was provided by Iraqi trainers who had been through the *Tatweer* training process.

Each of the 10 *Tatweer* supported ministries have actively participated in training activities, selecting staff to participate in courses that cover the core areas of Project Management, Fiscal Management, Human Resources Management, IT Management, and Leadership and Communication. In the case of the small, newly-established Ministry of Human Rights, all staff members had participated in at least one *Tatweer*-designed course by the end of the reporting period. The implementation of roll-out courses taught by TOTs was crucial to this effort, as it allowed the flexibility to insert a small number of MoHR staff into courses primarily delivered to another ministry.

Increased Iraqi investment in training capacity is evidence of their government's commitment to building internal ability across ministries and provinces. With *Tatweer's* assistance, the government's civil service training center, NCCMD, has substantially enhanced its capabilities; regional centers have been developed in Erbil, Basrah, and Mosul; and many Ministries have established and funded public administration training programs within their Ministries.

SPECIALIZED TRAINING

In addition to the core competency courses, *Tatweer* responded to requests from various ministries and to needs identified by *Tatweer* advisors and designed a variety of specialty training programs. Specialized training consists of workshops, specially designed training sessions, and working meetings. Among the topics presented as part of *Tatweer* specialized training are procurement and contracts management, project management, capital budget development, and strategic planning. Some specific examples of specialized training are:

- ***Computerized Maintenance and Management Systems (CMMS).*** The ME requested assistance in implementing

"We were losing a lot of time and money, when we discovered the problems after we were deep into a project. Now we know how to avoid the risks from the beginning of the project."

Jamilah, MoWR Engineer
Tatweer CIPMS Course Participant

CMMS-computerized systems for parts inventory management, scheduling of preventive maintenance of equipment used in ME operations, and ancillary functions such as automatic production of work orders. TE conducted a workshop involving 14 representatives from ME facilities from across Iraq to identify priorities and develop a workplan.

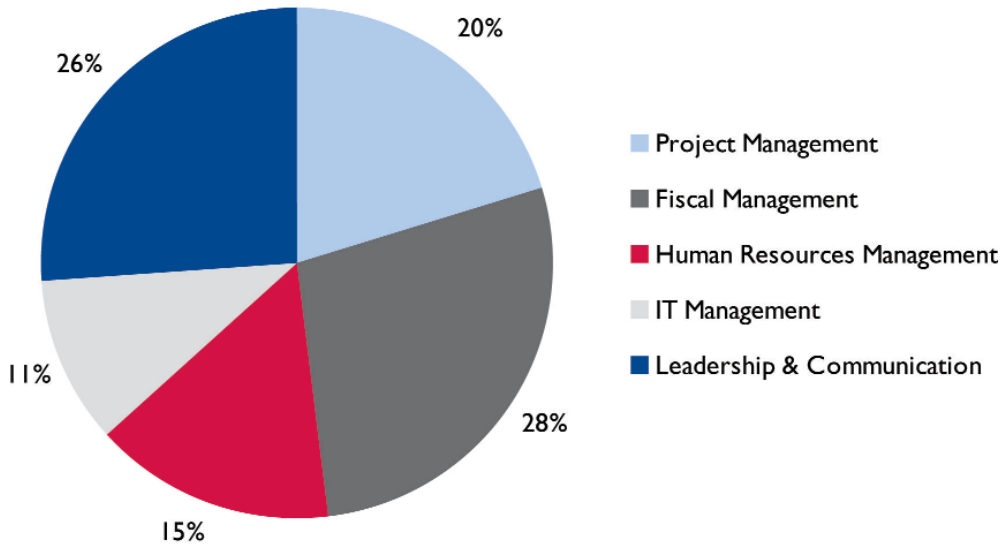
- ***Project Management.*** The joint TE/ME Project Management work group held a four-day workshop for 11 senior project/cost managers from the ME to discuss earned-value based cost control, uniform project monthly reporting, and Primavera based scheduling. Two specific ME project activities were presented by participants in order to receive informal risk-assessment feedback. Participants discussed future corrective actions and TE mentoring of the managers during implementation of cost and schedule control programs on one or two major ME projects.
- ***Governmental Accounting.*** Forty eight employees from the ME Economic and Finance Departments participated in three sessions of the governmental accounting course requested by the Director General (DG) of Economic and Finance Department and implemented by the Training Work Group. This course was designed to specifically address the fundamentals of governmental accounting as outlined by the DG. It will be followed by two or three workshops to help in solving specific issues the Finance Department is currently facing in their work performance.
- ***Strategic Planning.*** North Oil Company and North Gas Company employees participated in a Strategic Planning coaching session led by *Tatweer* Senior advisors from the Leadership and Communications and strategic teams. This session has resulted in an improved leadership capability amongst the employees who attended the course. The session built upon previous *Tatweer* advanced decision-making courses, and focused breakout sessions on problems within the MoO's organizational structure. It identified three primary leadership impediments to oil and gas output in Iraq: administrative corruption, a classical sectarian approach to leadership, and an inability to effectively develop strategic units. *Tatweer* will provide an ongoing coaching program, and will continue to mentor participants as they work on take-home projects.
- ***Risk Analysis.*** Top Iraqi engineers from the MoMPW, MoWR, and MoA have gained valuable hands-on problem solving experience using a rigorous risk analysis approach. *Tatweer* designed a specialized Advanced Contract and Project Management Course (C/PMS) to introduce a rigorous risk analysis approach and to provide mentoring using real-world projects as the engineers work through the course. C/PMS participants analyzed the design and construction of a $125 million glass wool factory as case study for the course. They were tasked to utilize course concepts and apply contracting strategy, organizational approach, and systems and procedures to the potential problems and risks inherent in building and managing this facility.

Taking advantage of the cooling temperatures with a training session in the garden

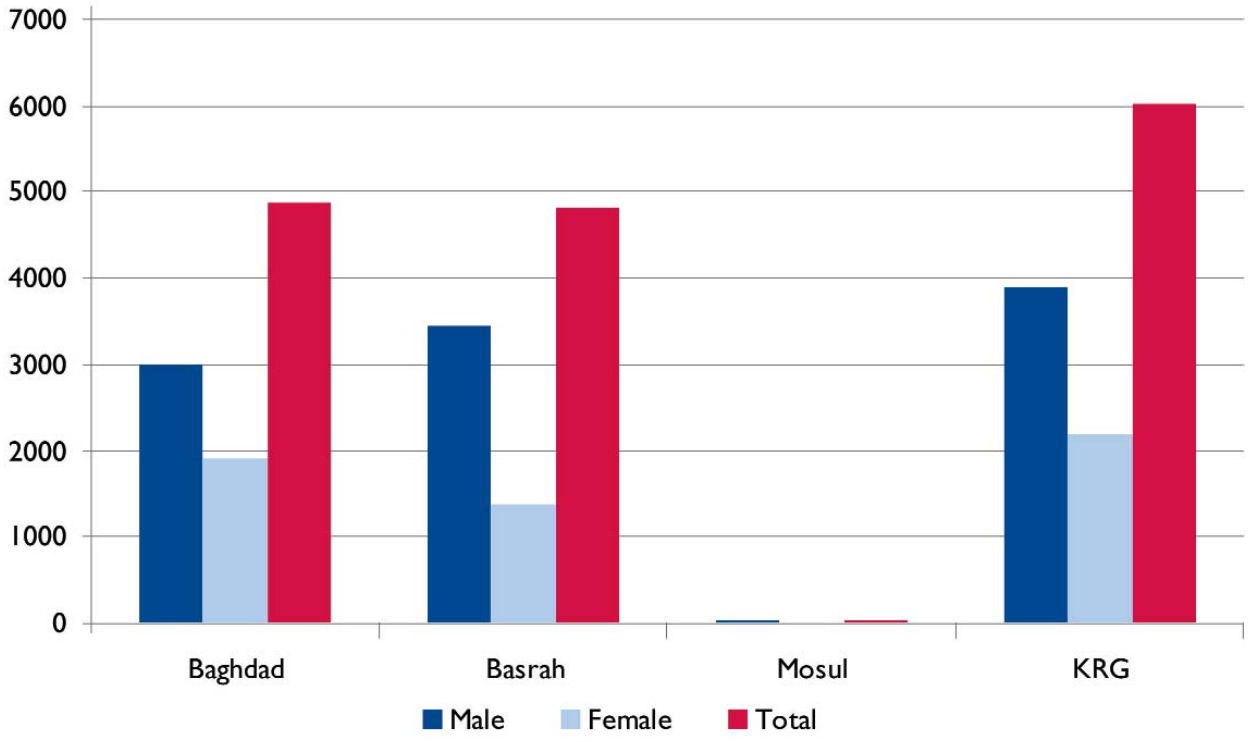
TRAINING STATISTICS

The following figures provide a breakdown of the percentage of training courses delivered by core competency area, enrollment in roll-out courses taught by TOTs in the regional training centers and the ministries, and enrollment in both direct and roll-out courses by governate.

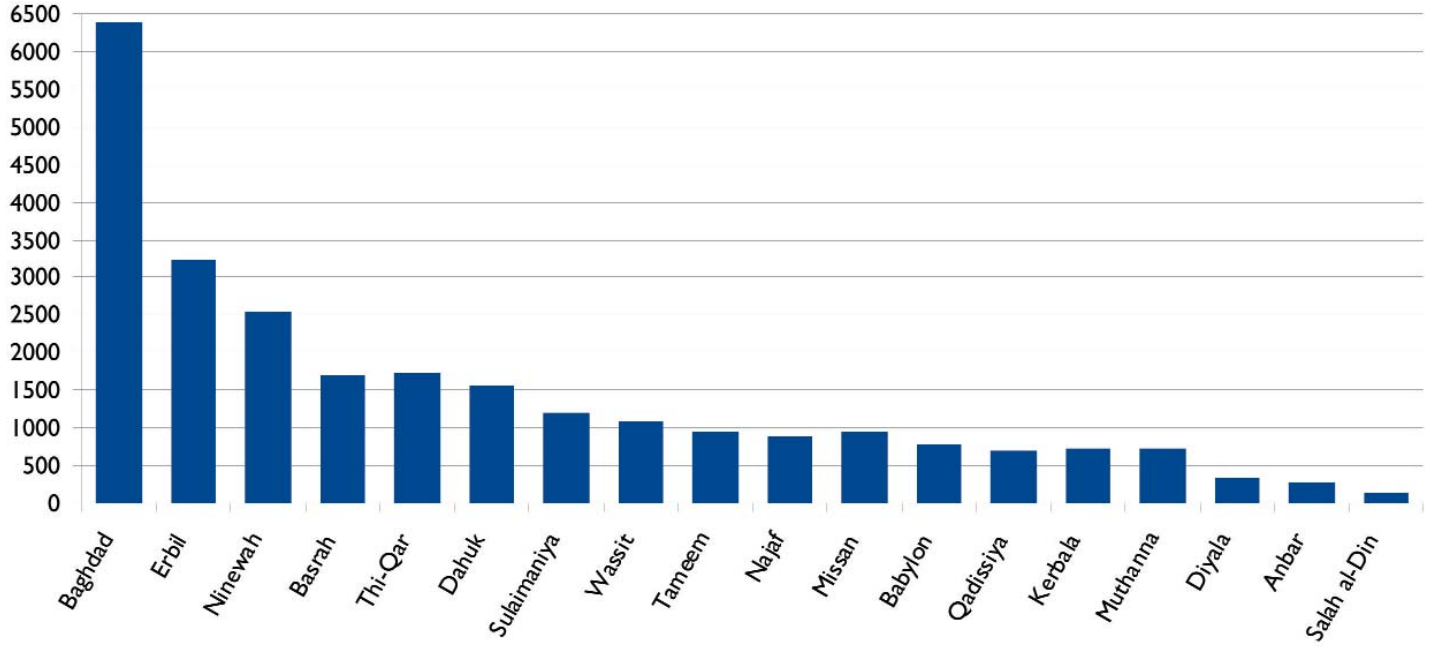
Core Competency Courses by Percentage, FY2008



Enrollment in Roll-out Courses Taught by TOTs, FY2008



Total Enrollment in All Courses by Governate, FY2008



CROSSING A THRESHOLD

Increased Iraqi investment in training capacity is evidence of their government's commitment to building internal ability across ministries and provinces. With *Tatweer's* assistance, the government's civil service training center, NCCMD, has substantially enhanced its capabilities; regional centers have been developed in Erbil, Basrah, and Mosul; and many Ministries have established and funded internal public administration training programs.

Tatweer-trained civil servants within NCCMD, Al Quds, and the ministries are increasingly shouldering the responsibility of sustaining the training effort initiated by *Tatweer*. The TOT program has provided a cadre of qualified individuals who are certified to teach skills and concepts in all the core competency areas. Iraqis now deliver more than half of the *Tatweer* training throughout the country and are poised to continue training efforts at the end of *Tatweer's* direct training involvement in 2009. This commitment to teaching and learning, both at a ministerial level, and at an individual level, ensures that the GOI will continue to benefit from *Tatweer's* efforts.

SUSTAINABILITY IN *TATWEER'S* OPERATIONS

GOI EXAMPLES OF COST SHARING AND COST ASSUMPTION – *TATWEER* PROGRAM

The GOI, through its executive offices, ministries, and training institutions, is increasingly taking ownership of *Tatweer*-initiated public administration reforms. The GOI has begun cost-sharing and cost assumption initiatives for procurements and extending partial funding for, or even funding entirely, *Tatweer*-originated concepts. This commitment demonstrates that the GOI has adopted *Tatweer's* emphasis on public administration and is prepared to invest its own resources in labor and expenditures to rebuild its core capacity.

The USG did not originally expect or require *Tatweer* to provide evidence of cost-sharing by the GOI as an indicator of success for this national capacity development program. The project strategy originally included providing significant grants and equipment purchases for ministries in order to establish credibility and trust with the ministries. However, as the relationship between the ministries and the *Tatweer* project matured, GOI oil revenues increased, and the security situation improved, the ministries' sense of confidence for the future has increased.

GOI ministries targeted to receive *Tatweer* assistance are now operating on a strong cost-sharing basis, particularly for new capital investment activities. For example, most new IT investment projects require that the client ministry cover 100% of the capital and recurrent costs with *Tatweer* providing assistance with the development of technical specifications and advice on the related procurement and management systems. There are also numerous examples of GOI organizations taking *Tatweer*-initiated concepts and securing funding from their budgets to sustain implementation of those concepts and activities within their organizations.

The following examples clearly indicate that the GOI plans to sustain and build upon the range of *Tatweer* public administration contributions in terms of ministries' assumption of training delivery, technical assistance, IT hardware/software procurement, and civil works investments.

BUDGET ALLOCATIONS/CASH CONTRIBUTIONS

MINISTRY OF PLANNING AND DEVELOPMENT COOPERATION

- The MoPDC has allocated $10 million in its 2009 operational budget for capacity building programs to develop the skills and knowledge of MoPDC staff. Of that, $6 million is going towards a specially tailored scholarship program that MoPDC intends to implement for its staff. This program, modeled on the *Tatweer* scholarship program, is for post graduate studies.
- *Tatweer* is working with the MoPDC on a 50/50 cost share to equip new MoPDC Planning Units in 15 provinces. A prime illustration of this approach is the joint MoPDC-*Tatweer* upgrade of the Ministry's IT infrastructure and applications. *Tatweer* will provide $450,000 worth of IT equipment and software, and MoPDC will spend $450,000 to buy the related electronic archiving system.
- As part of the Ministry's $30 million rehabilitation of its headquarters buildings, it is dedicating an entire floor for training programs largely based on *Tatweer* courses and curricula. Further indication of increasing MoPDC ownership is its decision to entirely fund all future national and international conferences. Previously *Tatweer* had shared the costs for two major conferences.

As of May 2008, more than half of all Tatweer courses each month are being conducted by GOI staff who have graduated from Tatweer courses and received additional Training of Trainer courses by Tatweer and NCCMD. Of 28,990 Tatweer participants trained, a total of 14,720 (over 54%) were taught by GOI staff trained by Tatweer experts.

COUNCIL OF MINISTERS SECRETARIAT

COMSEC has allocated $1,000,000 to sustainable capacity development and training in its 2008-2009 budgets. This funding will be used to expand and internalize the approach taught via *Tatweer* training courses and advisory services. COMSEC has approved the creation of a formal Executive Training Department which will be run by dedicated *Tatweer*-trained COMSEC staff, and has converted its headquarters 10th floor into a full time training center.

Technical costs of the new training center are being shared-COMSEC is furnishing laptops, HDTV's, and monitors and *Tatweer* has committed $40,000 for video teleconferencing and about $30,000 for other training equipment. COMSEC's Training and Development Unit will be able to integrate the networks of the Prime Minister's office with its seven main servers and provide both e-learning and R&D services online. *Tatweer* will assist with technical expertise while COMSEC will cover the additional IT equipment costs.

DEPUTY PRIME MINISTER'S OFFICE (DPMO)

The DPMO's new infrastructure facility is being renovated to include an IT system with disaster back-up capability. This cost-sharing project is a collaboration between the DPMO, *Tatweer*, and the MNF-I Computer Information Systems (CIS) team, and will enable the DPMO to sustain a higher degree of daily operational effectiveness and security even as *Tatweer's* technical assistance phases out.

The total related cost of the project is approximately $1,250,000: DPMO will spend $330,000 for physical renovations; *Tatweer* will contribute $320,000 for the new IT system; and MNF-I CIS and *Tatweer* will jointly contribute $600,000 for IZFN connectivity civil works, equipment, and materials. The DPMO's total cost share for the project is 26 percent. The DPMO will realize a substantial cost savings since it will not incur the expense of acquiring, operating, and maintaining separate VSATs. This cost savings will be applied toward institutional strengthening and human resource capacity development, further ensuring the sustainability of DPMO public administration functions.

VICE PRESIDENT'S OFFICE (VPO)

The VPO has agreed in principle to fully fund its new IT system, based upon a detailed IT assessment by *Tatweer*. Procurement of the new IT system will be a collaborative cost-sharing effort, with the VPO contributing the funding (estimated at approximately $250,000) and *Tatweer* providing in-kind technical assistance services. This commitment to cost-sharing evidences both the extent of VPO/ *Tatweer* collaboration, and an increasing mutual confidence that technical assistance provided by *Tatweer* will be internalized and sustained.

NATIONAL CENTER FOR CONSULTATION AND MANAGEMENT DEVELOPMENT

The NCCMD has been an active recipient of *Tatweer* training and technical assistance as well as an increasingly direct partner in *Tatweer* training activities. Since its inception in 2007, *Tatweer's* contribution of resources and personnel to the *Tatweer*/NCCMD training program has gradually declined and NCCMD has assumed an increasing portion of costs. This has enabled *Tatweer* advisors to concentrate on the design and delivery of advanced level courses which are increasingly being taken over and delivered by NCCMD training staff.

NCCMD has added $330,000 to its 2009 annual operating budget to assume the costs of enhancing the skills of its training staff. NCCMD has also contributed over $170,000 to the technical communication and infrastructure costs of expanding its distance learning capabilities and the upgrading of its branches in Basrah and Mosul.

NCCMD supports the transfer of the training delivery to GOI trainers in the ministries who now deliver all basic level training. Over half of all training sponsored by the *Tatweer* Project has now been delivered by GOI trainers who are graduates of the project's TOT training cycle. In this regard, the GOI has assumed a responsibility which, had *Tatweer* utilized locally-hired private training staff, would have cost the USG approximately $600,000 to date.

MINISTRY OF AGRICULTURE

- In recognition of *Tatweer* training's impact on performance, the MoA's upper leadership included the "Agricultural Strategic Planning Center for Training and Capacity Building" in the 2009 budget and allocated $5.8 million for initial construction costs and $5.1 million as an annual operating budget. Proposals for construction and annual expenditure were jointly developed by MoA and *Tatweer* teams. This center will become a premiere GOI training facility and is a clear *Tatweer* legacy in Iraq.
- The MoA is committed to expanding on the successes of *Tatweer's* OSTP program and is committed to building its internal OSTP capacity development planning process throughout the ministry. The Minister has allocated $400,000 for this effort in the 2009 budget.

MINISTRY OF WATER RESOURCES AND MINISTRY OF AGRICULTURE

The MoWR and the MoA have been working closely on the ongoing South Rashidiya Irrigation Pilot Project (SRP). This inter-ministry, multi-organization project brings together different GOI ministries to assess and repair canals critical to the sustainability of agriculture in the South Rashidiya area near Baghdad. *Tatweer* has successfully worked with counterparts at the MoA and the MoWR to have the SRP included in their 2009 capital budget planning. The MoWR has promised to decide on the capital budget submission for this activity based on the submission of the project cost analysis presented by the MoWR Rashidiya team; the cost could be as high as $40m.

MINISTRY OF HEALTH

- The MoH, with *Tatweer* assistance, held a national meeting on strategic planning during the conference on National Health Care Reform. The Ministry funded the bulk of the costs associated with this event, including all preparatory work. The MoH has similarly begun funding travel costs and training in conjunction with *Tatweer*, including a recent feasibility studies training workshop in Jordan.
- The MoH has recently moved ten *Tatweer*-trained Master Trainers from their previous positions to become the core of an expanded internal training capacity in their Training Development Center.
- The project to "wire" the ministry headquarters is completed, with ministry and *Tatweer* contributions roughly equal. MOH provided the all computers and servers. The ministry has now connected 25 computers (both new and existing) on each of the ten stories (i.e. a total of 250 work stations), and is planning on adding another 250 workstations next year.

TATWEER TRAINING BREAKS NEW GROUND AT THE MINISTRY OF AGRICULTURE

Mr. Yaser has worked for the Ministry of Agriculture for over three decades, but what he experienced in the USAID-funded *Tatweer* training was a first.

"In thirty years we never had training such as this! We never imagined such programs," he said speaking of *Tatweer's* Organizational Self-assessment and Transformation Program (OSTP). OSTP trained Yaser and sixteen other senior-level specialists from different directorates in the MoA on the process of how to conduct a self-assessment.

Tatweer's mission is to work with the ministries that provide services to the people of Iraq, and the MoA is one of the most essential, with 15,000 employees and twenty-five directorates. The MoA has been hampered by a highly centralized management, a carry-over from the previous regime. In spite of this challenge, tremendous strides are possible now that the Ministry can begin to examine and improve its methodologies by hearing from its own employees who have been trained to recognize leadership qualities and emphasize core organization values of transparency, focusing on results, and being citizen-centered.

"There have been good responses from managers. It's a new culture for them, but since we have worked over thirty years using the same framework, it will take time to make change," Yaser said. "At first we were hesitant to accept the idea, now the most important success is to create a certain transparency with the institution."

Tatweer advisor Dr. Zohair Mohsen works with MoA employees

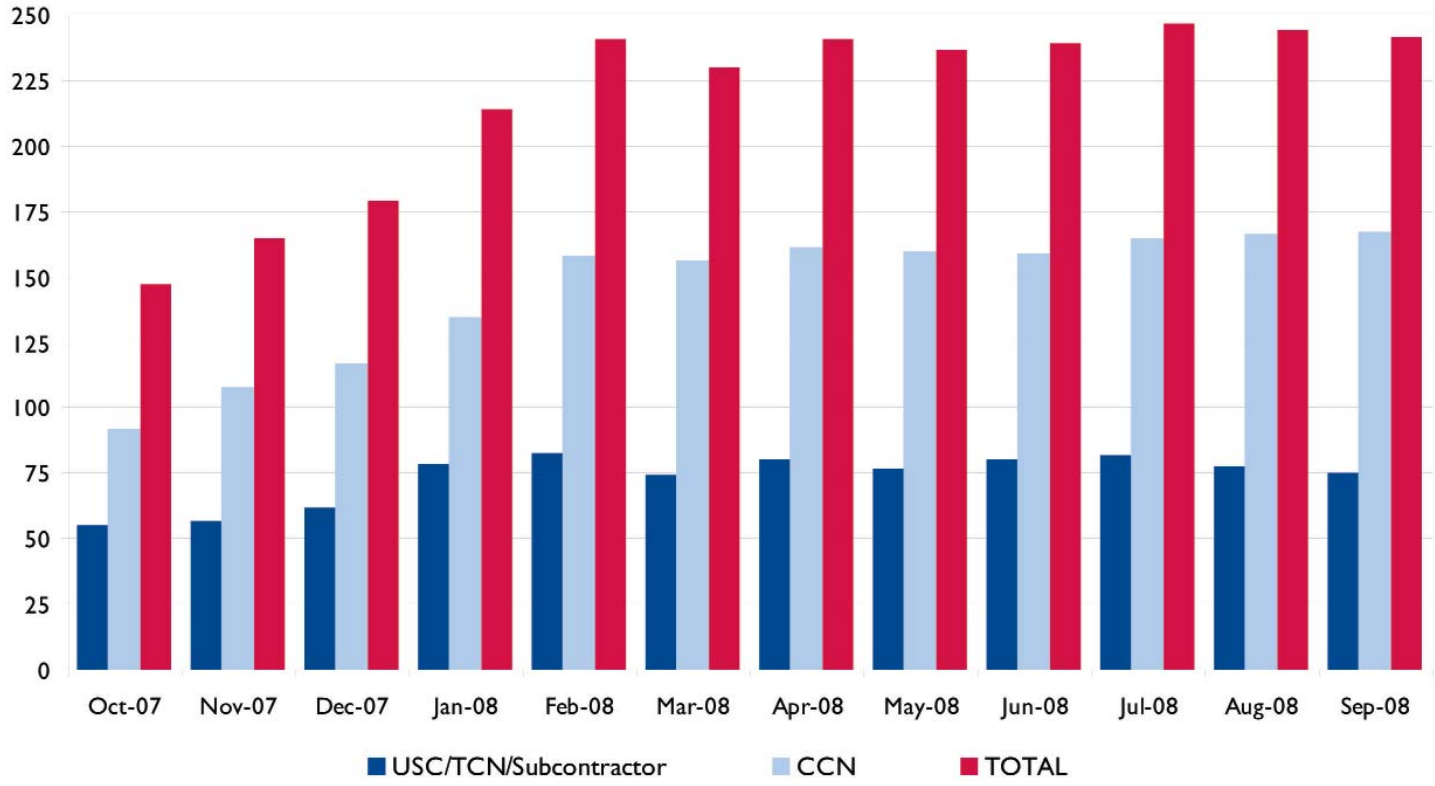
Dr. Zohair Mohsen, *Tatweer's* senior advisor for the Ministry commented, "The key thing is they are not targeting people, they are targeting the system and bottlenecks that create inefficiencies," Mohsen said. "The most positive is the change of people's mindset in helping each other."

Mr. Yaser noted that the process will be long-term, though people are excited about the progress, "Other employees wonder what comes after the training. The more the directorate is developed, the more it benefits employees on the long term. People are in a hurry, but we let them know this takes time."

PROJECT MANAGEMENT

PERSONNEL

The following chart depicts the hiring trend for *Tatweer* from October 2007 to September 2008 (each month showing the number of new staff members hired, including subcontractor personnel, US nationals, third country nationals, and local hires). This chart shows the overall cumulative growth of *Tatweer* field staff, including local and expatriate staff members on the project. *Tatweer's* overall presence has risen to over 242 field staff.



LEADERSHIP

Midway through the current year, Dr. Richard Huntington assumed the reigns as the project's Chief of Party. Dr. Huntington's long experience with the *Tatweer* project (he has been with *Tatweer* since the inception of the project) facilitated a smooth and orderly transition as the project entered a new phase. This stability will be especially important given the new directions the program faces with an upcoming modification. Other significant personnel changes involve a new Deputy Chief of Party for Institutional Development, a Workforce Development Coordinator, Chief Administrative Officer and Procurement Director.

New organizational structures are being established to carry out *Tatweer's* responsibilities with the provinces and governorates.

MANAGEMENT SYSTEMS AND PROCUREMENT

Phase II has been characterized by significant improvement in management systems and operations procedures. During Phase II, plans developed for ministerial engagement began to reach the implementation stage. Project staffing and systems were keyed to accommodate significant procurements in commodities and services.

- The Procurement Action Form (PAF) was developed to guide *Tatweer* and its governmental partners through an orderly process of planning, budgeting and implementation of various projects.
- The procurement process involved considerable coordination with *Tatweer* counterparts, USAID, MSI-Washington D.C. and local and international vendors.
- Most of the major procurements envisioned for Phase II have been identified and are in varying stages of completion.

PROJECT MANAGEMENT

The Project Management Unit (PMU) provides mission-critical coordination between all stakeholders: Ministry Advisors, IT Consultants, Procurement and Finance Specialists and Contractors. Most critical to our work flow is the team of Iraqi Civil Field Engineers who provide direct contact with the Ministries and develop the Site Assessments and Scope of Work with the Ministries Technical Staff. These engineers also provide direct hands-on capacity building skills transfer to their ministerial staff teams in project management and oversight.

MAJOR ACCOMPLISHMENTS

- Ministry of Municipalities & Public Works Training Centers – Tel Mohamed Training Center & Al-Mansour
- Ministry of Human Rights Training Center
- Video Tele-Conferencing Systems (5) Sites
- Ministry of Planning and Development Cooperation Court House
- Deputy Prime Minister's Office International Zone Fiber Network Infrastructure
- Ministry of Health – Headquarters IT Infrastructure
- Ministry of Water Resources – Lower Rashidiyah Irrigation Pilot Project
- Ministry of Health – Inventory Management System Pilot Project

FACILITIES

In Phase II, *Tatweer* acquired additional structures in both the Mansour and Karada compounds. Mansour has added two major office buildings in the Sherman House and Lady House. The Lady House also contains additional living quarters. A new local employee cafeteria, located in the Sherman House, has enabled employees to remain on the compound during the lunch hour thereby minimizing security exposure.

The Karada campus consists of five principal structures. The America's Development Foundation (ADF) building serves as primary office space and with seven classrooms, it serves as the main training venue. The Rimal Hotel serves as living quarters for expatriate staff, housing forty-one people. The Marble Hotel accommodates up to fifty-one trainees and contains two classrooms. Two villas serve as office space for the Energy Team and Ministry of Planning and Development Cooperation staff. The coming year will bring an additional project to the compound, increasing the competition for office space and living accommodations.

SECURITY

Security is the one constant amid all the transition and change. The external environment provides constant reminders of our presence in a war zone. While SallyPort, provides excellent life support and security services, confinement within the limited space of the compound poses quality of life issues. The growth of staff in the Karada compound will likely require and additional Private Security Detail (PSD) team to support the increased requirement for transport.

Fortunately, there was a significant reduction in the number of violent incidents during the third quarter. However, the month of September was a grim reminder that political and sectarian issues remain unsettled. There are still periodic warnings of expatriate kidnappings and potential attacks targeted against Multi-National Forces. The situation remains dangerous.

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