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# TATWEER PROJECT

*DEVELOPING NATIONAL CAPACITY IN PUBLIC MANAGEMENT*

QUARTERLY PROGRESS REPORT – I

AUGUST – OCTOBER 2006

**30 November 2006**

This publication was produced for review by the United States Agency for International Development. It was prepared by Ambassador Joseph Ghougassian, Management Systems International.

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## QUARTERLY PROGRESS REPORT - I

(AUGUST – OCTOBER 2006)



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QUARTERLY PROGRESS REPORT

TATWEER Project: Iraq National Capacity Building  
Quarter I  
Period: August–October, 2006  
November 27, 2006

Implemented by:  
Management Systems International

#### **DISCLAIMER**

The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

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### **The TATWEER Project**

#### *Developing National Capacity in Public Management*

Effective public administration and improved provision of core public services are essential to the success of Iraq. As part of a broader effort to develop the Government of Iraq's administrative capacity, USAID is supporting the National Capacity Development (NCD) project. Management Systems International (MSI) is the prime contractor for this effort, also known by its Arabic name, *Tatweer*, "Development".

The TATWEER Project's goal is to strengthen the Government of Iraq's public administration and professional training capabilities. More specifically, TATWEER will assist in strengthening the management of executive government institutions, especially the Ministries of Planning, Finance, Oil, Electricity, and Water Resources. Future expansion is anticipated to the Ministries of Agriculture, Education, Health, Justice, and Municipalities and Public Works. The Prime Minister's Office (PMO) and the Council of Ministers Secretariat (COMSEC) also provide the TATWEER Project important entry points for strengthening government public administration capacity.

TATWEER works closely with Iraq's National Center for Consultation and Management Development (NCCMD), which has served as the Iraq's premier public administration training center for over 30 years. The NCCMD facility in Baghdad and three planned regional training centers (Erbil, Mosul, Basrah) will be equipped with modern teaching technology and expanded curricula and will serve as "centers of excellence" for training Iraqi civil servants in public administration best practices. This training will focus on the following key functions: Fiscal Management, Project Management, Human Resource Management, Information Technology, and Leadership & Communication. Ethics and anti-corruption will serve as crosscutting themes throughout the training program. In addition to its extensive support for in-service training of civil servants, the TATWEER Project will fund scholarships for over 50 Iraqis to pursue post-graduate studies overseas.

TATWEER works to integrate systematic competency-based testing and certification into all training activities. This will help the GOI link training to career development and to a larger effort to promote a transparent, merit-based civil service.

## Acronyms and Arabic Terms

AAR	After Action Review
<i>amanat</i>	Municipality
CAO	Chief Administrative Officer
CDWG	Capacity Development Working Group
COMSEC	Council of Ministers Secretariat
COP	Chief of Party
CPA	Coalition Provisional Authority
CSIS	Center for Strategic International Studies
CTO	Chief Technical Officer
DCOP	Deputy Chief of Party
DFID	Department for International Development - UK
GMAT	Graduate Management Aptitude Test
GOI	Government of Iraq
GSTP	Government Sector Transformation Program
IRMO	Iraq Reconstruction Management Office
IT	Information Technology
<i>Izdihar</i>	"Prosperity"
MNF	Multi-National Forces
MSI	Management Systems International
NCCMD	National Center for Consultation and Management Development
NGO	Non-Government Organization
PMO	Prime Minister's Office
RFP	Request for Proposals
RTI	Research Triangle Institute
<i>Tatweer</i>	"Development"
TDY	Temporary Duty
USAID	United States Agency for International Development



TATWEER's Dr. Fouad Al-Najjar, with trainees and their Budget Process Course Certificates of Completion

## I. SUMMARY

This document reports on the progress of the TATWEER Project, *Developing National Capacity in Public Management* (USAID Contract No. DFD-I-00-05-00221-01) during Quarter 1, August – October 2006. The two-month period since the fielding of the Management Systems International (MSI) Quick Response Team to Baghdad on August 27 has witnessed a rapid and successful project start-up. Accomplishments include:

- **Fielding the technical assistance team.** Within two weeks of the arrival of MSI's quick response team, the Chief of Party and six resident advisors, plus three MSI home office personnel (President of MSI, TATWEER Technical Director, and an MSI operations officer), and one key short-term technical finance and budget systems specialist, were established on site and engaged in project planning and operations.
- **Establishing project management systems, facilities, and logistics.** During this first quarter MSI established all of the basic management systems for local and international procurement, inventory management, personnel deployment and management, financial management, local staff selection, and other operational procedures. Most importantly MSI established its team within a secure compound with time-tested security procedures, communication, and logistical support systems.
- **Carrying out a broad range of consultations with stakeholders, clients, and partners.** MSI's project leadership and technical advisors quickly met with appropriate USAID, State Department, and National Security Council personnel in Washington. In Baghdad, the team had meetings with appropriate leadership and technical personnel at USAID, the IRMO ministry advisors, USAID contractors working in related fields, other donor organizations, the Minister of Planning, the Director General of the National Center for Consultation and Management Development (NCCMD), and university and other educational institution leaders in Iraq.
- **Initiating priority program activities on an accelerated schedule.** The newly named "TATWEER" ("Development") Project initiated and succeeded, thanks to the support and encouragement of the USAID CTO, in mounting a crash training program, working closely with NCCMD, to deliver two courses of high priority (Procurement Systems and Budget Procedures) within the first three months. Also on a crash schedule, the TATWEER Project, with its partner AMIDEAST, and with strong support from the Ministry of Planning, successfully launched an ambitious program of post-graduate scholarships in public management.
- **Establishing foundations for the initiation and expansion of all TATWEER program activities.** The efforts during this first quarter include making initial contacts regarding the development of regional training centers, holding meetings to introduce potential organizational development activities to key ministries, recruitment efforts for Public Management Advisors for key ministries, and meetings regarding assisting the Ministry of Planning to manage the working group on donor coordination in capacity development (CDWG).



## II. PROGRAM ACTIVITIES

### 1. STRENGTHEN SKILLS IN CORE PUBLIC ADMINISTRATION FUNCTIONS

*“Key ministries and institutions have improved skills in five core administrative functions: fiscal management, personnel management, information technology, leadership and communication, and strategic planning.”*

#### Public Management Skills Training

**Component Description.** A major component of the TATWEER Project is the provision of skills training in core functions of public administration, including fiscal management, project management, human resource management, information technology, and leadership & communications. TATWEER will provide “vanguard” courses in rapid response to priority needs; basic courses, advanced courses, and expert courses. TATWEER’s main partner for this training component is the National Center for Consultation and Management Development (NCCMD). The project’s target is to reach, directly and indirectly, a critical mass of as many as 58,000 civil servants with improved management skills over a period of three years.

**Status as of October 31.** Two “vanguard” training courses, procurement (including CPA 87) and budget process (including CPA 95), rapidly came together to be delivered under the auspices of the NCCMD ahead of schedule in November. In many ways these two courses are test runs to provide TATWEER and the NCCMD with lessons learned on many aspects of curriculum, training delivery, security operations, trainee aptitudes and attitudes, and trainee selection processes. Following these initial offerings, TATWEER and NCCMD will review the experience in order to develop these and other courses with the capacity of rolling out under a cascading training structure to a critical mass of civil servants in selected ministries.

#### Activities—August through October:

- Vanguard course in Procurement (CPA 87) was prepared in English and Arabic, including lectures/discussion points, Powerpoint presentation, reference materials, and so forth.
- Vanguard course in Budget Process (CPA 95) was prepared in English and Arabic, including lectures/discussion points, Powerpoint presentations, reference materials, and so forth.
- Additional arrangements were made to document the participants’ analyses, inter-ministerial problems, and viewpoints on current systems and procedures and needed changes.
- NCCMD is playing an important role in organizing and sponsoring these courses, especially in managing the trainee selection process from candidates submitted to them by the concerned ministries of oil, water, finance, electricity, and planning, and in providing the venue for some of the training sessions.
- MSI developed training materials for Training of Trainers, emphasizing pedagogical techniques and adult learning methodologies.

- The Procurement and Budget Process courses are scheduled to be launched in the second half of November, more than one month ahead of original projections.
- Draft training modules in the areas of Fiscal Management, Communications and Personnel Management were prepared.
- The anti-corruption advisor joined TATWEER in October.



Trainees at First Procurement Course at NCCMD

### **Context and Obstacles Encountered:**

- The rapidity of the start-up of these training programs presented challenges to the new TATWEER project and to the cooperating institutions.
  - The training modules in procurement and budget process were produced and translated in record time.
  - NCCMD also was pressed to carry out their usual careful vetting of participants under a tight schedule.
- The Director General of NCCMD suddenly vanished in late October, leaving a void in the management of the center. TATWEER doubled its efforts with the Acting Director in order to meet the training courses delivery deadlines in November. The Acting Director stepped in effectively to manage the partnership with the project.
- Security concerns loom large in planning for training venues. MSI works closely with its security contractor, Sallyport, to identify and assess venues and procedures that provide the maximum safety possible to the TATWEER trainers, the trainees, and the participating host institutions. In this regard, TATWEER is benefiting from Sallyport's on-going experience in arranging the training security logistics for Louis Berger's Izdihar Project.





TATWEER's COP, Ambassador Joseph Ghougassian (left), Mrs. Raghad A. Abdul Rasool, (left center), Acting Director of the NCCMD, and Ayad Al Kharki (right), TATWEER Senior Procurement Advisor, at close of Procurement training course.

### **Planned Activities for the Next Quarter (November-January):**

- Deploy the Senior Management Training Advisor: November.
- Deliver first “competency” procurement course: November 19-27.
- Deliver first “competency” budget process course: November 20-27.
- Finalize “Training Roll-Out Strategy and Schedule” for reaching ambitious training targets: November 30.
- Deliver second “competency” procurement course: December 4-11.
- Conduct After Action Review (AAR) with NCCMD of initial two procurement training deliveries: December.
- Deliver “advanced” procurement course: January.
- Deliver “advanced” budget process course: December 18-24.
- Conduct After Action Review (AAR) with NCCMD of initial two budget process training deliveries: December.
- Deliver initial Training-of-Trainers in Procurement and Budget Process: January.
- Begin delivering “competency” courses in IT and Human Resource Management: January
- Design and installation of the monitoring and tracking information system for training component: December.
- Integrate anti-corruption elements into training modules and train TATWEER staff.
- Establish contacts with anti-corruption organizations with the Government of Iraq.
- Develop course on Project Management.

## Scholarships in Public Management

**Component Description.** The TATWEER project provides and facilitates over 50 scholarships for Iraqis to complete post-graduate education programs in public administration subjects at regional and international universities. The scholarships are open to all Iraqis who qualify and are interested in furthering their education in Public Management.

**Status as of October 31.** The scholarship program, responding to a high level of interest, pushed forward at a strong pace and aims to send the first wave of TATWEER scholarship winners out to start their studies for the January 2007 semester. As of October 31, all elements are falling into place to successfully meet this ambitious deadline. The American University in Cairo and the American University in Sharja have both been extremely cooperative and helpful to TATWEER in arranging for these programs.

### Activities—August through October:

- Application forms and eligibility requirements were uploaded on TATWEER's, AMIDEAST's, and the Ministry of Planning's websites.
- Arrangements successfully negotiated with the American University in Cairo and the American University in Sharja to provide masters programs and/or Diploma programs (as appropriate) for TATWEER scholarship awardees.
- Arrangements were made with AMIDEAST to provide key services in support of the scholarship program, including reviewing the application form and eligibility requirements, arranging TOEFL tests in Baghdad, Basrah, and Erbil, arranging for the collection of the applications, and formalities required for sending the candidates abroad.
- Official announcement and press release for scholarship program made ahead of schedule on October 31.
- The structure of the scholarship selection process, with a first bi-national committee (technical) and second bi-national committee (selection), was established to assure a transparent and competency-based determination.

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## بعثات دراسية مقدمة من الوكالة الأميركية للتنمية الدولية

**بغداد - عمر هيد اللطيف**

العامة والسياسة العامة. وبين ان الهدف من البرنامج تطوير القدرات الذاتية للموظف المعنى العراقي وتحفيز امكانياته. واكد بايان ان البعثات ستكون في جامعات الولايات المتحدة او نظيراتها المعتمدة في المنطقة. وأشار الى ان الطلبات ستقدم الى مركز وزارة التخطيط او عن طريق البريد الالكتروني.

MOPDC@YAHOO.COM

اعتبارا من الثاني من تشرين الثاني المقبل ولغاية الثالث من كانون الاول متوها بان طلب التقديم يجب ان يكون مصحوبا بالسيرة الذاتية للمتقدم وشهادة اختبار توفل.

وفرت الوكالة الاميركية للتنمية الدولية "USID" عشرين بعثة دراسية للحصول على شهادة الدبلوم والماجستير في عدد من الاختصاصات العلمية. وقال وزير التخطيط والتعاون الاممي "علي طالب بايان" في تصريح صحفي: ان الوزارة استطاعت الحصول على هذه البعثات بحسب المباحثات التي جرت مع الوكالة بهذا الشأن. واضاف ان البعثات التي خصصتها الوكالة كانت في اختصاصات المالية العامة والتخطيط الاستراتيجي والقيادة وادارة الاتصال وتكنولوجيا المعلومات وادارة الموارد البشرية والاتصالات فضلا عن علم المؤسسات وادارة الاقتصاد والادارة

Article Announcing the TATWEER Scholarship Program

### Context and Obstacles Encountered:

- The scholarship program needed to proceed at record speed in order to provide scholarships in time for the semester beginning in January.
- There were the expected pressures to reserve percentages of scholarships for the ministry, for certain regions, and so forth. TATWEER insisted that the open competition and transparency of the scholarship program be 100% maintained.
- One obstacle is the applicants' Iraqi universities' (especially in Baghdad) inability to provide applicants with their transcripts in a timely fashion. TATWEER is intervening with the Iraqi universities to try to expedite the process.
- Other possible obstacles emerged related to TOEFL and GMAT requirements. TATWEER negotiated solutions and compromises with the American Universities in Cairo and Sharja.



### **Planned Activities for the Next Quarter (November-January):**

- Advertisements will be placed on the front pages of leading newspapers and on television to inform potential applicants of continuing opportunities.
- TOEFL exams will be held Nov 13 & 19 in Erbil; November 15, 16 & 19 in Baghdad and Basrah.
- Review of applications and selection of candidates will be completed in December.
- Twenty scholarship winners will begin two-year Masters in Public Management degree or diploma courses in January at American University in Cairo, the American University in Sharja, or other accredited regional universities.
- Continued explorations with regional training institutes such as the Dubai Institute of Government and the Graduate School of Business, Arab Academy of Science & Technology in Alexandria, regarding future opportunities for Iraqi scholarship awardees and other types of short-term in-service training for civil servants.

## **2. STRENGTHEN AND INSTITUTIONALIZE THE CAPACITY FOR ACHIEVING PERFORMANCE IMPROVEMENTS**

*“The capacity for achieving performance improvements is institutionalized in key ministries and government national institutions.”*

### **Direct Capacity Development Assistance to Priority Ministries**

**Description.** The TATWEER project will provide direct capacity development assistance to up to ten priority ministries. This assistance includes providing these ministries with sector-specific Public Management Advisors. These Public Management Advisors will provide assistance to the ministry in planning, project management, and coordination of the ministry’s technical responsibilities. The Public Management Advisors will also serve as Tatweer training point persons in their ministry. This includes in-house hands-on training through the ministries’ existing training units, strengthened and assisted by TATWEER. The project will also work with priority ministries to identify and address select key management problems through the application of self-assessment and diagnostic tools such as the Government Sector Transformation Program, used in other countries.

**Status as of October 31.** Five priority ministries were designated by USAID for initial attention. MSI has identified advisors for the Ministry of Electricity and the Ministry of Oil, and is actively pursuing candidates for the other three priority ministries. Meetings with ministries regarding needs assessments revealed that ministries suffer from “assessment fatigue” and are anxious to address their known problems.





TATWEER's Dr. Abbas Mehdi and the Honorable Ali Baban, Minister of Planning and Development Cooperation

#### **Activities—August-October:**

- The following priority ministries were approved in mid-October: Ministry of Planning, Ministry of Water, Ministry of Electricity, Ministry of Oil, and the Ministry of Finance.
- Scopes of Work were developed for each of the ministry Public Management Advisor positions
- The Ministry of Planning provided an office at the Ministry's International Zone location for the TATWEER / USAID national capacity development program.
- The Government Sector Transformation training materials were developed and adapted.

#### **Context and Obstacles Encountered:**

- The recruitment of sector specialists with the required public management experience and Arabic language abilities is challenging in the current political and security environment. A number of very promising candidates have dropped out at the last minute due to receiving offers in less problematic locales. MSI and its partners continue to widen their recruitment efforts.

#### **Activities Planned for Next Quarter:**

- TATWEER will deploy Public Management Advisors to the Ministry of Electricity and the Ministry of Oil in December and January.

- MSI will deploy approved Public Management Advisor for the Ministry of Health.
- Propose adding ministries (especially Health) to the priority list.
- Recruitment will continue for the other ministries.
- Establish initial working relations with the Ministry of Water, Ministry of Municipalities and Public Works, and the Baghdad *Amanat*.
- TATWEER will train senior Trainers at NCCMD in the Government Sector Transformation methodology
- NCCMD trainers will deliver a training course on the Government Sector Transformation methodology to Training Directors from interested ministries.
- Identify specific short management courses at regional institutions such as the Dubai Institute of Government suitable for ministry management personnel.

### **Prime Minister’s Office (PMO) and Council of Ministers Secretariat (COMSEC)**

**Description.** TATWEER will provide support to PMO/COMSEC regarding basic management skills and the coordination of a range of capacity development activities. Especially, the TATWEER Scope of Work envisions that PMO/COMSEC will play a pivotal coordinating role regarding ministries’ development and implementation of their internal capacity development plans.

**Status as of October 31.** After some frustration with difficulties in arranging meetings with senior personnel at the PMO/COMSEC, TATWEER is receiving information on some types of assistance required and requested by the PMO and COMSEC. These requests pertain to the automation and upgrading of office management and communication skills. It is an opening to which TATWEER is responding.

#### **Activities—August-October:**

- Met several times with DFID (UK Department for International Development) to reach understanding on maximizing synergy and avoiding overlap between DFID’s and TATWEER’s assistance to PMO/COMSEC.
- Through these discussions a number of TATWEER training interventions were identified to strengthen the management capacity of the Prime Minister’s Office (PMO) and Council of Ministers Secretariat (COMSEC).

#### **Context and Obstacles Encountered:**

- There was less response from the PMO/COMSEC than had been anticipated. However, MSI has persisted in its discussions with DFID and with its overtures to the PMO.

#### **Activities Planned for Next Quarter (November-January):**

- During the next quarter TATWEER will plan for the delivery of:
  - A Communication Skills Training Module, including competency and advanced levels of: “business” English communication skills, presentation skills, including Microsoft Office programs for presentations and visual aids including graphs, charts, and diagrams.
  - Discuss further TATWEER assistance to PMO/COMSEC

- Conduct an IT needs assessment regarding the COMSEC document management process and recommend IT solutions.

### **Capacity Development Working Group (CDWG)**

**Description.** The Capacity Development Working Group, chaired by the Ministry of Planning, is intended to be a working group including the most active donors in capacity development. TATWEER will provide assistance to the Ministry of Planning in its efforts to provide a venue for information sharing, coordinate donors’ efforts in order to increase synergy and efficiency, and to coordinate, as well, the capacity development planning of different ministries.

**Status as of October 31.** TATWEER personnel attended both CDWG meetings, including one where TATWEER presented its program. Additionally, TATWEER personnel have held meetings with representatives of the European Community, the World Bank, and the Center for Strategic International Studies (CSIS), assisting the World Bank in developing the inception report for the World Bank’s planned Governance and Public Sector Management Program. TATWEER personnel have also met with DFID to discuss their respective interests. The Ministry of Planning has requested TATWEER to provide the ministry with assistance with the CDWG.

#### **Activities—August-October:**

- Attended CDWG meetings
- Met with DFID and World Bank teams re: capacity development and the CDWG
- Held discussions with the Minister of Planning regarding TATWEER’s assistance to the Ministry’s efforts in leading this coordination effort.

#### **Context and Obstacles Encountered:**

- As it stands the CDWG meets regularly to share information, but few donor organizations attend.

#### **Activities Planned for Next Quarter (November-January):**

- TATWEER will assist the Ministry of Planning to develop a more robust set of CDWG activities, with the understanding that the organization is a “working group” focused on the functions of information sharing and practical coordination.

### **3. EXPAND AND REVITALIZE THE GOVERNMENT’S TRAINING CAPACITY IN PUBLIC MANAGEMENT**

*“The government’s capacity for directly and indirectly delivering and overseeing improved public administration training is greatly expanded and revitalized.”*



## Support to the National Center for Consultation and Management Development (NCCMD)

**Component Description.** The NCCMD was established in the 1970's as the Government of Iraq's premier institution for training of civil servants. The institution enjoyed a strong reputation for public management training with an ongoing program to provide in-service training courses and other services in support of improving public management skills in Iraq. However, during the sanctions era and following the regime change in 2003, the institution weakened considerably in its delivery of training to civil servants. TATWEER will help strengthen the ability of the NCCMD to upgrade and update its curricula, create standard training modules for the core public administration functions, train trainers and management consultants, expand the volume of training it provides, establish a certification program for civil servants, and provide post-training follow-up support.



The National Center for Consultancy and Management Development

**Status as of October 31.** The TATWEER Project and NCCMD have initiated a strong partnership. This is based on the experience of working together to mount the first two “Vanguard” high priority courses, multiple meetings of TATWEER and NCCMD personnel, the TATWEER action on completing the IT assessment of NCCMD's needs, and the initiation of the procurement of computers, video conferencing equipment, multi-band internet capabilities, and a robust email server.

### Activities—August-October:

- Initial and follow-up meetings with NCCMD.



- The appointment of the TATWEER Senior Advisor in Management to be the liaison with NCCMD, and his frequent contacts with the Acting Director General.
- The excellent work of NCCMD in securing, vetting, and selecting suitable candidates for the training, using their established procedures.
- The cooperation between NCCMD and TATWEER regarding the use of NCCMD training facilities and in dealing with security issues.
- Conducted a thorough IT assessment of NCCMD to develop a procurement and training list for TATWEER to implement.

#### **Context and Obstacles Encountered:**

- The time pressures for the first two priority courses precluded the full NCCMD involvement in the course design process, but TATWEER and NCCMD plan a closer involvement in the design of future courses.
- The security contractor, Sallyport, while judging the NCCMD location to be a secure site, insists on the general principle that training courses should not remain in the same locale for more than several days. TATWEER discussed this issue with NCCMD in terms of assuring safety of the TATWEER personnel, of the trainees, and of the NCCMD center itself.

#### **Planned Activities for the Next Quarter (November-January):**

- Intensification of TATWEER/NCCMD cooperation, including meetings of TATWEER's new Training Management Advisor with NCCMD to discuss training logistics, potential use of NCCMD training personnel, the development of NCCMD course modules.
- Conduct initial NCCMD staff development activities.
- Initiate discussions and processes to establish priorities for strengthening NCCMD.
- The completion of the IT installations and basic IT training.

#### **Establish Regional Training Centers in Public Administration**

**Component Description.** TATWEER will support the establishment and development of three regional public administration training centers, anticipated to be located in Erbil, Mosul, and Basrah. Planned TATWEER support may include management technical assistance and training to the institutions, development of training curricula, training of trainers in learner-centered methodologies, provision of equipment and/or refurbishment of facilities.

**Status as of October 31.** As of October 31 the locations (cities) of the three centers have been decided, but options regarding their institutional affiliations and precise sites remain to be finalized.

#### **Activities—August-October:**

- Meetings regarding the selection of the cities for the centers.
- Informal contacts between TATWEER personnel and parties in Erbil.

#### **Context and Obstacles Encountered:**

- None

**Planned Activities for the Next Quarter (November-January):**

- Ambassador Joe Ghougassian, TATWEER COP, and Dr. Abduljabbar Salman, TATWEER Regional Training Center Senior Advisor-Erbil, will visit Erbil in November.
- Visits regarding Mosul and Basrah centers are planned for January.
- The Regional Training Center Senior Advisor-Basrah will join TATWEER in January.
- Regional Training Center Senior Advisor–Mosul will join TATWEER in January.
- Further discussions with NCCMD will be held regarding the proposed option of having the Mosul and Basrah regional centers be branches of NCCMD.



### III. PROJECT MANAGEMENT

#### 1. PROJECT START-UP

**Deployment.** MSI's "Quick Response Team", including the TATWEER Technical Director and one Resident Advisor who previously served with MSI in Baghdad, arrived in Baghdad on August 27, 2006 to prepare for the arrival of the resident team two weeks later. On September 10, 2006, the Chief of Party and five additional resident advisors (two from MSI, two from Research Triangle Institute (RTI), and one from The Kaizen Company), plus two additional MSI home office personnel (President of MSI and a senior MSI operations officer), and one key short-term technical specialist, were all on site and engaged in project planning and operations. The Quick Response team immediately began the processes of local procurement, opening a bank account, and hiring local staff.

**Initial Consultations.** MSI's project leadership and technical advisors met with appropriate USAID, State Department, and National Security Council personnel in Washington, and, in Baghdad, USAID, IRMO, Embassy, Iraq Government officials, and personnel from other contractors working in areas related to national capacity development. [See Annex 1: Key Persons Met.]

**Field Establishment.** Extremely important was the immediate establishment of the project and team within a secure compound with time-tested security procedures, communication, and logistical support systems. The TATWEER team is based within a compound shared Louis Berger's Izdihar Project and managed and secured by Sallyport Global Services, Inc. The compound is approximately five kilometers from the International Zone.

**Program Initiation.** With the full encouragement of the USAID CTO, the TATWEER team began working to meet the immediate challenges of delivering two high priority training courses, rapidly initiating a scholarship program for post-graduate studies outside of Iraq, and laying the groundwork for the elaboration and start-up of the other elements of the TATWEER program.

#### 2. PERSONNEL

During this reporting period the following personnel were deployed to Baghdad:

##### Long-Term Advisors:

- Ambassador Joseph Ghougassian, Chief of Party
- Dr. Abbas Mehdi (RTI) – Senior Advisor to NCCMD, Ministry of Planning, and Curriculum Manager
- Dr. Abduljabbar Salman – Regional Training Center Senior Advisor - Erbil
- Mr. Musab Alkateeb – Senior Advisor to PMO/COMSEC
- Mr. Ayad Al-Kharki – Senior Procurement Advisor
- Mr. Douglas Treadwell – Acting DCOP/Controller
- Mr. Martin Mayerchak (Kaizen) – Organizational Development Advisor
- Mr. Tamer Ibrahim (RTI) – Communication and Outreach Advisor

##### Short-Term Personnel:

- Mr. Larry Cooley – President of MSI and TATWEER Project Director
- Ms. Stacy Stacks – Director of Projects, MSI



- Mr. Andrew Griminger, MSI Technical Director of TATWEER
- Dr. Fouad Alnajjar – Consultant on Financial Systems
- Ms. Jennifer Ulman – Management Systems Assistant, MSI
- Dr. Richard Huntington – Monitoring Specialist, MSI
- Mr. Lance “Chip” Borman – Anti-Corruption Advisor, MSI

During this period, MSI has also secured the services of 11 locally-hired Iraqi staff members as executive secretary, IT managers, procurement and inventory personnel, and additional secretarial and document preparation support. For security reasons their names are omitted from the report.



The First TATWEER Advisors

#### **International Recruiting Efforts:**

MSI continues its efforts to identify and deploy persons for the following positions:

- Deputy Chief of Party (approved candidate scheduled to arrive in November).
- Chief Administrative Officer (approved candidate scheduled to arrive in November).
- Advisor/Trainer on Budget and Finance (approved candidate scheduled for short-term assignment in November followed by long-term residence to begin in December).
- Senior Training Management Advisor (approved candidate scheduled to arrive in November).
- Public Management Advisor to the Ministry of Electricity (approved candidate scheduled to arrive in December).
- Public Management Advisor to the Ministry of Oil (approved candidate scheduled to arrive in December).
- Public Management Advisor to the Ministry of Water (approved candidate dropped out at last minute; renewing recruitment process).
- Public Management Advisor to the Ministry of Finance (currently recruiting).
- Public Management Advisor to the Ministry of Planning (currently recruiting).
- Public Management Advisor to the Ministry of Health (identified and approved for deployment in December, to initially assist in overall TATWEER training roll out).
- Regional Training Center Advisor – Mosul (Approved; scheduled to join TATWEER in December).

#### **Visas and Badges:**

- MSI’s Grants Management and NGO Advisor, Mr. Osama Abdelaal, was denied entry into Iraq because of his Egyptian nationality, despite having a Green Card and a CAC. He is working at MSI’s home office in Washington while the project is working hard

both in Baghdad and Washington to facilitate his travel to Iraq, and expects a resolution soon.

- TATWEER has applied for MNF-I badges, Freedom Tower badges, and CAC card renewals and extensions, as appropriate for all personnel.

#### **Local Recruiting Efforts:**

- MSI continues to build its local staff, especially in the areas of training, monitoring, and advanced IT support.

### **3. MANAGEMENT SYSTEMS AND PROCUREMENT**

During this first quarter MSI established all of the basic management systems for local and international procurement, inventory management, personnel deployment and management, financial management, local staff selection, and other operational procedures, specifically:

- TATWEER submitted its first **Annual Workplan** to USAID.
- MSI's Director of Projects, on TDY, established and adapted MSI's standard systems of **Financial Management** and **Reporting and Compliance** with USAID regulations at TATWEER during her assignment in Baghdad.
- MSI's Grants Management and NGO Advisor, currently in Washington awaiting his visa, completed a detailed Manual on **Grants Management Procedures**, submitted to USAID in October.
- MSI's Management Systems Assistant, on TDY, completed a **Staff Deployment Guide**, implemented a software program for **Inventory Tracking**, and developed a **TATWEER Administrative, Personnel, and Operations Manual**.
- MSI is issuing an **RFP for indefinite quantity contracts** (IQCs) for support services in the areas of translation, printing, IT support (including network and website), general technical consulting (including M&E), and event management support. It is expected that awards will be made to both Iraqi and non-Iraqi organizations, as appropriate.
- MSI's Monitoring and Evaluation Specialist is leading the TATWEER effort to develop its **Performance Management Plan**, including its Results Framework, Results Indicators and Targets. TATWEER will also establish its activity tracking and performance monitoring database during the next quarter.

### **4. FACILITIES**

With the expanding deployment of TATWEER personnel and the remobilization of Izdihar personnel, office and accommodation space in the compound is increasingly tight. TATWEER, Izdihar, and Sallyport are coordinating efforts to address the issue. TATWEER is refurbishing the "Brady House" within the compound to provide much needed additional office space. This facility will be ready in November. Arrangements are also in process to increase the total number of accommodations in the compound.



## 5. COMMUNICATION

**Branding.** During the project start-up the new name, TATWEER (“Development” in Arabic), with the sub-title “Developing National Capacity in Public Management”, was established, along with a distinctive logo for business cards, reports, stationary, and so forth. The date palm tree logo was chosen for its close association with Iraq as the location where the tree was first domesticated and produced.

**Project Description.** A brief official description of the scope and objectives of the TATWEER Project to be used in communications with potential stakeholders, partners, and media, was prepared, submitted to USAID, and approved.

**Press Release.** The project prepared and distributed an English and Arabic press release on the TATWEER Project

**Website.** MSI immediately purchased the domain name, TATWEER-IRAQ.com for three years and launched the website. Several local firms have been identified to assist in the further development of the website, and selection will be made through an RFP. An immediate priority is to have Arabic and Kurdish versions of the website materials.

**Newsletter.** The first TATWEER Project Newsletter will be distributed in early November.

## 6. CONTEXT AND OBSTACLES ENCOUNTERED

The main obstacle facing project management is the delay in identifying, clearing (visa issues), and deploying candidates to fill several important management positions: especially the Deputy Chief of Party (DCOP), Chief Administration Officer (CAO), the Grants and NGO Advisor, and Senior Training Management Specialist. MSI has temporarily filled gaps by fielding home senior office personnel on TDY, by having the TATWEER Controller temporarily perform the functions of the DCOP, and by having the temporarily “stranded” Grants Advisor working from the home office. MSI’s TATWEER Technical Director, on TDY, took the lead on developing the Training Roll-Out Plan in advance of the expected arrival of the Training Management Advisor. The DCOP and CAO have been identified and approved and are expected to arrive early in the next quarter. The Training Management Advisor is scheduled to arrive mid-November. The resolution of the Grants Advisor’s visa issue is expected soon.

## 7. PLANNED ADMINISTRATIVE ACTIVITIES FOR THE NEXT QUARTER

The first quarter witnessed the establishment of the administrative and programmatic foundations of the project. The next quarter presents the challenge of rapidly expanding on this foundation, strengthening the management systems and expanding the relationships of mutual trust and technical cooperation between the TATWEER Project and our Iraqi partners. From a practical administrative perspective, this effort requires:

- Procuring additional equipment and vehicles;
- Expanding the security contingent in support of greatly increased project travel to government offices and training sites in Baghdad and the International Zone.

- Refurbishing and preparing additional office and living facilities; and
- Expanding project administrative systems to perform and monitor a much greater volume of increasingly complex tasks at a faster pace in an increasingly challenging security environment.

## **ANNEX 1: KEY PERSONS MET (AUGUST–OCTOBER 2006)**

### **Washington:**

Todd Schwartz and George Folsom, Department of State;  
Lea Bouzis, National Security Council  
Tom Stall, Jeanie Pryor, Michaela Meehan, and public information officers of USAID's Office of Iraq Reconstruction

### **USAID/Baghdad:**

Hilda Arellano—Mission Director  
Mike Harvey—Deputy Mission Director  
Catherine Trebes—Program Officer  
Randy Kolstad, Tony Chan, Carol Conragan, and Jessica Morse—National Capacity Development Office (NCDO)  
Martin Hanratty, Hassan Baroudi—Local Government Program (LGP)/Provincial Reconstruction Teams (PRT)

### **US Embassy, Baghdad:**

#### **US Treasury:**

Jeremiah Pam, Attaché

#### **Iraq Reconstruction Management Office (IRMO):**

Ambassador Joseph Saloom—Director  
Max Primorac—Deputy Director  
Gaither Martin—Planning and Development Cooperation  
Ferris Nesheiwat—PMO/COMSEC  
David Ensign and David Lockhart—Electricity  
John Sickman and Steve Rahola—Oil  
Tim Moore—MCT  
Linda Allen—Public Works & Water

### **USAID Contractors/Partners:**

Howard Edwards—Deputy Chief of Party, RTI, Local Government Project  
Harvey Herr—IBTCI Monitoring & Evaluation Project  
Yvonne Sidhom—Chief of Party, RTI, Health Project  
Baljit Bohra—Chief of Party, Izdihar Project  
Brenda Oppermann—USIP  
Nancy Weber-Curth, AMIDEAST representative for Iraq  
Laila Kuznezov—Monitoring & Evaluation Specialist, Izdihar Project

### **Iraqi Counterparts and Stakeholders:**

Mr. Ali Baban—Minister of Planning  
Dr. Fayek Rasool, Senior Deputy Minister of Planning  
Dr. Fadlil Al-Ameri—Vice President, Al-Mustansyria University  
Dr. Mahmood Sh. Abdulhusain—President, Foundation for Technical Education  
Dr. Bahaa I. Kazam—University of Baghdad (eLearning)  
Dr. Mohamed Aal Yassin—Director General, NCCMD  
Mrs. Raghad A. Abdul Rasool, Acting Director of NCCMD  
Dr. Beriwan Al-Khailani, Deputy Minister, Ministry of Higher Education.

### **Donor Organizations:**

Sally Gregory—DFID, Programme Manager, Iraq  
Frances Noronha—Adam Smith International – DFID  
Khalil Hassan—Adam Smith International – DFID

