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TATWEER PROJECT

DEVELOPING NATIONAL CAPACITY IN PUBLIC MANAGEMENT

QUARTERLY PROGRESS REPORT – 8

APRIL – JUNE 2008

31 July 2008

This publication was produced for review by the United States Agency for International Development. It was prepared by the *Tatweer* Project, Management Systems International.

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(APRIL – JUNE 2008)



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Management System International

Corporate Offices

600 Water Street, SW

Washington, DC 20024



Contracted under USAID Contract No. DFD-I-00-05-00221-01
QUARTERLY PROGRESS REPORT

Tatweer Project: Iraq National Capacity Building
Quarter 8
Period: April - June, 2008
July 31, 2008

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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ACRONYMS

ACA	Anti-Corruption Agencies	L/C	Leadership and Communication
ADU	Administrative Development Unit	LOA	Letter of Agreement
API	American Petroleum Institute	MCP	Microsoft Certified Professional
CCNA	Cisco Certified Network Associate	ME	Ministry of Electricity
CDP	Capacity Development Plan	MoA	Ministry of Agriculture
CDU	Capacity Development Unit	MoDM	Ministry of Displacement and Migration
CFG	Corporate Finance Group	MoE	Ministry of Environment
CM	Change Management	MoH	Ministry of Health
CMCS	Collaboration, Management and Control Solutions	MoHR	Ministry of Human Rights
COMFAR	Computer Model for Feasibility Analysis and Reporting	MoJ	Ministry of Justice
COMSEC	Council of Ministers' Secretariat	MoMPW	Ministry of Municipalities and Public Works
COS	Chief of Staff	MoO	Ministry of Oil
COSIT	Central Organization for Statistics and Information Technology	MoP	Ministry of Planning
COSQC	Central Organization for Standardization and Quality Control	MoPDC	Ministry of Planning and Development Cooperation
CTO	Cognizant Technical Officer (USAID)	MOU	Memorandum of Understanding
CTT	Certified Technical Trainer	MoWR	Ministry of Water Resources
DAD	Development Assistance Database	MRC	Middle Refining Company
DCOP	Deputy Chief of Party	MSI	Management Systems International
DG	Director General	MWD	Measurement While Drilling
DPM	Deputy Prime Minister	NCCMD	National Center for Consultancy and Management Development
DPMO-EA	Deputy Prime Minister's Office- Economic Affairs	NCD	National Capacity Development Program
DPMO-S	Deputy Prime Minister's Office- Services	NOC	North Oil Company



ERP	Enterprise Resource Planning	OGPCP	Office of Government Public Contract Policy
ESCWA	Economic Social Commission for Western Asia	OSTP	Organizational Self Assessment and Transformation Program
FCSC	Federal Civil Service Commission	PAF	Procurement Application Form
FMWG	Fiscal Management Working Group	PIP	Performance Improvement Plan
GD	General Directorate	PLA	Participatory Learning and Action
GIS	Geographic Information Systems	PM	Project Management
Gol	Government of Iraq	PMO	Prime Minister's Office
GPS	Global Positional System	PMU	Project Management Unit
HQ	Headquarters	POC	Point Of Contact
HR	Human Resource	PRT	Provincial Reconstruction Team
HRIS	Human Resource Information System	PSD	Personnel Security Detail
HRMS	Human Resource Management System	RFP	Request For Proposals
HRS	Human Resource System	RFQ	Request for Quantities
IASIA	International Association of Schools and Institutes of Administration	RNIS	Romanian National Institute of Statistics
ICD	International Cooperation Directorate	SCOP	State Company for Oil Projects
ICDL	International Computer Driving License	SGS	Sallyport Global Services
ICT	Information and Communication Technology	SOC	South Oil Company
IG	Inspector General	SP	Strategic Planning
IMS	Inventory / Information Management Systems	SPSS	Statistical Package for the Social Sciences
IOC	International Oil Company	TE	<i>Tatweer Energy</i>
IPP	Independent Power Producer	TECC	Technical Expert Conference Committee
IRFFI	International Reconstruction Fund Facility for Iraq	TEG	<i>Tatweer Energy Group</i>
IRM	Information Resources Management	TNA	Training Needs Assessments
ISO	International Standards Organization	TOT	Training of Trainers



ISRB	Iraqi Strategic Review Board	UNIDO	United Nation Industrial Development Organization
IT	Information Technology	US	United States
IZ	International Zone	USAID	United States Agency for International Development
IZFN	International Zone Fiber Optic Network	USG	United States Government
JA	Job Analysis	VP-E	Vice President for Economic Affairs
KIMS	Kimadia Inventory Management System	VP-S	Vice President for Services
KPI	Key Performance Indicator	VSAT	Very Small Aperture Terminal
KRG	Kurdistan Regional Government	VTC	Video Tele-Conferencing
KWG	Kimadia Working Group	WTO	World Trade Organization



Tatweer Project Overview

Developing National Capacity in Public Management

The *Tatweer* project is an integral part of the United States Government's National Capacity Development (NCD) Program with the overall goal to "build the capacity of key Iraqi ministries to deliver core services". *Tatweer* resources are focused on "developing national capacity in public management", with the conviction that improving ministries' performance in core administrative functions such as fiscal management, personnel management, project management, leadership and communication, and the utilization of information technology contributes significantly to the ultimate goal of improving public service delivery for the benefit of Iraqi citizens.

Engagement with Key Ministries and Executive Offices: *Tatweer* works directly with ten key ministries plus the Offices of the President and two Vice Presidents, the Prime Minister, the two Deputy Prime Ministers and the Council of Ministers Secretariat. *Tatweer* ministry engagement teams provide assistance for improving management systems, coordinate and follow up with *Tatweer* training to maximize its impact on administrative operations, and build the ministries' capacity to assess their own systems and identify practical improvements in the delivery of services to their "customers" among the Iraqi population.

Training and Scholarship Program: *Tatweer* provides an ambitious training program to raise the skill levels of a critical mass of as many as 30,000 public administration managers. All training is competency-based, practical skill-oriented, adult learner-centric and in Arabic. Our emphasis has shifted heavily towards training provided by *Tatweer*-trained Iraqis (TOT), with a result that over half of all new trainees are taught by Iraqis. Additionally, *Tatweer* is providing up to 180 international post-graduate scholarships in programs related to public administration.

***Tatweer* Energy Group:** TE is a special team of international energy experts delivering comprehensive and coordinated assistance in the critical areas of project management, technology and procurement for the Iraqi electricity, petroleum, and gas industries. These experts assist their Iraqi counterparts to develop the skill sets and tools needed to rebuild the Iraqi energy sector, from best practice in tendering for plants and services to the project management required to build multi-billion dollar energy infrastructure like refineries and power plants.

Rapid Response to Urgent Performance Issues: *Tatweer* responds to urgent performance requirements, especially budget execution (including procurement), and provides rapid surges of staffing and activity in support of USG policy priorities. *Tatweer* is also reaching out aggressively to provide training and technical assistance to the provincial arms of the federal government in cooperation with other parts of the US Embassy team in Iraq.

Expanding Government's Training Capacity. *Tatweer* assists the government to expand its capacity to provide and utilize quality in-service public administration training for its personnel. *Tatweer* works closely with the National Center for Consultancy and Management Development (NCCMD) and the Al-Quds School for Computers to expand and revitalize their training capacity, including the establishment of NCCMD and Al Quds satellite centers in Mosul and Basrah. Additionally, *Tatweer* assists its partner ministries expand their internal training capacity to reach a broad spectrum their employees in Baghdad and across Iraq's eighteen provinces.



I. SUMMARY

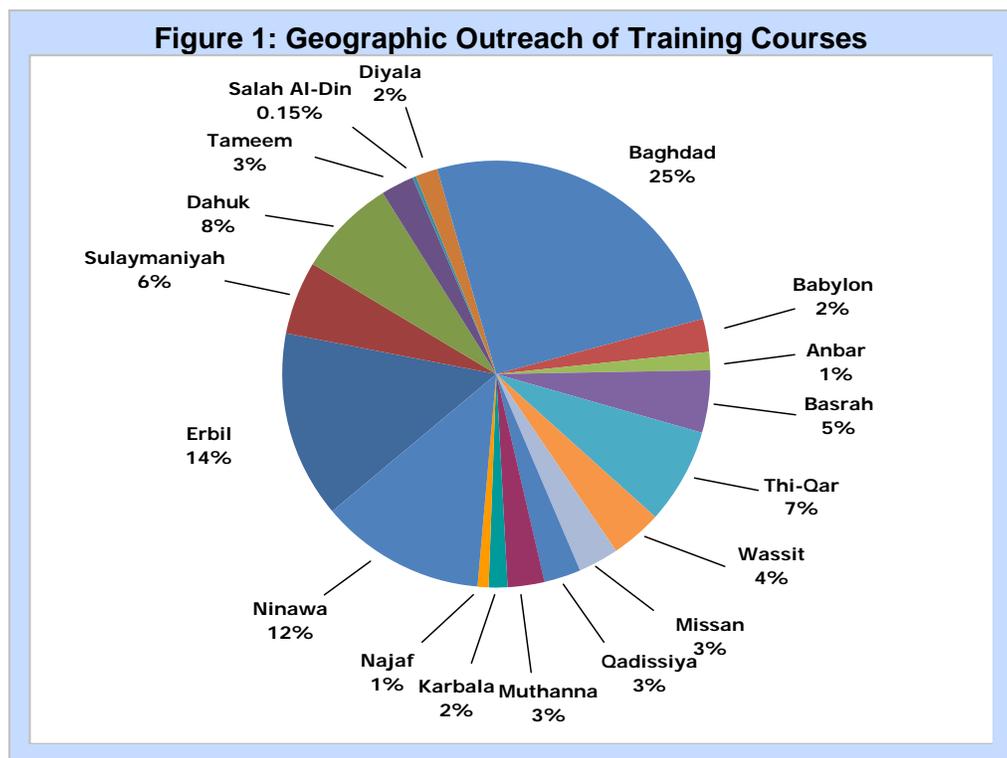
This document reports on the progress of the *Tatweer* Project, Developing National Capacity in Public Management (USAID Contract No. DFD-I-00-05-00221-01) during Quarter 8 (April to June 2008). This document reports on project accomplishments based on the revised work plan for calendar year 2008.

The second quarter 2008 report highlights the project's sustained support for improvements within NCD-assisted GOI institutions. This is based on a consolidation of training, coaching and mentoring strategies to strengthen ministries' and executive offices' key administrative systems. As the 2nd Quarter 2008 results report illustrates, there has been a steady expansion in *Tatweer* activities within ministries. *Tatweer* is systematically consolidating foundational planning and implementation, to increase and sustain improvements within ministries and executive offices and professional development throughout the GOI.

Ministry Engagement Program highlights include:

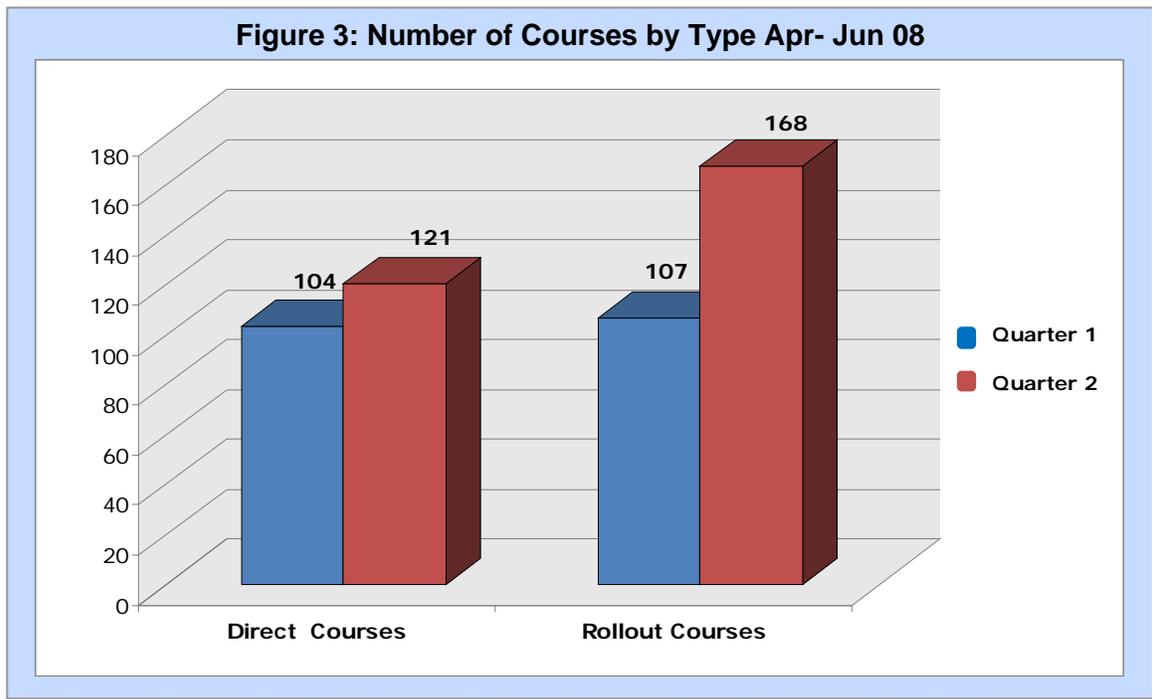
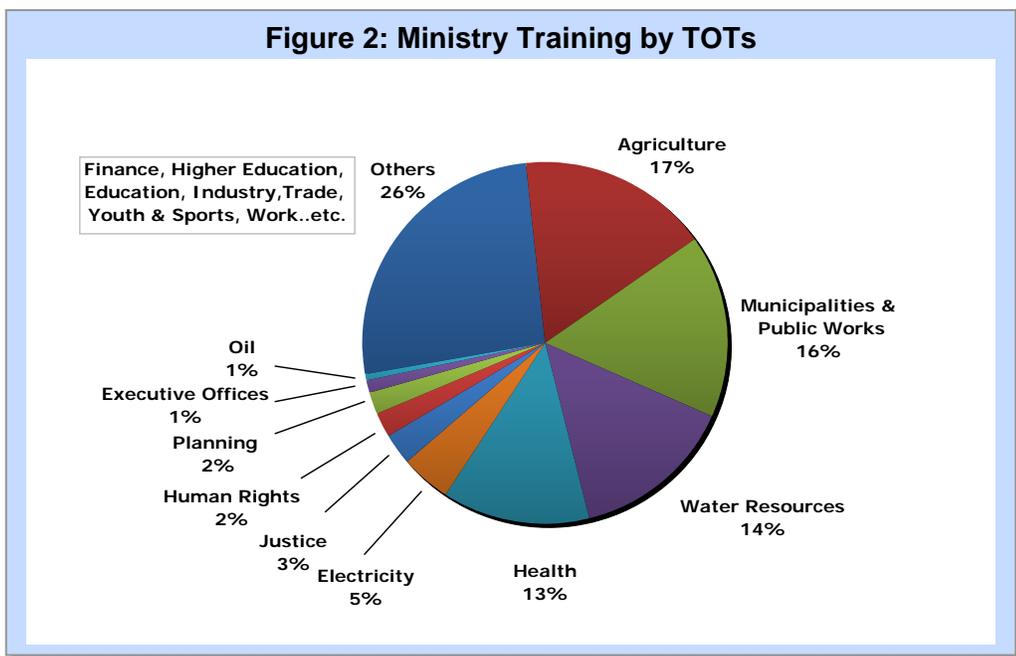
Training: Between April and June 2008, 6,717 civil servants enrolled and received *Tatweer* training programs in public administration. This represents a 49% increase over the previous quarter, continuing the sustainable level required to meet *Tatweer's* ambitious targets to train a "critical mass" of approximately 25,000 staff of the key ministries' management cadre by the end of the *Tatweer* project.

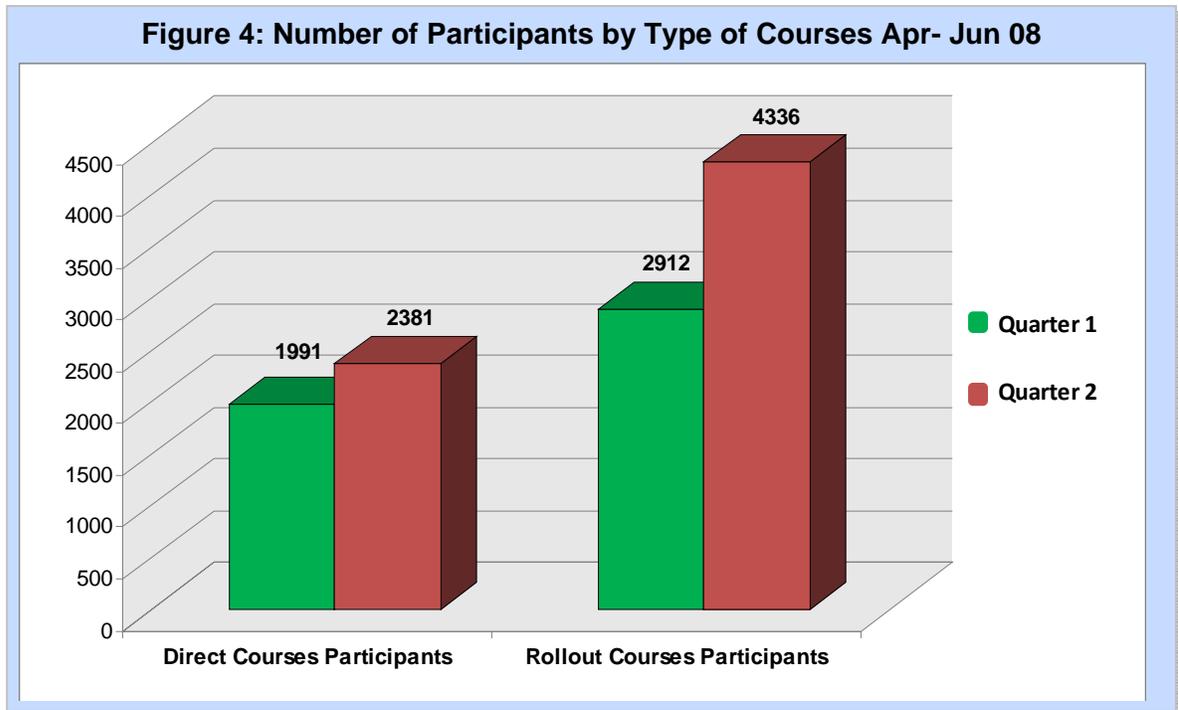
- **Geographic Outreach:** *Tatweer* continues to deliver training in all eighteen Iraqi provinces. Seventy-five (75%) percent of trainees work in ministry directorate offices outside of Baghdad as indicated in the chart below.



- **Ministry Training by TOTs:** *Tatweer*-trained trainers are increasing the numbers of courses and staff taught within ministries, with the MoA (which has the highest numbers of TOTs) leading the way. *Tatweer* trained

trainers are rapidly taking over training delivery of the basic competency level courses from the original project trainers– see Figures 2 to 4 below. The number of courses taught by ministry trainers increased 57% this quarter, jumping from 107 to 168 courses.



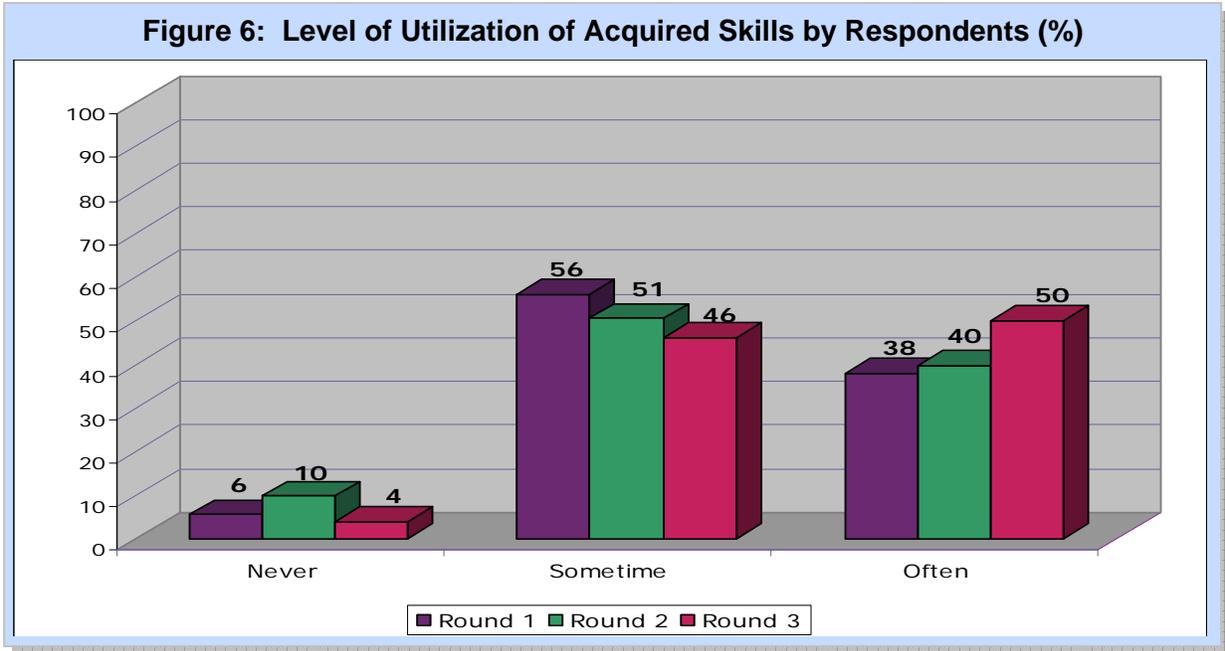


As indicated in Figure 3 and 4 above, there is a steady expansion of activities and increases in the number of enrollees in *Tatweer* training courses. Between direct courses (conducted by *Tatweer* trainers), and rollout courses (conducted by *Tatweer* trained ministry staff), there are significant increases in the numbers of courses conducted, with a concomitant increase in the number of civil servants trained. This is obvious at the roll out level, where there are sharp increases in both the numbers of courses delivered, and civil servants trained.

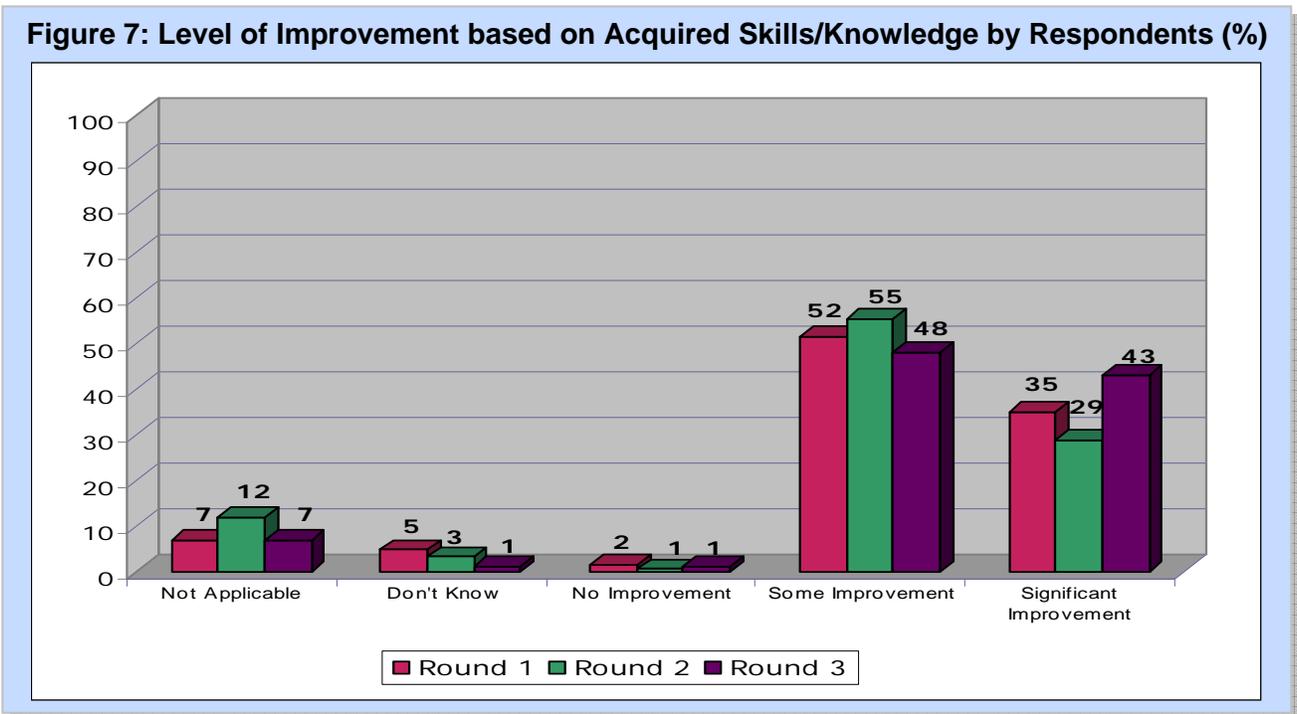
Anti-Corruption Program: The *Tatweer* Anti-Corruption program continues its work with ministerial IG offices by providing basic training on the functions and responsibilities of these offices. To date this anti-corruption program trained a total of 217 IG staff, from all Iraqi ministries.

Post-Training Surveys: The post-training surveys provide systematic information regarding changes in levels of knowledge/skills, as well as perceived changes in respondents' work procedures. They also provide data for the Results Framework Indicators related to utilization of skills acquired through training, and level of processes improvement in training graduates work units based on utilization of skills. The surveys are conducted utilizing a semi-structured questionnaire, administered to civil servants trained in specific preceding periods, who are recalled to fill out questionnaires related to their post-training experience. Trainees understand that their responses are delivered in sealed envelopes without any identification of the respondent. Also the trainer of the course is not present at this time, several months following the original course.

A third round of the surveys was conducted this quarter, and Figures 6 through 8 below are some of the summary findings from the survey. The charts show data from the three rounds of surveys at a glance.

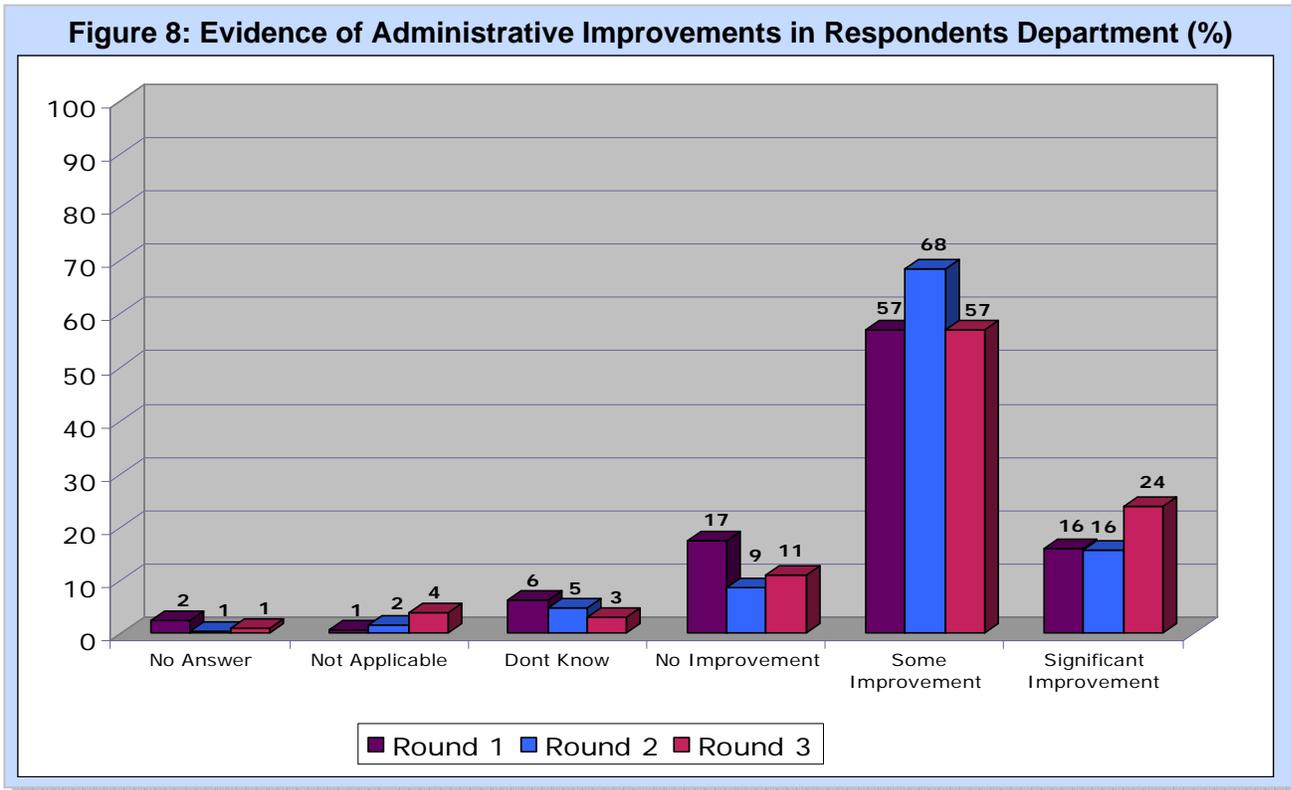


From utilizing skills sometimes, more respondents over the rounds are beginning to utilize skills they acquired often, as indicated in Figure 6 above. While there is a steady decrease in the proportion of respondents reporting that they use the skills learnt sometimes, there is also a steady increase in those utilizing skills often. There is, therefore, movement towards utilization of skills acquired through *Tatweer* by respondents.



In Figure 7 above, majority of respondents in the three rounds are concentrated in the area of “some improvement”

and “significant improvement”, when asked if they observed any improvements in their work based on the new skills and knowledge. Although responses appeared constant in rounds one and two, round three indicates an increase in proportion of respondents reporting that they observe significant improvements in their work. Most participants in the first round participated only in competency level training, while from the second round, more were introduced into advance and training of trainers' levels.



With training graduates reporting that they utilize the skills they acquired from training, and noting that their work improved; the post training surveys also inquired if the above responses translated into improvements in work environments. Figure 8 above, presents responses. Again, responses are clustered around “some improvement” and “significant improvement”. What is apparent is the sharp increase in the percentage of those reporting significant improvements in round three. In general terms, transfer of skills and knowledge appear more beneficial in round 3, with majority of respondents having gone through more than the competency, to the advance and trained trainer’s levels of training.

II. PROGRAM ACTIVITIES

A. Strengthening Key Ministries

Ministry of Agriculture (MoA)

Highlights: As a result of close collaboration and technical assistance, the MoA approved the MoA final report on OSTP presented by the MoA OSTP Champions. Based on this *Tatweer* project, the MoA leadership is allocating \$400,000 in the 2009 capital budget to further develop ministry performance and consolidate OSTP activities in Baghdad and all MoA provincial offices.

In recognition of *Tatweer* training's impact on performance, the MoA upper leadership showed their commitment to sustainability by including the "Agricultural Strategic Planning Center for Training and Capacity Building" in the 2009 budget and allocated \$5.8 million as initial construction cost 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 Southern Rashidiya project will make water flow again.

The Southern Rashidiya Project was launched with active involvement of MoA, MoWR, *Tatweer*, USAID *Inma* and the PRT-3. The project brings together different GOI ministries to assess and repair canals critical to the sustainability of agriculture in this area near Baghdad. Several activities were undertaken by the agricultural team including a meeting to gain the support of the Minister of Agriculture, developing survey forms, planning of survey activities and training field staff on agricultural data collection. This project marks successful collaborative efforts involving different US implementing partners and the GoI.

Reporting Matrix:

Performance Indicators	Activities	June 2008 Expected Results	June 2008 Actual Results
Sub-IR 10.1.2 - Project Result 2: Ministries Establish More Effective Administrative Systems			
Sub-IR 10.1.2 Indicators:			
Number of units/departments implementing <i>Tatweer</i> recommended changes in administrative systems or procedures (PE 2.2)	A. Time control component included in final HR System	A. Technical details of implementation provided by HR unit	A. Achieved: Technical data provided, vendor contacted, offer submitted. Proposal will now be presented for procurement.
Proportion of priority systems improvements in human resource management implemented by ministries	A. Enroll employees in competency and advanced level HR training courses and IT courses applicable to HR database use and maintenance	A. 25 staff trained	A. Achieved: 124 staff trained
Proportion of priority systems improvements in fiscal management implemented by ministries	<p>A. Coach and provide logistical support to the Central Procurement Committee executing the 2008 capital investment budget</p> <p>B. Enroll procurement employees in training courses, especially procurement and project management, strengthening skills related to capital investment budget execution</p> <p>C. Assess current inventory systems (formal and informal) and create list of assets</p> <p>D. Enroll fiscal management employees in L/C and SP training courses</p>	<p>A. 6 work sessions conducted</p> <p>B. 67 staff trained</p> <p>C. Assessment completed and recommendations made</p> <p>D. 50 staff trained (L/C), 11 staff trained (SP)</p>	<p>A. Achieved: 6 work sessions conducted for budgeting. Coaching for new procurement regulations and committee done on site.</p> <p>B. Achieved: 110 participants trained</p> <p>C. In Progress: List of assets developed according to the central auditing classification. Awaiting recommendations for suitable software.</p> <p>D. Achieved: 83 trained in competency L/C. 56 trained in Advanced L/C and 6 trained in SP.</p>
Proportion of priority systems improvements in information technology management implemented by ministries	A. GIS capability assessed and proposal developed	A. GIS assessment findings reported and proposal developed	A. Achieved: Assessment completed and proposal developed.

Performance Indicators	Activities	June 2008 Expected Results	June 2008 Actual Results
Proportion of priority systems improvements in project management implemented by ministries	A. Coach project managers on capital investment budget procedures, forms and feasibility studies	A. 30 project managers coached	A. Achieved: 56 project managers coached
Proportion of priority systems improvements in leadership and communication implemented by ministries	A. Enroll TOTs in L/C master training course B. Coach DGs in strategic planning workshops C. Develop proposal and advocate for establishment of a strategic planning center in 2009 capital budget	A. 10 master trainers trained B. 4 DGs coached C. Proposal developed and advocacy process commenced	A. Achieved: 9 ToTs trained in the L/C master trainers program. All passed the NCCMD National Trainer Test. The 10 th TOT went on <i>Tatweer</i> Scholarship B. Achieved: 6 DGs coached during SP workshops. C. Achieved: Proposal developed and presented to the Minister for inclusion in the 2009 CB plan.
Number of ministries with institutionalized self-assessment process	A. Finalize self-assessment/action plan and implement OSTP transformation action plan B. Advocate for and support development and submission of proposal for OSTP to be included in the 2009 capital budget	A. Final report presented to MoA by OSTP champions B. Proposal developed and submitted to MoA	A. Achieved: Assessment completed, final report presented to MoA. B. Achieved: Proposal approved by Minister and OSTP will be included in the 2009 CB
Sub-IR 10.1.3 - Project Result 3: Public Administration Training Capacity Expanded			
Number of ministries that have established a public administration training program	A. Create plan for establishing the training center and advocate for approval	A. Training center proposal and plan developed	A. Achieved: Proposal and plan developed

Context and Obstacles Encountered: This quarter marks 15 months of fruitful cooperation between *Tatweer* and the MoA in public administration training and capacity development. The MoA is now fully cooperative with *Tatweer* team. However, many challenges still face the MoA, such as the current widespread drought, which is why the South Rashidiya project is so important to the MoA.

Ministry of Health (MoH)

Highlights: This quarter, *Tatweer* helped the MoH plan and implement the first National Conference on Health Systems Reform, which was attended by a diverse audience numbering over 600. The Minister of Health reiterated his need for *Tatweer's* collaboration in implementing the conference recommendations, especially via *Tatweer* participation in committees working on the key themes of the conference.

USAID/Iraq and the Ministry of Health signed a Memorandum of Understanding to foster gains in health services delivery and contribute to Iraqi national economic growth and development. The MoU will strengthen strategic cooperation between the two parties to improve the administrative and managerial structures and performance of the MoH. In addition, the MoH requested *Tatweer's* support to update their strategic plan, and established a central strategic planning unit with satellite units in the governorates. *Tatweer* provided a public health Strategic Planning expert to support the MoH in the development of a comprehensive and dynamic strategic plan based on the needs of the Ministry and the health sector. The overall restructuring of the Ministry will be accomplished through this strategic planning process and concomitant updates.

Tatweer is collaborating with the MoH and Kimadia to improve procurement systems, letters of credit mechanisms and budget execution performance, including the implementation of a just-completed Kimadia Inventory Management System (KIMS). *Tatweer* provided support to the working group to produce and test a primary version of KIMS, the pilot phase of which is currently being prepared for implementation.

Reporting Matrix:

Performance Indicators	Activities	June 2008 Expected Results	June 2008 Actual Results
Sub-IR 10.1.1 - Project Result 1: Strengthened Core Public Administration Skills			
Sub-IR 10.1.1 Indicators:			
Number of civil servants trained and certified (including anti-corruption agencies PE 2.2)	A. Implementation of training in all core areas for all levels; specialized training in topics such as statistics, health economics	A. A total of 120 employees trained in at least one core of all five core areas	A. Achieved: 638 staff trained in the <i>Tatweer</i> five public administration areas.
Sub-IR 10.1.2 - Project Result 2: Ministries Establish More Effective Administrative Systems			
Sub-IR 10.1.2 Indicators:			
Number of units/departments implementing <i>Tatweer</i> recommended changes in administrative systems or procedures (PE 2.2)	A. Business processes mapped and decisions made about relevant information needs in key departments of MoH, including Kimadia B. Workshop to review current organizational structure and identify key issues.	A. Business processes mapping, Kimadia B. Workshop to review organizational structure conducted, conference on health system reform held	A. Achieved: Business processes mapped and Kimadia Inventory Management System developed and tested. B. In Progress: Recommendations of conference will inform development of workshop.

Performance Indicators	Activities	June 2008 Expected Results	June 2008 Actual Results
Proportion of priority systems improvements in fiscal management implemented by ministries	<p>A. Develop ministry performance in budget preparation and execution</p> <p>B. Procure developer system and modify to an IMS with specifications</p> <p>C. Enroll employees in budget, procurement and auditing training courses</p>	<p>A. Meetings and focus group discussions conducted by FMWG and KWG</p> <p>B. System procured, specifications developed</p> <p>C. MoH staff trained in budget course</p>	<p>A. In Progress: Focus groups conducted, budget preparation for 2009 and beyond commenced on a five-year basis.</p> <p>B. Achieved: PHP Runner procured and modified to suit the needs of Kimadia and its warehousing system.</p> <p>C. In Progress: 74 trained in budget, 15 trained in procurement, no audit training yet</p>
Proportion of priority systems improvements in information technology management implemented by ministries	<p>A. Internet connectivity wiring of main MoH building</p>	<p>A. Assessment completed, wiring and installation commenced</p>	<p>A. In Progress: Wiring is expected to be completed end of July 2008</p>
Proportion of priority systems improvements in project management implemented by ministries	<p>A. Train staff in project management , feasibility study and Health Planning</p>	<p>A. 3 tailored courses conducted</p>	<p>A. Achieved: 3 tailored courses in health planning completed.</p>
Proportion of priority systems improvements in leadership and communication implemented by ministries	<p>A. Conduct workshop to review strategic plan and plan revisions</p>	<p>A. Workshop completed</p>	<p>A. Not Achieved: SP Expert arrived in June and will conduct activity in July.</p>
Number of ministries with institutionalized self-assessment process	<p>A. OSTP for training center conducted</p>	<p>A. OSTP workshop completed</p>	<p>A. Achieved: Self-Assessment survey and data analysis completed, with 14 participants.</p>
Sub-IR 10.1.3 - Project Result 3: Public Administration Training Capacity Expanded			
Number of ministries that have established a public administration training program	<p>A. Develop training center plan and equip training center</p> <p>B. Procure references and books for training center</p> <p>C. MoH ToTs deliver training courses</p>	<p>A. Hardware and software procured</p> <p>B. List of references and books identified</p> <p>C. 5 courses; 1 in each core area</p>	<p>A. Achieved: IRM approved and procurement process begun installation in progress.</p> <p>B. Achieved: list of books and references provided for procurement.</p> <p>C. In Progress: MoH TOT delivered 4 training courses in Procurement, L/C, PM and HR in Baghdad and the governorates.</p>

Context and Obstacles Encountered: While the MOU between USAID/*Tatweer* and the Iraqi Ministry of Health strengthens strategic cooperation between the two parties, the security climate at the ministry, although much improved, remains an issue. There is still a lack of political consensus among the MoH leadership regarding priorities for the health sector and how to achieve them.

Ministry of Human Rights (MoHR)

Highlights: The Ministry's in-house multi-purpose room, including the translation room, was completed this quarter. The OSTP self assessment process continued with additional training for the Champions Team and the distribution of surveys and questionnaires. In accordance with the Capacity Development Plan, a Capacity Development Unit was established and began work on the reorganization plan for the legal and IT departments; this will include training courses in HR development, fiscal (budget) management and IT management.

Tatweer and the MoHR continue to participate in the Human Rights Working Group meetings. The Working Group facilitates donor coordination between the US Embassy, Royal Danish Embassy, British Embassy, German Embassy and United Nations, and focuses on the creation of the Human Rights Commission, while strengthening the MoHR.

Tatweer's activities with the MoHR received a boost this quarter with the visit of the Minister to the project's main compound. This is the first visit to the compound by a minister, and was an opportunity to better acquaint the Minister with the activities and areas of focus of *Tatweer*.



Reporting Matrix:

Performance Indicators	Activities	June 2008 Expected Results	June 2008 Actual Results
Sub-IR 10.1.2 - Project Result 2: Ministries Establish More Effective Administrative Systems			
Sub-IR 10.1.2 Indicators:			
Proportion of priority systems improvements in human resource management implemented by ministries	A. Reorganization Plan for key departments developed B. CDP Plan signed and approved C. Training in basic HR functions, finance, budgeting and procurement D. Job Descriptions prepared with Ministry staff E. Design and implement Personnel Data Base	A. Reorganization plan implemented in 2 departments B. Signed and approved CDP C. 10 staff trained D. 1st draft completed E. Personnel database designed and installed	A. Legal and Humanitarian completed B. Achieved: CDP signed and approved C. Achieved: 10 staff trained D. Achieved: 1 st draft completed for review E. Achieved: Database installed and in use
Proportion of priority systems improvements in fiscal management implemented by ministries	A. Procurement Process within Ministry mapped	A. Process mapping of procurement process within Ministry completed	A. Achieved: Process mapping completed
Proportion of priority systems improvements in information technology management implemented by ministries	A. Procurement of basic IT equipment	A. Equipment and software procured and installed	A. In Progress: Equipment is procured and in shipping
Proportion of priority systems improvements in leadership and communication implemented by ministries	A. Targeted TOT and Advanced TOT training completed	A. 13 staff trained	A. Achieved: 13 staff trained as trainers
Number of ministries with institutionalized self-assessment process	A. Core OSTP team identified, chosen and trained	A. 7 staff trained as core OSTP team	A. Achieved: 7-person OSTP team trained
Sub-IR 10.1.3 - Project Result 3: Public Administration Training Capacity Expanded			
Sub-IR 10.1.3 Indicators:			
Number of ministries that have established a public administration training program	A. Set up and equip multi-purpose room	A. MPR/language lab operational	A. Achieved: Multi-purpose room, translation booth completed

Context and Obstacles Encountered: The Ministry of Human Rights' late arrival to the *Tatweer* program has not hindered capacity development efforts. By the end of the second quarter over 200 of the MoHR's approximately 450 employees had participated in *Tatweer* training. Since it is a small ministry, trainees are carefully chosen. The MoHR

team regularly borrows TOT trainers from other ministries that have been in the *Tatweer* program longer.

Ministry of Justice (MoJ)

Highlights: In line with *Tatweer* recommendations, the MoJ requested and obtained an additional \$8 million budget to fund the automation of the Real Estate Licensing offices, confirming that the Land Registry has become a priority on the MoJ agenda. *Tatweer* continues to concentrate technical assistance efforts on the Land Registry with a strong emphasis on the Karada satellite office. The combined effect of IT training and the dissemination of workflow assessments in the Land Registry is expected to improve systems in this satellite office.

Reporting Matrix:

Performance Indicators	Activities	June 2008 Expected Results	June 2008 Actual Results
Sub-IR 10.1.1 - Project Result 1: Strengthened Core Public Administration Skills			
Sub-IR 10.1.1 Indicators:			
Number of trained trainers (including anti-corruption agencies PE 2.2)	A. Enroll 45 ToTs in core curriculum courses	A. 10 staff Trained	A. Achieved: Exceeded target of 10 and trained 16 TOTs
Number of civil servants trained and certified (including anti-corruption agencies PE 2.2)	A. Review training plan, create training schedule and identify training course participants for Judges, Public Prosecutors and legal staff at the Judicial Institute	A. Summary Status Report	A. Not Achieved: Process has not begun, awaiting MoJ response to resubmitted CDP
	B. Enroll 80 trainees in IT courses	B. 20 Staff Trained	B. Achieved: 52 staff in different program levels
Sub-IR 10.1.2 - Project Result 2: Ministries Establish More Effective Administrative Systems			
Sub-IR 10.1.2 Indicators:			
Number of units/ departments implementing <i>Tatweer</i> recommended changes in administrative systems or procedures (PE 2.2)	A. Prepare plan and proposal to establish satellite Land Registry Office	A. Proposal draft finalized	A. In Progress: Proposal draft part completed but requires input from <i>Tatweer</i> anti corruption advisor and buy-in from MoJ.

Performance Indicators	Activities	June 2008 Expected Results	June 2008 Actual Results
Proportion of priority systems improvements in human resource management implemented by ministries	<p>A. Prepare and obtain approval for Capacity Development Plan (CDP)</p> <p>B. Define roles and responsibilities for key departments, directorates, divisions, branches and sections</p> <p>C. Create position descriptions and selection criteria for select new hire areas</p> <p>D. Enroll employees in HR training courses</p> <p>E. Enroll employees in Anti-corruption training courses</p> <p>F. Map Land Registry Office process workflows</p> <p>G. Review training plan, create training schedule and identify training course participants for Judges, Public Prosecutors and legal staff at the Judicial Institute</p> <p>H. Create proposal to establish a satellite Land Registry Office</p> <p>I. Define roles and responsibilities for key departments, Directorates, divisions, branches, and sections staff</p> <p>J. Prepare job descriptions with revised criteria for members of staff in select areas</p> <p>K. Procure hardware and software for administrative support</p>	<p>A. CDP document</p> <p>B. Responsibility charts developed</p> <p>C. Position Descriptions created</p> <p>D. 20 Staff Trained</p> <p>E. 100 Staff Trained</p> <p>F. Work flow charts and information summaries created</p> <p>G. Training plan reviewed</p> <p>H. Proposal document</p> <p>I. Organization charts developed for all key departments</p> <p>J. Position descriptions created</p> <p>K. Hardware and software procured</p>	<p>A. In progress: CDP document presented to MoJ for approval</p> <p>B. Not Achieved: Preliminary discussions initiated</p> <p>C. Not Achieved: Preliminary discussions initiated</p> <p>D. In Progress: 9 staff trained</p> <p>E. In Progress: 56 staff trained</p> <p>F. Not Achieved: Preliminary discussions initiated</p> <p>G. In Progress: Draft completed and awaiting MoJ review</p> <p>H. Not Achieved: Preliminary discussions initiated</p> <p>I. Not Achieved: Preliminary discussions initiated</p> <p>J. Not Achieved: Preliminary discussions initiated</p> <p>K. In Progress: IRM stage</p>



Performance Indicators	Activities	June 2008 Expected Results	June 2008 Actual Results
Proportion of priority systems improvements in fiscal management implemented by ministries	<p>A. Prepare and circulate analysis of capital investment expenditure process</p> <p>B. Enroll employees in budgeting training course</p> <p>C. Enroll employees in procurement training course</p>	<p>A. Work flow charts and information summaries</p> <p>B. 15 staff Trained</p> <p>C. 15 staff Trained</p>	<p>A. Not Achieved: Delays because of staff reluctance to provide information</p> <p>B. Achieved: 43 staff trained</p> <p>C. Achieved: 26 staff trained</p>
Proportion of priority systems improvements in information technology management implemented by ministries	<p>A. Prepare a status profile of each IT system supporting administrative systems</p> <p>B. Create IT training materials</p> <p>C. Enroll employees in IT training courses</p>	<p>A. Current environment report</p> <p>B. <i>Tatweer</i> training Material</p> <p>C. 20 staff trained</p>	<p>A. In Progress: Assessment not yet completed</p> <p>B. Not Achieved: MOJ reluctant to co-operate</p> <p>C. Achieved: 52 staff trained</p>
Proportion of priority systems improvements in project management implemented by ministries	<p>A. Enroll employees in project management training courses</p>	<p>A. 15 staff trained</p>	<p>A. In Progress: 6 staff trained</p>
Proportion of priority systems improvements in leadership and communication implemented by ministries	<p>A. Develop and document public relations program</p> <p>B. Enroll employees in leadership and communication training course</p>	<p>A. Public relations document</p> <p>B. 15 staff trained</p>	<p>A. Not Achieved: however website improvements discussion began</p> <p>B. Achieved: 38 staff trained</p>
Sub-IR 10.1.3 - Project Result 3: Public Administration Training Capacity Expanded			
Number of ministries that have established a public administration training program	<p>A. Enroll employees in ToT's core curriculum courses</p>	<p>A. 10 staff trained</p>	<p>A. Achieved: 16 staff trained as TOTs</p>

Context and Obstacles Encountered: Security restrictions on visiting Ministry offices impossible are a major obstacle in working with the MoJ. However, this is beginning to change this quarter after 10 months of very little direct contact. The improved security situation and new access routes to the Ministry HQ negotiated with Ministry security personnel should greatly facilitate *Tatweer* engagement with the Ministry in the coming months. *Tatweer* advisors visited and met with the ministry point of contact to kick start discussions in HR and IT management.

Ministry of Displacement and Migration (MoDM)

Tatweer has included the Ministry of Displacement and Migration (MoDM) as one of its client GoI ministries this quarter. Consequently, this quarter has mostly witnessed introductory activities by the *Tatweer* team. Collaborative



meetings involving USAID, UN organizations and NGOs working the MoDM have been held for better understanding of the displacement and migration terrain, and to avoid duplication among different agencies. *Tatweer* advisors also met with the Minister, Deputies and DGs to create awareness of the public administration focus and capabilities of *Tatweer*; and to learn what the Ministry's needs are so that *Tatweer* can define areas of collaboration.

Based on initial meetings, *Tatweer* has developed a tentative work plan which is being discussed with the ministry for buy-in and approval. However, a major area of support is an IT training center that *Tatweer* will equip and furnish before the end of the year. Furthermore, *Tatweer* advisors are already working with the MoDM to resolve technical problems with their installed VTC and to improve internet and email services in MoDM. Twenty five staff from MoDM attended leadership and communication competency level training this quarter.

Ministry of Municipalities and Public Works (MoMPW)

Highlights: *Tatweer* continues coaching MoMPW and MoWR staff on PRIMAVERA software to strengthen staff project management skills, using the Karbala wastewater treatment plant as a case study. Following the training program a Primavera unit will be established in the MoMPW Planning Directorate to schedule, manage, and monitor capital investment project implementation.

The MoMPW is ahead of all other ministries in terms of budget execution. *Tatweer* and the ministry are collaborating to identify the factors that have enhanced successful budget execution, towards replication in other *Tatweer* assisted ministries. Initial target areas of interest include banking, contract management, strategic planning, and weekly project review meetings with all DGs. *Tatweer* advisors will introduce success factors into other directorates under the ministry, and advocate their consideration by other ministries seeking to improve budget execution.

Tatweer is renovating, rehabilitating and equipping two training centers in the MoMPW. The Tell-Mohammed Center (satellite office) renovation and equipping is completed, while the MoMPW HQ building center is underway. These two centers will provide MoMPW a sustainable venue to conduct its own training programs, continue *Tatweer*-initiated training programs, and implement tailored courses.

Reporting Matrix:

Performance Indicators	Activities	June 2008 Expected Results	June 2008 Actual Results
Sub-IR 10.1.1 - Project Result 1: Strengthened Core Public Administration Skills			
Sub-IR 10.1.1 Indicators:			
Number of trained trainers (including anti-corruption agencies PE 2.2)	A. Train 10 ToT's in Leadership and Communications	A. 14 Staff trained as trainers	A. Not achieved: only 3 ToTs graduated so far for the ministry
Sub-IR 10.1.2 - Project Result 2: Ministries Establish More Effective Administrative Systems			
Sub-IR 10.1.2 Indicators:			

Performance Indicators	Activities	June 2008 Expected Results	June 2008 Actual Results
Number of units/departments implementing <i>Tatweer</i> recommended changes in administrative systems or procedures (PE 2.2)	A. Prepare and present a plan and proposal for decentralization of Ministry authority	A. Proposal document completed and presented to Ministry	A. Achieved: Proposal developed and submitted to MMPW. However, decentralization plan canceled by the Minister.
Proportion of priority systems improvements in human resource management implemented by ministries	<p>A. Evaluate use and functions of HR Information System (HRIS) -Oracle Platform</p> <p>B. Create cost vs. benefits analysis of replacing or upgrading HRIS</p> <p>C. Design HRIS and create implementation map for upgrade or replacement</p> <p>D. Map HR workflows, information sharing and reporting requirements</p> <p>E. Enroll employees in competency and advanced level HR training courses</p> <p>F. Obtain and issues decentralization directives</p> <p>G. Enroll provincial-level employees in core curriculum training courses</p> <p>H. Prepare work flows of operational and administrative processes</p>	<p>A. Current Environment Report</p> <p>B. Technology Summary Report</p> <p>C. Upgrade current HRS to 10g</p> <p>D. HR workshops; Job Analysis, description, and Org Chart conducted</p> <p>E. 150 Staff Trained</p> <p>F. Policy level Directives obtained</p> <p>G. 150 Staff Trained</p> <p>H. Process and information needs documented, org chart created to be used to map work flows</p>	<p>A. Achieved: Report submitted. However, MoMPW declines new HRIS based on complexity and cost</p> <p>B. Achieved: Report submitted - MoMPW will upgrade its current HRIS</p> <p>C. In Progress: Upgrade began</p> <p>D. In Progress: Workshops being conducted</p> <p>E. Not Achieved: because there is no any ToT to Roll-out the HR course.</p> <p>F. Not Achieved: because decentralization plan canceled by the Minister.</p> <p>G. Not Achieved because ToT's are not available</p> <p>H. Not Achieved: MoMPW wants to discuss the organization chart with HR expert, this has not happened</p>



Performance Indicators	Activities	June 2008 Expected Results	June 2008 Actual Results
Proportion of priority systems improvements in fiscal management implemented by ministries	<p>A. Create, analyze, and identify process improvements in budgeting</p> <p>B. Establish procurement working group to map procurement process improvement options</p> <p>C. Enroll employees who focus in capital budget execution in change management training courses</p>	<p>A. Analyses the success reasons of Budget Execution</p> <p>B. Studying and scheduling the Procurement training System</p> <p>C. 50 staff trained</p>	<p>A. In Progress: Minister provides success factors, to be documented</p> <p>B. In Progress: Procurement unit established following MoPDC directive.</p> <p>C. Achieved: 89 staff trained.</p>
Proportion of priority systems improvements in information technology management implemented by ministries	<p>A. Reorganize information management unit and conduct IT training</p> <p>B. Enroll employees in IT training courses</p> <p>C. Conduct GIS assessment to identify needs regarding GIS use for feasibility studies</p> <p>D. Conduct website development training workshop</p>	<p>A. IT reorganization plan designed and approved</p> <p>B. 75 staff trained</p> <p>C. Identify, document and report needs to MoMPW</p> <p>D. 10 staff trained</p>	<p>A. In Progress: organization plan in review</p> <p>B. Not Achieved: Few IT courses conducted, inadequate to reach target number.</p> <p>C. Achieved: GIS related procurement in IRM process.</p> <p>D. Achieved: Training conducted and 10 staff trained</p>
Proportion of priority systems improvements in project management implemented by ministries	<p>A. Procure Primavera training</p> <p>B. Enroll employees in project management training courses</p> <p>C. Arrange for Primavera software training</p>	<p>A. 11 staff trained</p> <p>B. 75 staff trained</p> <p>C. Contract and approvals acquired</p>	<p>A. Achieved: 11 staff trained</p> <p>B. Achieved: 100 Staff Trained</p> <p>C. Achieved: course conducted</p>
Proportion of priority systems improvements in leadership and communication implemented by ministries	<p>A. Enroll employees in L/C training course</p> <p>B. Enroll employees in ToT L/C training course</p>	<p>A. 150 staff trained</p> <p>B. 4 staff trained</p>	<p>A. In progress: 133 Staff trained</p> <p>B. Achieved: 4 Staff trained</p>
Number of ministries with institutionalized self-assessment process	<p>A. Conduct Self-Assessment Workshops</p>	<p>A. 50 staff trained</p>	<p>A. In Progress: 21 staff trained</p>
Sub-IR 10.1.3 - Project Result 3: Public Administration Training Capacity Expanded			
Sub-IR 10.1.3 Indicators:			

Performance Indicators	Activities	June 2008 Expected Results	June 2008 Actual Results
Number of ministries that have established a public administration training program	<p>A. Get approval and upgrade existing training centers</p> <p>B. Upgrade provincial training centers with essential infrastructure (chairs, tables, etc.)</p> <p>C. Rehabilitate two existing MoMPW Training Centers</p>	<p>A. Continue renovation and upgrading</p> <p>B. Begin renovation and upgrading</p> <p>C. Secure Tel-Mohammed Training Center and 3rd floor at MoMPW/HQ</p>	<p>A. Achieved: Approval received, renovation commenced</p> <p>B. Not Achieved: Provincial level renovations waiting on completion of HQ renovations</p> <p>C. In Progress: Tel_Mohammed TC completed, MoMPW/HQ, 3rd floor TC renovation process began.</p>

Context and Obstacles Encountered: *Tatweer*, despite the inability to work directly within the MMPW, is making steady progress working remotely through embedded local advisors to effect improvements in the ministry. Security, like in other areas, has been single major obstacle in interaction with the MoMPW. However, the Minister of MPW has been very cooperative and involved in the on-going activities in the ministry. In discussions regarding capital budget execution, he identified the positive impact of training on procurement and capital budget execution activities and on overall service delivery.

Ministry of Planning and Development Coordination (MoPDC)

Highlights: Collaboration and joint efforts are paying off in *Tatweer's* involvement with COSIT. *Tatweer*, COSIT and other entities worked together to finish 90% of the Iraq Master Statistical Plan this quarter, which is currently under review by the World Bank. The Romanian National Institute of Statistics expressed interest in a technical cooperation program on economic statistics based on our successful visit with COSIT. As another indication of cooperation, COSIT staff developed three ORACLE-based applications, including, an employees' databank, car accidents databank and crops harvesting databank with *Tatweer's* technical guidance..

Tatweer completed the refurbishment, furnishing and equipping of the administrative tribunal court rooms inside the MoPDC this quarter. These court rooms are the first of their kind in Iraq, with jurisdiction over disputes arising from tender awards by the GOI. *Tatweer* is assisting the MoPDC to enhance transparency in contracting and encouraging international vendors to invest in Iraq by enhancing the quality and pricing of purchased material and services.

Tatweer helped the International Cooperation Department (ICD) host the International Reconstruction Fund Facility for Iraq (IRFFI) Seventh Donor Coordination Meeting, held for the first time in Iraq. This landmark conference saw Iraq begin transitioning from an aid recipient to a self-funded developing country; the MoPDC even announced a goal of becoming a net development donor. *Tatweer* is also assisting the ICD further develop cost-sharing/co-financing mechanisms so that donors will provide only technical assistance while Iraq bears the remaining project costs. To support this concept, *Tatweer* and the ICD will assess the technical needs for two pilot sectors of the economy - health and agriculture.

The Strategic Plan for COSQC was completed with detailed implementation steps to be in compliance with the World Trade Organization (WTO) and best practices requirements. The conceptual design and system requirements for the COSQC website were also completed. *Tatweer* also completed the mapping of the COSQC building which shows the distribution of network points. Furthermore, this quarter saw *Tatweer* and COSQC begin the Organizational Self Assessment and Transformation Program (OSTP).

Functions of the Administration and Finance Department improved this quarter with finalization of the 2008 training plan for COSQC, COSIT and the Al Quds School. Through *Tatweer's* support, the MoPDC included an extra \$1m in its capacity development program from the supplementary budget, half of which will be spent on an electronic archiving system. Final selection of new ICT unit staff was concluded as well and a *Tatweer* contract awarded to supply the ministry with IT equipment and software.

Tatweer intensified its efforts to improve the capital investment program through a series of interventions based on a cost sharing agreement with MoP. The first achievement was the two day conference on the Proper Selection of Projects as the Key to Sustainable Development, which was attended by 283 participants representing federal ministries, provincial councils and international donors. The conference resulted in several recommendations including a decision by the minister to update the 1984 Feasibility Studies Law. *Tatweer* worked with MoP to update this law and the new law is nearly complete. Other recommendations are still under consideration by MoP including the conversion of the capital investment program from an annual program into a five year program.

Reporting Matrix:

Performance Indicators	Activities	June 2008 Expected Results	June 2008 Actual Results
Sub-IR 10.1.1 - Project Result 1: Strengthened Core Public Administration Skills			
Sub-IR 10.1.1 Indicators:			
Number of civil servants trained and certified (including anti-corruption agencies PE 2.2)	A. Train 200 Govt. staff on how to fill out capital investment project forms	A. 20 staff trained	A. In Progress: Schedule has been done to train in July and August
Sub-IR 10.1.2 - Project Result 2: Ministries Establish More Effective Administrative Systems			
Sub-IR 10.1.2 Indicators:			

Performance Indicators	Activities	June 2008 Expected Results	June 2008 Actual Results
Proportion of priority systems improvements in human resources management implemented by ministries	<p>A. Business Process Reengineering for Administrative Procedures (International Cooperation)</p> <p>B. Human Resource Development (International Cooperation)</p> <p>C. Design a new organizations structure, job description and new scope of work for the IT Unit</p> <p>D. Refurbishing the court house (OGPCP)</p> <p>E. Support the implementation of COMFAR at MoP and different line ministries (Government Investment)</p>	<p>A. Process analysis</p> <p>B. 3-year Action Plan for the Directorate approved</p> <p>C. Process Mapping, analysis and improvement</p> <p>D. Court house Refurbishing finalized</p> <p>E. Preparation for the training</p>	<p>A. Achieved: 50% of 2008's entire year's goals is accomplished including process mapping, analysis, and improvement strategies.</p> <p>B. Not Achieved: The DG of the Directorate wants her staff to have more basic skills before they develop their future plan. Post conflict strategy seminar (third quarter objective) completed instead to build human resources knowledge.</p> <p>C. Achieved: Designed a new organizations structure, job description and new scope of work for the International Cooperation Directorate</p> <p>D. Achieved: Court House is completed and to be delivered to MoP.</p> <p>E. Achieved: 17 civil servants approved by USAID to attend UNIDO' COMFAR III Training. Committee from <i>Tatweer</i> and MoP is formed to select the best candidates</p>
Proportion of priority systems improvements in fiscal management implemented by ministries	<p>A. Carry out Capital Budget Projects Conference</p> <p>B. Train 120 new staff hired by MoP for the Planning Units on Capital Budget Projects Preparations and Monitoring</p>	<p>A. Prepare papers and carry out the conference</p> <p>B. 30 staff trained</p>	<p>A. Achieved: 283 participants from ministries, provincial councils and international donors have attended the conference.</p> <p>B. Achieved: 30 participants in a 5 day workshop.</p>



Performance Indicators	Activities	June 2008 Expected Results	June 2008 Actual Results
Proportion of priority systems improvements in information technology management implemented by ministries	<p>A. Establishing, staffing and training a new ICT unit inside MoP</p> <p>B. Providing and installing new ICT equipment and software</p> <p>C. Establish a new computerized classification system for registering and licensing individuals and institution contractors</p> <p>D. Provide and install ICT equipment and software for 15 offices</p>	<p>A. Unit established and 4 staff hired. RFQ issuance is pending IRM approval</p> <p>B. A contractor is selected</p> <p>C. System design finalized</p> <p>D. Equipment installed</p>	<p>A. In Progress: ICT Unit is established and IT test was administered to 10 persons to select the best candidates for the MoP ICT Unit.</p> <p>B. Achieved: Contract has been signed with the contractors and will be delivered in Sep.</p> <p>C. Achieved: processing mapping is completed.</p> <p>D. Achieved: Contract has been signed with the contractors and will be delivered in September</p>
Proportion of priority systems improvements in project management implemented by ministries	<p>A. 200 staff are trained on how to fill out the capital investment project forms (Government Investment)</p> <p>B. Modify the Feasibility Studies Instructions for the year 1984</p> <p>C. Provide Coaching and on hand technical assistance in capital investment projects implementation</p> <p>D. Management of Statistical Operations</p>	<p>A. 200 government employees</p> <p>B. Form a committee to modify the instructions</p> <p>C. Provide assistance</p> <p>D. 25 staff trained</p>	<p>A. Achieved: 50% of 2008's entire year's goals is accomplished including process mapping, analysis, and improvement strategies.</p> <p>B. Achieved: MoP formed a 10 member committee to revise modifications of regulation 1 of 1984 on feasibility studies and projects evaluation.</p> <p>C. Achieved: Assistance provided for 9 provincial planning units</p> <p>D. Not Achieved: The training will be delivered during the fourth quarter</p>

Performance Indicators	Activities	June 2008 Expected Results	June 2008 Actual Results
Proportion of priority systems improvements in Leadership and Communication implemented by ministries	<p>A. Developing Relationships (International Cooperation)</p> <p>B. Promotional Materials/Reports (International Cooperation)</p> <p>C. Increase the capacity of MoP to develop strategic plans</p>	<p>A. 1-day meeting with other MoP Directorates</p> <p>B. Donor promotional materials developed</p> <p>C. Necessary systems identified</p>	<p>A. Achieved: Relationships with the Development Fund and the Agriculture Planning Directorates were strengthened as the Directorates agreed to more closely collaborate with the IC Directorate on project screening</p> <p>B. Achieved: A promotional report on all the projects approved by the Iraqi Strategic Review Board (ISRB) and all the projects reported in the Development Assistance Data Base (DAD) were written. A proposal for a GOI-donor co-financing mechanism was drafted for distribution to the donors.</p> <p>C. Achieved: Systems in the International Cooperation Directorate to develop strategic plans have been developed and will be built during the 3-year strategic planning process in the third quarter.</p>
Sub-IR 10.1.3 - Project Result 3: Public Administration Training Capacity Expanded			
Number of ministries that have established a public administration training program	<p>A. Providing and installing new training management system at MoP</p>	<p>A. System requirements identification</p>	<p>A. Achieved: System requirements identified. MoP Training Department finalized the annual training system for the ministry, COSIT and COSQC.</p>

Ministry of Planning- COSIT

Results Matrix:

Performance Indicators	Activities	June 2008 Expected Results	June 2008 Actual Results
Sub-IR 10.1.2 - Project Result 2: Ministries Establish More Effective Administrative Systems			
Sub-IR 10.1.2 Indicators:			
Proportion of priority systems improvements in human resource management implemented by ministries	A. Business Process Reengineering for Administrative Procedures B. Conduct COSIT HR assessment and recommend staffing plan	A. Process analysis B. HR Assessment Methodology	A. Not Achieved B. Not Achieved
Proportion of priority systems improvements in fiscal management implemented by ministries	A. Provide and install new software and databases (Oracle and SPSS) (COSIT)	A. RFQ pending IRM approval	A. Achieved: contract signed and to be delivered September
Proportion of priority systems improvements in information technology management implemented by ministries	A. Providing and installing new ICT Equipment and Software B. Providing and installing new ICT Equipment + new software and databases (Oracle and SPSS) C. Developing and installing a new statistical application for Crops Harvesting D. Developing and installing a new statistical application for Car Accidents E. Developing and installing a new statistical application for Parallel Education F. Developing and installing a new statistical application for Employees Data Bank	A. A contractor is selected B. New software installed C. System requirements identification D. System requirements identification E. System requirements identification F. System requirements identification	A. Achieved: Contract signed and to be delivered Sep B. In Progress: Contract signed and to be delivered Sep. C. Achieved: System is designed D. Achieved: System is designed. E. Achieved: System requirements are identified. F. Achieved: System design is completed and 120 HR personnel across ministries are trained on how to use the system
Proportion of priority systems improvements in project management implemented by ministries	A. Master Statistical Plan	A. 75% of the plan completed	A. Achieved: more than 75% of the plan is finalized

Performance Indicators	Activities	June 2008 Expected Results	June 2008 Actual Results
Proportion of priority systems improvements in leadership and communication implemented by ministries	<p>A. Carry out a study tour to Romania to observe rated statistical agency</p> <p>B. International Conference in Labor Statistics held in Baghdad in November 2008</p>	<p>A. Study tour lessons learnt implemented</p> <p>B. Prepare for the conference</p>	<p>A. Achieved: Important sections of the Master Statistical Plan are rewritten and a letter from RNIS is sent to COSQC to have technical cooperation program in economic statistics.</p> <p>B. Achieved: Verbal reassurance was confirmed by MoP Deputy Minister declaring his commitment to the conference.</p>

Ministry of Planning- COSQC

Results Matrix:

Performance Indicators	Activities	June 2008 Expected Results	June 2008 Actual Results
Sub-IR 10.1.2 - Project Result 2: Ministries Establish More Effective Administrative Systems			
Sub-IR 10.1.2 Indicators:			
Proportion of priority systems improvements in human resource management implemented by ministries	<p>A. Carry out COSIT HR assessment and recommend staffing plan</p>	<p>A. HR Assessment Methodology</p>	<p>A. Not Achieved</p>
Proportion of priority systems improvements in information technology management implemented by ministries	<p>A. Establishing, staffing and training a new ICT unit inside COSQC</p> <p>B. Providing and installing new ICT Equipment and Software</p> <p>C. Establish a new computerized classification system for registering and licensing individuals and institution contractors</p>	<p>A. Staff recruited</p> <p>B. Premises Prepared</p> <p>C. System design finalized</p>	<p>A. In Progress: PAF prepared</p> <p>B. In Progress: PAF prepared</p> <p>C. Achieved: Processing mapping completed.</p>

Performance Indicators	Activities	June 2008 Expected Results	June 2008 Actual Results
Proportion of priority systems improvements in project management implemented by ministries	<p>A. Providing and installing new training management system at MoP</p> <p>B. Developing a Strategic Plan for COSQC to be in compliance with the WTO requirements</p>	<p>A. System requirements identification</p> <p>B. Prepare the first draft</p>	<p>A. Achieved: System requirements identified</p> <p>B. Achieved: Strategic plan for COSQC is drafted and completed.</p>

Context and Obstacles Encountered: The Council of Ministers approved the new Law for the Ministry of Planning, officially defining for the first time the mandate, scope of work, and the structure of the Ministry. The *Tatweer* Project moved into an office in the Minister's Offices in the IZ. *Tatweer* now has embedded staff in all five of the Ministry locations in Baghdad.

Ministry of Water Resources (MoWR)

Highlights: *Tatweer* is gradually passing the baton of training on to the Ministries to sustain the program. In the MoWR, most of the training courses are being conducted by *Tatweer*-trained ministry staff, certified and approved by the National Center for Consultation and Management Development (NCCMD) as trainers. Reference materials are also provided to maintain the level of training being provided to ministry staff. In the same vein, the MoWR is implementing cost-sharing, as propagated by *Tatweer* to further manpower development.

With *Tatweer* support, the Directorate of Financial Affairs in the MoWR adopted the Human Resources Management System (HRMS) being utilized effectively in the MoMPW, and being adopted by other line ministries following a series of demonstrations facilitated by *Tatweer*. This Directorate also integrated a payroll system developed by *Tatweer* and utilized by the Ministry. Consequently, Ministry staff report that transactions have become more efficient, for instance, regarding capital budgeting and salary preparation.



GIS field officers reviewing data during the on-going field exercise for the Southern Rashidiya Project

The joint South Rashidiya Irrigation Project, involving *Tatweer*, USAID's *Inma* Project, Embedded EPRT-3, MoWR, and the MoA, continues to progress with the recruitment of site surveyors. This project will also develop and enhance the partner ministries' project management skills and systems, while combining resources and expertise to enhance inter-ministerial cohesion for development.

Reporting Matrix:

Performance Indicators	Activities	June 2008 Expected Results	June 2008 Actual Results
Sub-IR 10.1.1 - Project Result 1: Strengthened Core Public Administration Skills			
Sub-IR 10.1.1 Indicators:			
Number of civil servants trained and certified (including anti-corruption agencies) (10.2.2)	<p>A. Conduct training needs assessment.</p> <p>B. Prepare training plan based on the needs assessment.</p> <p>C. Train MoWR staff in ISO 9001:2000 processes, procedures, and Quality Management Manual.</p> <p>D. Conduct training programs in core areas.</p>	<p>A. Assessment and data documented</p> <p>B. Training needs outlined, subject matter specialists and instructors identified, training candidates identified.</p> <p>C. 60 MoWR employees in 3 batches each of 20 trainees will attend a 2-week training course in ISO 9001:2000 by certified ISO instructors.</p> <p>D. Competency and advanced training in L/C, HR, PM (PRIMAVERA focus), IT, Fiscal Management.</p>	<p>A. Achieved: Assessment completed and needs identified</p> <p>B. Achieved: training candidates identified, subject matter specialists identified</p> <p>C. In Progress: Contract awaiting USAID approval.</p> <p>D. Achieved: 709 staff trained;</p>
Sub-IR 10.1.2 - Project Result 2: Ministries Establish More Effective Administrative Systems			
Sub-IR 10.1.2 Indicators:			
Number of units/departments implementing <i>Tatweer</i> recommended changes in administrative systems or procedures (10.2.2)	<p>A. Design structure of National Water Commission</p> <p>B. Identify information management and reporting requirements</p>	<p>A. New organizational chart created and reviewed</p> <p>B. Tracking system, procedures developed, implementation facilitated, existing automated applications/systems identified</p>	<p>A. In Progress: Chart being reviewed by Ministry</p> <p>B. In Progress: Procedures developed, applications identified, tracking system to be developed</p>

Performance Indicators	Activities	June 2008 Expected Results	June 2008 Actual Results
Proportion of priority systems improvements in human resources management implemented by ministries	<p>A. Facilitate CDU review of MoWR organizational structure, and identify areas of responsibility, critical decision making, and function.</p> <p>B. Facilitate CDU performing HR requirements analysis both present and future</p> <p>C. Define the roles and responsibilities of all Departments, Directorates, Divisions, Branches, Sections, and Units in the Ministry Headquarter</p> <p>D. Define structures for Directorate.</p> <p>E. Identify information management and reporting requirements</p>	<p>A. Review and solicit MoWR input and modification</p> <p>B. HR Needs Analysis in Directorate of Commercial Affairs</p> <p>C. Review existing job description manual.</p> <p>D. Develop organization chart for various directorates.</p> <p>E. Develop tracking system and procedures</p>	<p>A. In Progress: MoWR review ongoing</p> <p>B. Achieved: Needs analysis completed.</p> <p>C. In Progress: 200 job descriptions have been drafted and being reviewed for final approval.</p> <p>D. In Progress: Awaiting acceptance by Parliament</p> <p>E. Not Achieved: Organization charts have to be approved prior to developing tracking system.</p>
Proportion of priority systems improvements in fiscal mgt implemented by Ministries	<p>A. Conduct training program emphasizing fiscal management, standards, processes, systems.</p> <p>B. Conduct assessment of current procurement practices</p> <p>C. Improve the procurement process</p>	<p>A. Conduct Fiscal Management Training Programs.</p> <p>B. Information gathering</p> <p>C. Performance Improvement Plan (PIP) and new/modified standard operating procedures completed and PIP implementation started</p>	<p>A. Programs conducted.</p> <p>B. Not Achieved: Lack of full time procurement core advisor hampering work.</p> <p>C. Not Achieved: Lack of full time procurement core advisor hampering work</p>
Proportion of priority systems improvements in information technology management implemented by ministries	<p>A. Conduct Local Area Network (LAN) and Wide Area Network (WAN) assessments.</p> <p>B. IT networking for Ministry Headquarter, GIS Center, and training center.</p>	<p>A. Complete assessment.</p> <p>B. Procurement Underway</p>	<p>A. Achieved: Assessment completed</p> <p>B. In progress: Procurement process has caused long delay in procuring IT equipment</p>



Performance Indicators	Activities	June 2008 Expected Results	June 2008 Actual Results
Proportion of priority systems improvements in project management implemented by ministries	<p>A. Develop a framework for Asset Management</p> <p>B. Implement documentation of processes and procedures as per ISO 9001:2000 in 2 Directorates.</p> <p>C. Provide 2 training courses to enhance the MoWR staff capacity for accelerating approvals of capital projects</p> <p>D. Performance Improvement Plan (PIP) for development of capital investment projects.</p> <p>E. Assessment of capital investment policies and procedures.</p> <p>F. Develop criteria and analytical skills critical to project prioritization.</p>	<p>A. Framework development</p> <p>B. Conduct Internal Audit in two directorates</p> <p>C. Conduct 2 training courses.</p> <p>D. Develop PIP for one pilot project.</p> <p>E. Conduct Assessment</p> <p>F. Examine reporting requirements between the MoWR and other Ministries/agencies.</p>	<p>A. Not Achieved: Dependent on B below</p> <p>B. Not Achieved: Due to delay in finalization of ISO/RFP.</p> <p>C. In Progress: Course on Completing Capital Projects Forms conducted, to be followed by Feasibility studies.</p> <p>D. In Progress: GIS Data collection in on-going.</p> <p>E. Achieved: Assessment conducted</p> <p>F. In Progress: Requirements being identified</p>
Proportion of priority systems improvements in leadership and communication implemented by ministries	<p>A. Strategic Planning workshops</p>	<p>A. Conduct workshops</p>	<p>A. Achieved: 2 Workshops conducted in Baghdad and Erbil</p>
Number of ministries with institutionalized self-assessment process	<p>A. Establish and initiate a self-assessment function within the CDU</p>	<p>A. Self Assessment Training conducted</p>	<p>A. Achieved: Self Assessment survey implemented</p>
Sub-IR 10.1.3 - Project Result 3: Public Administration Training Capacity Expanded			
Sub-IR 10.1.3 Indicators:			
No. of ministries that have established a public admin. training program	<p>A. Modernization of the training center</p>	<p>A. Procurement plan complete and training center strategic plan developed</p>	<p>A. In Progress: Procurement plan finalized, strategic plan being discussed</p>

Context and Obstacles Encountered: *Tatweer* continues to expand its relationships with MoWR Directorates. This quarter saw working relationships reinforced with the Planning and Development, Finance, Administration Affairs, Survey, and Engineering Design directorates, and started relationships with Operations and Maintenance Directorate, Integrated Water Resources Management Directorate, Well Water Drilling Directorate, and Marshland Restoration Committee. As a result of *Tatweer* communication and advocacy, the MoWR now supports its *Tatweer* trained trainers to conduct training of other Ministry staff in Baghdad and the provinces.

Tatweer continues to seek new ways to involve other ministry DGs and obtain buy-in to conduct activities with other directorates of the ministry. The relationship with the *Tatweer* point of contact in the ministry's improving and the involvement of the Minister is a welcome addition. In addition, some of the *Tatweer* proposed changes for ministry improvement, require complex and slowly evolving policy changes – especially in the area of budget execution, fiscal management and capital investment projects.

Tatweer Energy - Ministry of Electricity (ME) and Ministry of Oil (MoO)

Highlights: Some years ago, the South Gas Company purchased and installed a control system before security declined in the Basrah area. The equipment was never used because of technical issues. TE mediated the interaction between MoO and the vendor to resolve the technical problems and for MoO to begin to utilize the gas gathering equipment. These actions reduced natural gas flaring, reduced importation, and led to an increase in the local supply of natural gas.

Tatweer Energy signed an MOU with the MoE for the formation of eleven work groups under the management of the Minister of Electricity. These workgroups identify problem areas and develop joint solutions with action plans and timetables. For example, participants in one group identified MoO fuel supply as a critical path item for a new thermal power plant in Wassit, and utilized information from ME participants to adjust the schedule of a pipeline project that supplied fuel to the station, This was one of the first examples in Iraq of cross-ministry communications leading to better project management and execution.

Tatweer established activities with the Ministry of Oil's Inspector General's office as well as the office of the Deputy Minister. TE continues to provide technical assistance in different areas; for instance, TE helped the MRC with the process of selecting a lube oil process and vendor, as well as a multi-purpose asphalt production facility. In addition, TE advised on a pipeline monitoring project for the strategic pipeline between Basrah and the Doura Refinery. The Fiscal Metering Office in the Technical Directorate received a boost through *Tatweer's* organization of a donation of the American Petroleum Institute (API) Measurement Standards, enabling measurement and monitoring of the physical installations of the Iraqi oil industry.

TE conducted workshops to introduce the concept of Integrated Supply Chain Management, which comprises change management, procurement, and contracting. These workshops have resulted in a task force charged with establishing relationships with suppliers of both steel and process chemicals and initiating contracts. While TE continues to work with the MoO on its centralized IT group, it is also engaged with USG organizations and the Ministry of Communications to extend the high speed International Zone Fiber-Optic Network (IZFN) to the MoO building. This will enable high speed voice and data communication for the ministry.

Reporting Matrix:

Ministry of Electricity

Performance Indicators	Activities	June 2008 Expected Results	June 2008 Actual Results
Sub-IR 10.1.2 - Project Result 2: Ministries Establish More Effective Administrative Systems			
Sub-IR 10.1.2 Indicators:			
Proportion of priority systems improvements in human resource management implemented by ministries	<p>A. Provide contract and procurement support for obtaining e-learning course catalog content and delivery.</p> <p>B. Review the ME organizational workflow structures by comparison with similar sized organizations by polling HR practice groups and HR roundtables</p> <p>C. Perform assessment of needs based upon Ministry input</p> <p>D. Enroll 50 in Leadership Communications courses</p> <p>E. Establish Technical Roundtable with a focus on problem areas based upon needs of the ministry from TEG team members in industry specific terms.</p> <p>F. Develop targeted technical training curriculum for engineers and other technical disciplines based upon available industry association course catalogues dovetailed with ongoing developmental needs</p> <p>G. Prepare draft concept for reinstatement of Professional Engineer's registration process for Iraqi engineers consistent with FIDIC and US SPE guidelines, to include comparison with legislation consistent with the concept of a PE to ensure external recognition</p> <p>H. Working Group (WG) with ME and MoO staff approved</p> <p>I. Enroll 100 in human resources course</p>	<p>A. 60 Staff trained</p> <p>B. Published document showing comparative organization structures</p> <p>C. Published course catalog</p> <p>D. 10 staff trained</p> <p>E. Established and publish document on first round of quick hit problems resolved</p> <p>F. Published suggested list of courses that can be taught in near term.</p> <p>G. Published draft for approval and adoption by Ministry</p> <p>H. Proposal document</p> <p>I. 25 staff trained</p>	<p>A. Not achieved</p> <p>B. Not achieved</p> <p>C. Not achieved</p> <p>D. Not achieved</p> <p>E. Not achieved</p> <p>F. Not achieved</p> <p>G. In progress</p> <p>H. Achieved</p> <p>I. Achieved</p>



Performance Indicators	Activities	June 2008 Expected Results	June 2008 Actual Results
Proportion of priority systems improvements in fiscal management implemented by ministries	<p>A. Renew efforts to obtain Ministerial approval of establishing CFG unit</p> <p>B. Identify staff candidates for training in CFG tools</p> <p>C. Transfer staff to CFG unit</p> <p>D. Enroll 35 in competency and advanced procurement courses</p> <p>E. MoE Central Procurement Committee is in place and operational</p> <p>F. Confirm committee membership and obtain authorization to convene</p> <p>G. Conduct at least two meetings during calendar year</p> <p>H. Creation of Vendor lists for materials and services to be completed by ME personnel with guidance from TEG. These lists will be edited based on criteria to be established in conjunction with joint participation from MoO, MoPDC, and <i>Tatweer</i>.</p> <p>I. Assess current practices among the various entities that constitute the ME to identify waivers process and bottlenecks in the bid and tender processes in order to formulate suggestions.</p> <p>J. Conduct joint meetings with ME personnel to assess current state of professional affiliations and certifications</p> <p>K. Conduct meetings with ME representatives to determine needs</p> <p>L. <i>Tatweer</i> Energy Group will facilitate the creation of a vendor portal for the ME. This portal will require information from potential suppliers that can then be vetted for applicability, acting as a first line review for prevention of corruption. The tech</p> <p>M. Assist in design of web portal and procurement of hosting source</p>	<p>A. Ministerial Decree</p> <p>B. Candidate list</p> <p>C. Organization chart</p> <p>D. 5 attendees from ME trained</p> <p>E. Authorization document</p> <p>F. Authorization document</p> <p>G. Meeting Minutes</p> <p>H. Publish first draft vendors list</p> <p>I. Published process flow diagram for ME sectors with lag times</p> <p>J. Publish meeting minutes</p> <p>K. Conduct meetings to elaborate requirements</p> <p>L. Document of portal design including security needed and vendor rules published.</p> <p>M. Document of portal design including security needed and vendor rules published.</p>	<p>A. In progress</p> <p>B. In progress</p> <p>C. In progress</p> <p>D. Not achieved</p> <p>E. Not achieved</p> <p>F. Not achieved</p> <p>G. Not achieved</p> <p>H. Not achieved: concentration this quarter was on Ministry of Oil</p> <p>I. In progress: as part of work groups</p> <p>J. In progress</p> <p>K. Not achieved</p> <p>L. Not achieved</p> <p>M. Not achieved</p>



Performance Indicators	Activities	June 2008 Expected Results	June 2008 Actual Results
Proportion of priority systems improvements in information technology management implemented by ministries	<p>B. Candidate processes selected, teams formed and activities implemented</p> <p>C. Enroll 150 in competency and advanced IT courses</p>	<p>A. Workshops (2) on issues, priorities, and development of strategic work plan</p> <p>B. 40 staff trained</p>	<p>A. Not achieved</p> <p>B. Not achieved</p>
Proportion of priority systems improvements in project management implemented by ministries	<p>A. In conjunction with ME personnel, select key sites for concentration and pilot programs.</p> <p>B. Prepare inventories of major equipment components in conjunction with ME representatives for selected sites</p> <p>C. Enroll 75 personnel in capital budgeting skills development course</p> <p>D. Create project management workshop</p> <p>E. Conduct Workshop for 40 Personnel</p> <p>F. Enroll 100 personnel in contract management workshops</p>	<p>A. Prepare assessment documents</p> <p>B. Complete equipment lists</p> <p>C. 25 resources trained</p> <p>D. Update</p> <p>E. 20 resources trained</p> <p>F. 25 resources trained</p>	<p>A. In progress: As part of work groups established in MOU with Ministry</p> <p>B. Not achieved</p> <p>C. Not achieved</p> <p>D. Achieved</p> <p>E. In progress</p> <p>F. Not achieved</p>
Proportion of priority systems improvements in leadership and communication implemented by ministries	<p>A. Candidate processes selected, teams formed and activities implemented</p> <p>B. Major issues for planning energy strategy reviewed by WG</p> <p>C. Enroll 200 in competency and advanced communications and leadership courses</p> <p>D. Enroll 60 strategic planning course</p> <p>E. Determine current status of Business systems and processes</p>	<p>A. Workshops (2) on issues, priorities, and development of strategic work plan</p> <p>B. 6 staff at workshop</p> <p>C. 30 resources trained</p> <p>D. 10 resources trained</p> <p>E. Current environment report</p>	<p>A. Not achieved</p> <p>B. Not achieved</p> <p>C. Not achieved</p> <p>D. Not achieved</p> <p>E. In progress</p>

Ministry of Oil

Performance Indicators	Activities	June 2008 Expected Results	June 2008 Actual Results
Sub-IR 10.1.2 - Project Result 2: Ministries Establish More Effective Administrative Systems			
Sub-IR 10.1.2 Indicators:			
Proportion of priority systems improvements in human resource management implemented by ministries	<ul style="list-style-type: none"> A. Enroll 75 in human resources course B. Determine current status of HR systems and processes C. Review the MoO organizational workflow structures by comparison with similar sized organizations by polling HR practice groups and HR roundtables D. Prepare plan to restructure GD Training E. Assistance in creation of Job Descriptions based upon interviews with key leadership in MoO focusing on roles and responsibilities and separation of duties, rather than the appearance of the organization chart. F. Review the MoO organizational workflow structures by comparison with similar sized organizations by polling HR practice groups and HR roundtables G. Perform assessment of needs based upon Ministry input H. Enroll 50 in Leadership Communications courses I. Provide contract and procurement support for obtaining e-learning course catalog content and delivery. J. Establish Technical Roundtable with a focus on problem areas based upon needs of the ministry from TEG team members in industry specific terms K. Review training needs for MoO operating units based upon interviews of personnel and reviews of existing equipment as well as existing maintenance and operations practices 	<ul style="list-style-type: none"> A. 25 staff trained B. Current environment report C. Publish document showing comparative organization structures D. Restructuring work plan E. 30 role descriptions published F. Publish document showing comparative organization structures G. Publish course catalog H. 10 staff trained I. 60 staff trained J. Establish and publish document on first round of quick hit problems resolved K. Publish a document based upon interviews with North Oil Company outlining training gaps 	<ul style="list-style-type: none"> A. Not achieved B. Not achieved C. In progress: obtaining organization structures for different IOC's D. Not achieved E. Not achieved F. Not achieved G. Not achieved H. Not achieved I. Not achieved J. Achieved: Have worked on several quick hit issues with results K. Not achieved



Performance Indicators	Activities	June 2008 Expected Results	June 2008 Actual Results
	<p>L. Develop targeted technical training curriculum for engineers and other technical disciplines based upon available industry association course catalogues dovetailed with ongoing developmental needs</p> <p>M. Develop framework for First Iraqi Oil Technology Conference, including requests for papers, arrangement of topics, engagement of speakers, and conference management.</p> <p>N. Prepare draft concept for reinstatement of Professional Engineer's registration process for Iraqi engineers consistent with FIDIC and US SPE guidelines, to include comparison with legislation consistent with the concept of a PE to ensure external recognition</p> <p>O. MoO confirms plan to initiate analysis of process for CM</p> <p>P. In conjunction with MoO personnel, select key sites for concentration and pilot programs.</p> <p>Q. Prepare inventories of major equipment components in conjunction with MoO representatives for selected sites</p> <p>R. Assist Daura Refinery in selection of Lube Oil Facility vendor</p> <p>S. Assist South Gas Company in startup of gas gathering system for Zubair gas field</p>	<p>L. Publish suggested list of courses that can be taught in near term.</p> <p>M. Publish Call for Papers and arrange for locations</p> <p>N. Publish draft for approval and adoption by Ministry</p> <p>O. Proposal document</p> <p>P. Prepare assessment documents</p> <p>Q. Complete equipment lists</p> <p>R. Issue report</p> <p>S. Provided codes</p>	<p>L. Not achieved</p> <p>M. Not achieved</p> <p>N. In progress: to present to Ministry contact for review</p> <p>O. Achieved</p> <p>P. In Progress</p> <p>Q. Not achieved</p> <p>R. Achieved: Report Issued for review by DG of Middle Refining Company</p> <p>S. In Progress: Zubair Gas field ready for startup commissioning</p>
Proportion of priority systems improvements in fiscal management implemented by ministries	<p>A. Determine current status of Supply Chain Centric systems and processes</p> <p>B. Arrange for manufacturer of meters to deliver training classes and provide additional on the job training where feasible</p> <p>C. Assure Ministry has appropriate standards for measurement</p> <p>D. Enroll 35 in competency and advanced procurement courses</p> <p>E. Confirm committee membership and obtain authorization to convene</p>	<p>A. Current environment report</p> <p>B. 60 Staff trained</p> <p>C. Delivered standards from API</p> <p>D. 10 Staff trained from MO</p> <p>E. Meetings resumed</p>	<p>A. Not Achieved</p> <p>B. Not Achieved</p> <p>C. Not Achieved</p> <p>D. Not Achieved</p> <p>E. Not Achieved</p>



Performance Indicators	Activities	June 2008 Expected Results	June 2008 Actual Results
	<p>F. Conduct at least two meetings during calendar year</p> <p>G. Creation of Vendor lists for materials and services to be completed by MoO personnel with guidance from TEG. These lists will be edited based on criteria to be established in conjunction with joint participation from MoO and <i>Tatweer</i>.</p> <p>H. Assess current practices among the various entities that constitute the MoO to identify waivers process and bottlenecks in the bid and tender processes in order to formulate suggestions.</p> <p>I. Jointly with the IG/DG and other groups within the MoO such as SCOP, NOC and SOC, prepare a draft contract for steel procurement for a 3-5 year commensurate with international standards for review by the Deputy Minister of Oil</p> <p>J. Jointly with the IG/DG and other groups within the MoO such as SCOP, NOC and SOC, prepare a draft contract for chemical procurement for a 3-5 year commensurate with international standards for review by the Deputy Minister of Oil</p> <p>K. Conduct joint meetings with MoO personnel to assess current state of professional affiliations and certifications</p> <p>L. Conduct meetings with MoO representatives to determine needs</p> <p>M. <i>Tatweer</i> Energy Group will facilitate the creation of a vendor portal for the MoO. This portal will require information from potential suppliers that can then be vetted for applicability, acting as a first line review for prevention of corruption.</p> <p>N. Assist in design of web portal and procurement of hosting source</p>	<p>F. Meeting Minutes</p> <p>G. Publish first draft vendors list</p> <p>H. Published process flow diagram for SCOP with lag times</p> <p>I. Publish meeting minutes</p> <p>J. Publish meeting minutes</p> <p>K. Publish meeting minutes</p> <p>L. Conduct meetings to elaborate requirements</p> <p>M. Document of portal design including security needed and vendor rules published</p> <p>N. Document of portal design including security needed and vendor rules published</p>	<p>F. Not Achieved</p> <p>G. Not Achieved</p> <p>H. In Progress: Meetings held, with ongoing work groups established</p> <p>I. In Progress: Meetings held, with ongoing work groups established</p> <p>J. Not Achieved</p> <p>K. Not Achieved</p> <p>L. Not Achieved</p> <p>M. In progress: Obtaining vendor pre-qualification rules from GOI source</p> <p>N. In progress: including securing of domain</p>



Performance Indicators	Activities	June 2008 Expected Results	June 2008 Actual Results
Proportion of priority systems improvements in information technology management implemented by ministries	<p>A. Enroll 300 in competency and advanced IT courses</p> <p>B. Determine current status of Business systems and processes</p> <p>C. Define an approach for use of SKYPE to strengthen communications on an interim basis while VTC project is being completed and as new locations are engaged.</p> <p>D. Review and expand IT Assessments already underway at MoO locations to include hardware needs, software needs, and training needs, both in terms of core IT staff as well as desktop user capability</p> <p>E. Through meetings with key MoO IT resources, document existing software applications and compare to current Enterprise Resource Planning (ERP) solutions typical of organizations as diverse as MoO.</p> <p>F. Gather sample reports from Ministry personnel</p> <p>G. Facilitate communication between selected MoO IT organization personnel and benchmarking organization(s)</p> <p>H. Based upon core assessment, make recommendations for core IT organization requirements</p> <p>I. With assistance from USG organizations, secure agreement for connection to IZFN</p>	<p>A. 100 Staff trained</p> <p>B. Current environment report</p> <p>C. Delivered 1 headset and camera to Managers of Maintenance and Production Departments, respectively, of North Gas Co.</p> <p>D. Published list of suggested training classes to be delivered through e-learning</p> <p>E. Published list of suggested business software suppliers and the products specified</p> <p>F. Prepared list of reports gathered</p> <p>G. Suggested suitable organization</p> <p>H. Published recommendations</p> <p>I. Initial Meetings</p>	<p>A. Not achieved</p> <p>B. In progress</p> <p>C. Completed</p> <p>D. Not achieved</p> <p>E. Completed</p> <p>F. Not achieved: Ministry officials are hesitate to provide key performance measure information</p> <p>G. Not achieved.</p> <p>H. In progress: Have made contact with key Ministry official responsible for restructuring of Ministry IT function</p> <p>I. Completed</p>



Performance Indicators	Activities	June 2008 Expected Results	June 2008 Actual Results
	<p>J. Survey appropriate suppliers of VTC equipment</p> <p>K. Survey industry practices and reach out capabilities</p> <p>L. Meet with selected Ministry officials to determine KPI's.</p> <p>M. Develop a multimedia multidimensional library for engineers and technical staff with the assistance of industry associations and non-proprietary service company technology.</p> <p>N. Provide contract and procurement support for obtaining e-learning course catalog content and delivery.</p> <p>O. Assist Kirkuk Oil Training Institute in installation and startup of drilling simulators</p>	<p>J. Identified AVT-VSAT vendors with experience in Iraq</p> <p>K. Published list of vendors</p> <p>L. Published Meeting minutes</p> <p>M. Began assembly of online documentation</p> <p>N. 60 Staff trained</p> <p>O. Proposals issued for construction and startup</p>	<p>J. Completed</p> <p>K. Not achieved</p> <p>L. Not achieved</p> <p>M. Not achieved</p> <p>N. Not achieved</p> <p>O. In progress: L/C issues in stages of resolution. Vendor may not be able to come to Iraq due to security issues.</p>
Proportion of priority systems improvements in project management implemented by ministries	<p>A. Enroll 75 strategic planning course</p> <p>B. Enroll 60 personnel in capital budgeting skills development course</p> <p>C. Review on as needed basis contracts provided by MoO</p> <p>D. Provide technical assistance on directional drilling and measurement while drilling (MWD) contracting for Kirkuk Field Oil Production.</p> <p>E. Create project management workshop</p> <p>F. Conduct Workshop for 40 Personnel</p> <p>G. Assist North Gas Co. (Kirkuk) in modernization of plant controls for the Gas Processing Plant</p>	<p>A. 25 staff trained</p> <p>B. 10 staff trained</p> <p>C. Review 3 contracts</p> <p>D. Publish first pass assessment of needs.</p> <p>E. Updated</p> <p>F. 20 Staff trained</p> <p>G. Conducted Technical workshop to identify resources needed and options for way forward</p>	<p>A. Not achieved</p> <p>B. Not achieved</p> <p>C. Achieved</p> <p>D. In progress</p> <p>E. Achieved</p> <p>F. Achieved</p> <p>G. Achieved</p>
Proportion of priority systems improvements in leadership and communication implemented by ministries	<p>A. Enroll 300 in competency and advanced communications and leadership courses</p> <p>B. Conduct Change Management Workshops as means of introduction to change management and as methodology to identifying problems</p>	<p>A. 100 staff trained</p> <p>B. Hold 3 workshops</p>	<p>A. Not achieved</p> <p>B. Completed</p>
Number of ministries with institutionalized self-assessment process	<p>A. Candidates selected and teams formed</p> <p>B. Detailed training on Self assessment process provided</p>	<p>A. Teams selected and approved</p> <p>B. Carry out detailed training for selected team</p>	<p>A. In progress</p> <p>B. in progress</p>

Context and Obstacles Encountered: Security concerns related to the Ministries of Electricity and Oil, especially access to the MoO, hampers smooth operations and causes reduced interaction with ministry staff. However, many of the ministry managers are now able to come to TE offices in Karada and participate in workshops and meetings. It is expected that the installation of the video tele-conference (VTC) will alleviate travel concerns. Another major issue has been the number of significant new tasks added to the TE portfolio and not reflected in the work plan. These new tasks are often high priority, but the shift of resources to accommodate these tasks necessarily impacts the achievement of work plan results. In the coming weeks TE will make a concerted effort to align the work plan and reporting matrix with the evolving TE portfolio of tasks.

B. Strengthening Executive Offices

Civil Service Committee (CSC)

Highlights: The move towards a Federal Civil Service Commission (FCSC) in Iraq is making steady progress. During this quarter, *Tatweer* was instrumental in the establishment of operational dynamics and procedures documentation for the CSC and the development of operational rules and regulations for the upcoming FCSC. Furthermore, the CSC finalized an FCSC draft law which has been approved by the Council of Ministers, and forwarded to the Parliament for ratification.

Tatweer implemented a study tour to the Jordanian Civil Service Council, with the members of the CSC. The study tour exposed members to new ideas regarding civil service via meetings with counterparts from relevant departments and ministries, and established bilateral contacts for further consultation and learning. *Tatweer* is currently reviewing the existing civil service law to bring it up to date with modern best practices to be included in the new civil service legislation.

Reporting Matrix:

Performance Indicators	Activities	June 2008 Expected Results	June 2008 Actual Results
Sub-IR 10.1.2 - Project Result 2: Ministries Establish More Effective Administrative Systems			
Sub-IR 10.1.2 Indicators:			
Number of units/departments implementing <i>Tatweer</i> recommended changes in administrative systems or procedures (PE 2.2)	<p>A. Create organizational chart of FCSC staffing</p> <p>B. Implement planned Public outreach program</p>	<p>A. Organizational chart of structure developed for key departments</p> <p>B. Public awareness of civil service reform enhanced through media</p>	<p>A. In progress: Discussion and finalization of organizational chart on-going</p> <p>B. Achieved: VCT installed as part of public awareness through communication</p>

Proportion of priority systems improvements in human resource management implemented by ministries	<p>A. Provide technical and logistic support to the Civil Service Committee</p> <p>B. Draft FCSC Law adopted by GOI and submitted for enactment by the National Assembly.</p> <p>C. Submission to the National Assembly.</p> <p>D. CS Committee work program designed and implemented.</p> <p>E. Workshops and study tours</p> <p>F. CS System Reform Strategy as basis for new civil service legislation developed.</p>	<p>A. Provided technical and logistic support to CSC</p> <p>B. CS Commission draft law finalized and submitted to GOI for approval</p> <p>C. GOI approved FCSC draft law and submitted to National Assembly for enactment</p> <p>D. Work program designed, discussed, and implemented</p> <p>E. Study tour to Jordan Civil Service Council implemented</p> <p>F. Developing principles and practices forming the new civil service system in Iraq according to best practices</p>	<p>A. In Progress: <i>Tatweer</i> advisory capacity aids consistent mentoring</p> <p>B. Achieved: CS Commission draft approved by GOI</p> <p>C. Achieved: FCSC draft law finalized by the National Assembly</p> <p>D. Achieved: Work program designed and discussed. Implementation on</p> <p>E. Achieved: six CSC members in Jordan for study program</p> <p>F. In Progress: Draft law completed, employee mobility, transfer, scholarship, vacation, job classification and recruitment will be based on the law</p>
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Context and Obstacles Encountered: At the pace the civil service reform is moving, with the FCSC draft law enacted by the parliament next quarter, and a draft civil service law in preparation, FCSC development tasks are increasing and *Tatweer* will need more experts to keep up with the scope of continued effective support to the GoI to accomplish reforms. Iraq has an estimated 2.5 million civil servants that will be affected by the civil service reform, and the new FCSC will play a major role. However, the FCSC will need more support and expert assistance in reforming and restructuring the civil service based on the new legislation.

Council of Ministers Secretariat (COMSEC)

Highlights: COMSEC's administrative functions have improved over the past quarter, especially in the decision-making area. COMSEC has moved from the assessment phase of recognizing its internal weaknesses to proactively integrating and utilizing skills acquired from *Tatweer's* leadership/communication courses, including mentoring activities. Utilizing these proactive skills and techniques opened up lines of communication across a number of units at COMSEC, with the Assistant Secretary-General mandating that more comprehensive plans now include several core areas of the COMSEC.

A major improvement includes securing an approval to include e-learning modules in its Executive Training and Development department, which has implemented training in leadership communication to three of the upper leadership offices: DPMO-Services, DPMO-Economics, and the Presidency Council.

COMSEC will now approach systems change more methodically and is employing tools to manage its information more efficiently. They will develop standard operations manuals for key units beginning with their security office. COMSEC has also adopted the Strategic Planning Baseline indicators to be implemented and followed by 14 units.

Additional programs initiated include: developing a new electronic library and new Research and Development unit that will provide consulting services to all executive offices and link these services through a seven point server to the PMO office. As events unfold COMSEC is poised to improve the GoI's public administration functions towards improved public service outcomes.

Reporting Matrix:

Performance Indicators	Activities	June 2008 Expected Results	June 2008 Actual Results
Sub-IR 10.1.2 - Project Result 2: Ministries Establish More Effective Administrative Systems			
Sub-IR 10.1.2 Indicators:			
Proportion of priority systems improvements in human resource management implemented by ministries	A. Develop, plan and schedule management level training	A. Training implementation in 3 offices	A. Achieved: 25 staff trained from 3 of the GOI executive offices
Proportion of priority systems improvements in information technology management implemented by ministries	A. Document system requirements and prepare upgrade plan to enhance existing systems and develop new systems	A. Work plans and scope document	A. Achieved: Work plan and scope document completed, activities on-going
Proportion of priority systems improvements in leadership and communication implemented by ministries	A. Enroll 80 in communications and leadership and Strategic Planning courses	A. 10 staff trained	A. Achieved: 26 staff trained

Context and Obstacles Encountered: *Tatweer* and COMSEC continue to strengthen their relationship and develop deeper coordinating mechanisms.

Deputy Prime Minister's Office- Economic Affairs (DPMO-EA)

Highlights: This quarter *Tatweer* successfully completed the procurement, contracting, civil works execution and related IT technical tasks required to connect both the new DPMO complex and the disaster recovery support office of the Deputy Prime Minister's Office for Economic Affairs (DPMO-EA) to the International Zone Fiber Optic Network (IZFN). *Tatweer* initiated the procurement of the DPMO-EA's new IT system, which will be connected directly to the IZFN.

Work on improving the DPMO-EA's organizational structure, to reflect an improvement in professionalism of its staff, and for completing a feasibility study on incorporating a human resources management system is on course. Review of and recommendations on the structure of the DPMO-EA's Economic Committee were completed, and this Committee now has resumed its regular meetings.

Tatweer continues to further strengthen its relationship with the DPMO-EA. Aside from regular meetings with the Chief of Staff and DPM's advisors, *Tatweer* advisors in the project management, training and IT areas have also

developed relationships with their counterparts at the DPMO-EA. These technical level relationships are supplementary mechanisms for channeling *Tatweer's* on-the-job specialized technical support to DPMO-EA staff.

Reporting Matrix:

Performance Indicators	Activities	June 2008 Expected Results	June 2008 Actual Results
Sub-IR 10.1.2 - Project Result 2: Ministries Establish More Effective Administrative Systems			
Sub-IR 10.1.2 Indicators:			
Proportion of priority systems improvements in human resource management implemented by ministries	A. Review and revise staff job descriptions and office workflow procedures B. Review and make recommendations on committee structure C. Enroll staff in HR management training courses D. Prepare, discuss and finalize Strategy, Needs Assessment and CDP. Develop and implement new systems, processes procedures	A. Review staff job descriptions and office procedures B. Review and make recommendations on committee structure C. Staff skills in HR management assessed D. CDP prepared, strategy finalized, new systems, processes, procedures developed	A. Not Achieved: Staff job descriptions and office procedures in review B. Achieved: Review completed, recommendations made C. Not Achieved D. Not Achieved
Proportion of priority systems improvements in fiscal management implemented by ministries	A. Enroll staff in fiscal management training courses	A. Staff fiscal management skills assessed	A. Not Achieved
Proportion of priority systems improvements in information technology management implemented by ministries	A. Develop specifications for new IT System and IZFN connectivity and issue RFP and award contract for IZFN connectivity civil works B. issue RFP, award procurement contract and install new office IT System	A. Issue RFP and award contract for IZFN Connectivity civil works B. RFP for new office IT System issued	A. Achieved: RFP issued contract awarded B. Achieved: RFP issued

Context and Obstacles Encountered: The following activities were not completed this quarter: (i) assessment of human resource management and fiscal management staff skills; (ii) updating of job descriptions and office systems, processes and procedures; and (iii) implementation of the new systems, processes and procedures. The DPMO-EA expressed its preference to launch these activities once it has completed moving its staff to its new office complex.

Deputy Prime Minister's Office- Services (DPMO-S)

Highlights: *Tatweer* advisors continue the attempt to increase interaction with the DPMO-S, by participating in the weekly meetings conducted. The DPMO-S, this quarter, accepted *Tatweer's* OSTP program and five staff were nominated to undergo training in preparation for the self-assessment process during the coming quarter. However, as of the end of this quarter, there has been no final nominee for the position of DPMO-S. This is preventing the

DPMO-S staff from fully participating in *Tatweer* activities.

Reporting Matrix:

Performance Indicators	Activities	June 2008 Expected Results	June 2008 Actual Results
Sub-IR 10.1.1 - Project Result 1: Strengthened Core Public Administration Skills			
Sub-IR 10.1.1 Indicators:			
Number of civil servants trained and certified (PE 2.2)	A. Training plan implemented	A. 32 staff trained	A. In Progress: 15 staff trained
Sub-IR 10.1.2 - Project Result 2: Ministries Establish More Effective Administrative Systems			
Sub-IR 10.1.2 Indicators:			
Levels of ministry improvement in human resource management	A. Conduct needs assessment	A. Need assessment conducted	A. Not Achieved
Levels of ministry improvement in fiscal management	A. Conduct needs assessment	A. Need assessment conducted	A. Not Achieved
Levels of ministry improvement in information technology management	A. Conduct needs assessment	A. Issuance of LOA and completion of procurement process	A. In Progress: IT assessment completed
Levels of ministry improvement in project management	A. Conduct needs assessment	A. Need assessment conducted	A. Not Achieved
Levels of ministry improvement in leadership and communication	A. Conduct needs assessment	A. Need assessment conducted	A. Not Achieved
Number of units/departments that implement changes in administrative systems or procedures (PE 2.2)	A. CDP developed and signed IT equipment procured and installed	A. CDP submitted and reviewed and agreed by DPMO-S IT Assessment completed and submitted to DPMO-S	A. Achieved: CDP awaiting final action, IT assessment complete

Context and Obstacles Encountered: It is still challenging to get activities going at full scale in the DPMO-S. For instance, draft organization charts were agreed to but in absence of a Deputy Prime Minister no action or decision could be taken. New job descriptions proposed by *Tatweer* and previously reviewed by the Chief of Staff (CoS) have also been put on hold. Nonetheless, *Tatweer* agriculture advisors met with the CoS and discussed rural agriculture issues; and following this, the DPMO-S Advisor also arranged for US Agricultural Attaché to meet with the CoS to pursue matters further. Furthermore, following an OSTP presentation to the DPMO-S, the CoS agreed to conduct an assessment of the DPMO-S offices. Five staff were selected to undergo training for the survey and interview process, scheduled for next quarter.

Presidency Council (PC)

Highlights: There is some level of traction gained in the PC. *Tatweer* participates in the weekly meetings; and contact has finally been made in the Vice President – Economics office. Preliminary discussions on training, organization structure, and IT status have been held, with an IT assessment conducted. Following discussions with contacts in the executive offices *Tatweer* determined that HR management, fiscal management, planning and budgeting, plus Microsoft applications for administration staff are all required to upgrade the capacity of staff. These have been scheduled for the next quarter.

The VP-S appears well organized, and has a revised organization. This office is also moving ahead independently to install an IT system. An IT systems assessment was conducted with the cooperation of the IT managers, findings of which will be the basis for further IT support. On the other hand, *Tatweer* developed organization charts for the VP-E and the Diwan, and awaits the two offices to move forward with the process. Finally, at the end of the quarter, a training plan for last half of 2008 was completed for two VP offices and the Diwan, these will be reviewed in the next quarter.

Reporting Matrix:

Performance Indicators	Activities	JUNE 2008 Expected Results	JUNE 2008 Actual Results
Sub-IR 10.1.2 - Project Result 2: Ministries Establish More Effective Administrative Systems			
Sub-IR 10.1.2 Indicators:			
Levels of ministry improvement in human resource management	A. Conduct needs assessment	A. Needs assessment conducted	A. Achieved: Assessment completed, report to be reviewed
Levels of ministry improvement in information technology management	A. Conduct IT assessment	A. Assessment conducted	A. Achieved: IT assessment completed for VP-S, VP-E and Diwan not conducted.
Levels of ministry improvement in leadership and communication	A. Develop training plan, discuss with executive offices leadership for approval.	A. Training plan developed and discussed	A. In Progress: Training plan proposed, awaits input of Diwan management

Context and Obstacles Encountered: Like other executive office, *Tatweer* attends the weekly meetings with the Chief of Staff of Vice President for Social Affairs (VP-S) and the D.G for Media and Communications of the Diwan. Finally in June 2008 two visits were made to the Vice President for Economic Affairs (VP-E) Chief of Staff.

Prime Minister's Office (PMO)

Highlights: This quarter Prime Minister Office (PMO) officials continued participating in *Tatweer's* Leadership and Communication workshops, and the PMO's Administrative Development Unit (ADU) launched the process for submitting to the Prime Minister its Capacity Development Plan for approval regarding both funding and implementation. Consequently, *Tatweer* has formed a team of advisors, with a dedicated PoC, to work directly with the PMO/ADU to maintain the continuity of *Tatweer's* work relationship with this GoI Executive Office.

Reporting Matrix:

Performance Indicators	Activities	June 2008 Expected Results	June 2008 Actual Results
Sub-IR 10.1.2 - Project Result 2: Ministries Establish More Effective Administrative Systems			
Sub-IR 10.1.2 Indicators:			
Proportion of priority systems improvements in human resource management implemented by ministries	A. Conduct HR needs assessment B. Review and revise organizational structure/chart C. Assess selected (key) departments (from existing 14) D. Prepare job descriptions for staff in key departments E. Discuss overall assessment plan	A. HR needs assessment conducted B. Organizational structure/chart reviewed C. Selected (key) departments assessed D. Existing key departments staff job descriptions reviewed E. Assessment plan discussed and signed	A. In Progress: HR needs assessment in process B. Achieved: Organizational structure/chart reviewed C. In Progress: Assessment of selected (key) departments In process D. Not Achieved: Job descriptions not yet reviewed E. In Progress: Overall assessment plan under review / discussion
Proportion of priority systems improvements in information technology management implemented by ministries	A. Conduct IT needs assessment B. Develop specifications, issue RFP, award contract and manage IT network IZFN connectivity procurement C. Assess IT infrastructure and skills	A. Existing IT network assessed B. IZFN connectivity specifications developed C. IT infrastructure and skills assessed	A. Not Achieved: IT Network not yet assessed B. Not Achieved: IZFN connectivity specifications not yet developed C. In Progress: Assessment of IT infrastructure and skills in process
Proportion of priority systems improvements in leadership and communication implemented by ministries	A. Train leaders in strategic planning and communication	A. Trainings conducted	A. Achieved: Trainings conducted

Context and Obstacles Encountered: Obstacles were encountered this quarter in preparing PMO job descriptions, in assessing the PMO IT network, developing IZFN connectivity specifications, and in training PMO leaders in strategic planning and communication. The main reasons for these challenges include the following: the PMO's Administrative Development Unit (ADU) still awaits the Prime Minister's official approval of its Capacity Development Plan (CDP) which is based on *Tatweer's* proposed strategic vision and recommendations. The CDP contains most of the improvement plans for the PMO, including selection of staff to be trained in leadership/communication and strategic planning. In addition, the cost of upgrading the PMO's IT network and connecting it to the IZFN would be borne by the PMO and the availability and commitment of the relatively substantial funds needed is yet to be confirmed by the PMO.

C. Cross-Cutting Technical Assistance

Anti-Corruption (AC)

Highlights: *Tatweer's* anti-corruption activities this quarter focused on training staff of the Inspectors General Offices in Iraqi ministries. *Tatweer* is also developing an Expanded Anti-Corruption Program, which includes activities in: procurement, service delivery to citizens, and citizen participation in anti-corruption programs. While this program is pending the approval of USAID, it is expected that full reform activities will take off effectively next quarter and will change the nature of anti-corruption activities in the *Tatweer* project.

Reporting Matrix:

Performance Indicators	Activities	June 2008 Expected Results	June 2008 Actual Results
Sub-IR 10.1.1 - Project Result 1: Strengthened Core Public Administration Skills			
Sub-IR 10.1.1 Indicators:			
Number of IG, BSA, CPI staff trained	<p>A. Develop training plan, prioritize custom courses, and obtain approval</p> <p>B. Enroll 140 in competency and advanced human resources classes</p> <p>C. Enroll 140 in Change Management classes</p> <p>D. Enroll 140 in competency and advanced Procurement classes</p> <p>E. Enroll 385 in competency and advanced Communications and Leadership classes</p> <p>F. Enroll 70 in Business English classes</p> <p>G. Enroll 300 in training on global policies, theories and practices in anti corruption and governmental reform</p> <p>H. Enroll 140 in IT skills development classes</p> <p>I. Enroll 140 in Capital Budgeting classes</p>	<p>A. Training plans, schedules, and candidate lists developed</p> <p>B. 35 staff trained</p> <p>C. 35 staff trained</p> <p>D. 35 staff trained</p> <p>E. 70 staff trained</p> <p>F. 35 staff trained</p> <p>G. 100 staff trained</p> <p>H. 35 staff trained</p> <p>I. 35 staff trained</p>	<p>A. Achieved: Training plans, schedules, and candidate lists developed</p> <p>B. Achieved: 54 staff trained</p> <p>C. Not Achieved</p> <p>D. Achieved: 80 staff trained</p> <p>E. Not Achieved</p> <p>F. Not Achieved</p> <p>G. Achieved: 180 staff trained</p> <p>H. In Progress: 6 staff trained</p> <p>I. Not Achieved</p>
Sub-IR 10.1.2 - Project Result 2: Ministries Establish More Effective Administrative Systems			
Sub-IR 10.1.2 Indicators:			

Performance Indicators	Activities	June 2008 Expected Results	June 2008 Actual Results
Number of units implementing recommended changes in administrative systems or procedures (PE 2.2)	<p>A. Recruit liaison officers to support coaching and mentoring</p> <p>B. Provide coaching and mentoring sessions to APA employees on governance standards, ethics, and professional codes of conduct</p> <p>C. Assist IG in the preparation of specific capacity development Plan components</p> <p>D. Identify, obtain, and review business processes within each IG-NCD ministry</p> <p>E. Conduct needs assessment for process improvements and prioritize recommendations</p>	<p>A. Liaison officers recruited</p> <p>B. Briefing documents created</p> <p>C. Components of CDP developed</p> <p>D. Business process reviewed</p> <p>E. Needs assessment conducted</p>	<p>A. Not Achieved</p> <p>B. Not Achieved</p> <p>C. Not Achieved</p> <p>D. Not Achieved</p> <p>E. Not Achieved</p>
Proportion of priority systems improvements in human resource management implemented by ministries	<p>A. Prepare Capacity Development Plan and obtain approval</p> <p>B. Enroll employees in training on global policies, theories and practices in anti-corruption and governmental reform</p> <p>C. Train ToTs in customized courses</p> <p>D. Enroll participants in competency and advanced human resources classes</p> <p>E. Train ToTs in core curriculum courses</p> <p>F. Provide coaching and mentoring sessions to APA staff on governance standards, ethics, professional associations, and professional codes of conduct</p>	<p>A. CDP document</p> <p>B. 100 staff trained</p> <p>C. 10 staff trained</p> <p>D. 35 staff trained</p> <p>E. 10 staff trained</p> <p>F. Standards and ethical guidelines</p>	<p>A. Not Achieved</p> <p>B. Not Achieved</p> <p>C. Not Achieved</p> <p>D. Not Achieved</p> <p>E. Not Achieved</p> <p>F. Not Achieved</p>

Performance Indicators	Activities	June 2008 Expected Results	June 2008 Actual Results
	<p>G. Assist IG in the preparation of specific Capacity Development Plan components which are provided to NCD Ministries for incorporation to NCD CDPs</p> <p>H. Identify, obtain, and review business processes within each NCD ministry subject to potential corruption</p> <p>I. Identify internal control measures inherent in NCD processes</p> <p>J. Propose changes to process execution to minimize high risk potential for corruption</p> <p>K. Propose changes to process execution to minimize high risk potential for corruption</p> <p>L. Document process work flows and information requirements</p> <p>M. Obtain approvals for process changes</p>	<p>G. CDP component documents addressing control measures</p> <p>H. 4 Ministries</p> <p>I. 4 Ministries</p> <p>J. 3 Ministries</p> <p>K. 3 Ministries</p> <p>L. Work flow charts and information summaries</p> <p>M. Authorizations to implement changes</p>	<p>G. Not Achieved</p> <p>H. Not Achieved</p> <p>I. Not Achieved</p> <p>J. Not Achieved</p> <p>K. Not Achieved</p> <p>L. Not Achieved</p> <p>M. Not Achieved</p>
Proportion of priority systems improvements in fiscal management implemented by ministries	<p>A. Enroll 300 in operational and financial auditing classes</p> <p>B. Enroll 140 in competency and advanced Procurement classes</p> <p>C. Enroll 140 in capital budgeting classes</p>	<p>A. 100 staff trained</p> <p>B. 35 staff trained</p> <p>C. 35 staff trained</p>	<p>A. Not Achieved</p> <p>B. Not Achieved</p> <p>C. Not Achieved</p>
Proportion of priority systems improvements in information technology management implemented by ministries	<p>A. Enroll 140 in IT skills development classes</p> <p>B. Determine current status of IT support systems</p> <p>C. Document systems requirements based on process analysis, the need for data bases, and desired document sharing and control across ACAs.</p>	<p>A. 35 staff trained</p> <p>B. Current environment report</p> <p>C. Requirements and scope documents</p>	<p>A. Not Achieved</p> <p>B. Not achieved</p> <p>C. Not achieved</p>



Performance Indicators	Activities	June 2008 Expected Results	June 2008 Actual Results
Proportion of priority systems improvements in project management implemented by ministries	A. Enroll 120 in international contracting classes B. Enroll 80 in statistics classes	A. 40 staff trained B. 60 staff trained	A. Not Achieved B. Not Achieved
Proportion of priority systems improvements in leadership and communication implemented by ministries	A. Enroll 140 in change management classes B. Enroll 385 in competency and advanced communications and leadership classes C. Enroll 70 in Business English classes	A. 35 staff trained B. 105 staff trained C. 35 staff trained	A. Not Achieved B. Not Achieved C. Not Achieved
Value of capital projects approved	A. Prepare Capacity Development Plan and obtain approval	A. CDP developed	A. Achieved: CDP developed

Context and Obstacles Encountered: The anti-corruption unit underwent significant staff changes during this quarter. The focus for the unit was shifted mid-way thru the quarter to a reassessment of the overall approach to anti-corruption, resulting in a revised plan for coming quarters. The work plan and related indicators have not yet been modified to reflect this change.

D. Professional Development

National Center for Consultation and Management Development (NCCMD)

Highlights: To enhance the internal procedures, policies, functions and responsibilities of personnel and departments of the NCCMD, *Tatweer* supported the NCCMD's development of an Operations Manual that has been adopted by all departments. In addition, communication and outreach has been enhanced with the NCCMD annual training plan and other promotional posters, printed and distributed to all ministries – in collaboration with *Tatweer*. NCCMD, has developed a ToT methodology and this has been accepted by ministries. A total of 36 trained trainers were evaluated and NCCMD-certified to conduct training in the ministries. The development of three customized databases for the Training, Human Resources, and Warehouse departments have assisted NCCMD staff to organize daily activities, develop training follow up strategies, automate the reporting process and the recording of goods and services provided by different departments in the organization.

Results Matrix:

Performance Indicators	Activities	June 2008 Expected Results	June 2008 Actual Results
Sub-IR 10.1.1 - Project Result 1: Strengthened Core Public Administration Skills			
Sub-IR 10.1.1 Indicators:			
Number of civil servants trained and certified (including anti-corruption agencies PE 2.2)	A. Specific, customized training programs in the following areas: change management, decentralization policy, etc	A. Conduct training in change management and ISO	A. Achieved: Change management and ISO training completed.
Sub-IR 10.1.2 - Project Result 2: Ministries Establish More Effective Administrative Systems			
Sub-IR 10.1.2 Indicators:			
Proportion of priority systems improvements in human resource management implemented by ministries	<p>A. Restructuring units/departments and developing operational manual. Developing procedural manual, forms and description for all NCCMD activities.</p> <p>B. Develop curriculum and deliver Participatory Learning and Action (PLA) methods training</p> <p>C. Establish Government Performance Unit within MoP/NCCMD</p> <p>D. Support NCCMD to develop training curriculums and manuals in accord with national work force needs</p>	<p>A. Operations manual completed, ready for ISO certification processes</p> <p>B. PLA workshop conducted</p> <p>C. Change Management, M&E and National Training Development. Committee established</p> <p>D. Submit documents for approval HQ, NAPA, USAID)</p>	<p>A. Achieved: The final ISO manual reviewed by the NCCMD and <i>Tatweer</i>.</p> <p>B. In Progress: Eight participants from the NCCMD have completed the first PLA workshop</p> <p>C. In Progress: First M&E workshop completed. Change management is in process and the proposal to establish a National Training and development committee is approved by the NCCMD.</p> <p>D. Achieved: Final drafts of the unified curriculum for the five core areas are under review by NAPA.</p>

Performance Indicators	Activities	June 2008 Expected Results	June 2008 Actual Results
	<p>E. Support NCCMD to publish/issue periodical magazine</p> <p>F. NCCMD - ISO organizational chart, job description, internal procedures and forms prepared to produce operational manual.</p>	<p>E. Periodical magazine and posters printed and distributed to ministries</p> <p>F. Draft operations manual completed.</p>	<p>E. Achieved: Four different posters, newsletters and the NCCMD training annual plan are printed and distributed to all ministries.</p> <p>F. Achieved: Manual reviewed and finalized.</p>
Proportion of priority systems improvements in fiscal management implemented by ministries	A. Enhance NCCMD library, provide software, books, shelves	A. Books and wooden shelves provided to the NCCMD	A. Achieved: Nearly 900 books, training materials, educational tools and shelves provided to the NCCMD library.
Proportion of priority systems improvements in information technology management implemented by ministries	<p>A. Develop in house data bases for the NCCMD departments; HR, finance, training, warehouse, TOTs, research, administration, procurement etc.</p> <p>B. Develop VCT capabilities for Baghdad, Basra and Mosul</p> <p>C. Provide accessories (programs, software, training) for LAN</p> <p>D. Supporting NCCMD IT staff to obtain ICDL</p> <p>E. Assist NCCMD to develop a website with linkages</p> <p>F. Provide network software and training on VTC supplied by <i>Tatweer</i>.</p>	<p>A. Databases for HR, training and warehouse finalized and submitted to NCCMD</p> <p>B. Preparation and data collection phase is completed</p> <p>C. CCNA and A+ training conducted</p> <p>D. Conduct ICDL training and graduate 5 staff as ready for certification exam</p> <p>E. Domain name, bandwidth and minor additions to existing website provided assessment and review of website completed</p> <p>F. Contractor contacted and date set for training</p>	<p>A. Achieved: Three databases for HR, training and warehouse submitted to the NCCMD</p> <p>B. Achieved: VTC in Basra and Mosul completed and installed.</p> <p>C. Achieved: One staff member trained in CCNA and one in A+.</p> <p>D. Achieved: Training for the ICDL examination completed.</p> <p>E. In Progress: Copy of the current website sent to subcontractor for feedback on development of website.</p> <p>F. Achieved: software provided, training date set</p>



Performance Indicators	Activities	June 2008 Expected Results	June 2008 Actual Results
Proportion of priority systems improvements in Project Management implemented by ministries	<p>A. NCCMD - ISO organization chart, job descriptions internal procedures and forms.</p> <p>B. RFP and selection of ISO consulting firm for training on ISO</p> <p>C. Issue RFP for ISO qualification and certification plus training on quality management</p>	<p>A. Final manual is completed</p> <p>B. RFP prepared and submitted</p> <p>C. RFP issued, quality management training conducted</p>	<p>A. Achieved: Final draft is completed and ready to be audited by consulting firm</p> <p>B. Achieved: RFP submitted. Proposed date to start the ISO qualification and training by the consulting firm is Sep 10 -25.</p> <p>C. In Progress: Pre-required training is completed. RFP submitted for issuance.</p>
Proportion of priority systems improvements in leadership and communication implemented by ministries	<p>A. Recruit experienced trainers to provide training programs in decentralization, change management, policy making, report writing, Business English, public relations.</p> <p>B. Participate in international conferences such as the IIAS/AIEIA 27th International Congress in Abu Dhabi.</p> <p>C. Join international associations such as the International Assoc. of Schools and Institutes of Administration (IASIA), International Institutes of Administrative Sciences (IIAS)</p> <p>D. Twinning with other national training institutions abroad. Identify a center compatible with NCCMD and establish a collaborative relationship with that center</p>	<p>A. Trainings conducted</p> <p>B. Conduct knowledge, experience sharing activities</p> <p>C. Conduct knowledge, experience sharing activities</p> <p>D. Institutions identified for collaboration</p>	<p>A. In Progress: Change management and business English training completed. Consultants identified for other training subjects</p> <p>B. In Progress: Planning stage</p> <p>C. In Progress: Discussions on-going</p> <p>D. In Progress: Planning, discussions and approvals being sought</p>



Performance Indicators	Activities	June 2008 Expected Results	June 2008 Actual Results
Number of ministries with institutionalized self-assessment process	<p>A. Support NCCMD in mentoring the self assessment process for all ministries.</p> <p>B. Transfer ownership of OSTP to NCCMD.</p> <p>C. Strengthening NCCMD capacity to support training centers within ministries</p>	<p>A. MoWR, MoO, MoP</p> <p>B. Provide support to NCCMD all through LOP</p> <p>C. Standardized ToT evaluation methodology approved and utilized</p>	<p>A. In Progress: Teams established and engaged with multiple ministries.</p> <p>B. In Progress:</p> <p>C. Achieved: Methodology adopted and evaluation process started May 2008</p>

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

Sub-IR 10.1.3 Indicators:

Number of ministries that have established a public administration training program	<p>A. Furnish and equip the training centers in Basra and Mosul</p> <p>B. Train NCCMD trainers to be Master Trainers in the main five criteria.</p> <p>C. Training in TOT evaluation.</p> <p>D. Strengthen NCCMD's capacity to support training centers within ministries</p>	<p>A. Basra and Mosul TC equipped</p> <p>B. Conduct master trainers training</p> <p>C. 36 trained trainers evaluated and approved to train</p> <p>D. Develop uniform training curricula and evaluation tools</p>	<p>A. In Progress: Basra center is equipped and Mosul is being processed</p> <p>B. Not Achieved: Still at planning and discussions stage</p> <p>C. Achieved: NCCMD evaluated and certified 36 TOTs.</p> <p>D. Achieved: Unified curricula for the five core areas were finalized and is under review. TOT evaluation is adopted and 36 TOTs from different ministries evaluated.</p>
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Context and Obstacles Encountered: The continuous travels of the NCCMD leadership and department managers have caused some delay in the implementation of activities. Lack of sufficient staff at the NCCMD slows down the development process and limits *Tatweer* activities. Changing policies, procurement restrictions, and new regulations are another factor which lead to some delays in implementation.

AI-Quds School of Computer

Highlights: During this quarter AI Quds School and *Tatweer* continued to collaborate to improve the internal systems of AI Quds School including policies and procedures. An Operations Manual was prepared and adopted by all departments. The increased number of *Tatweer*-trained and internationally certified IT personnel in the school had a great impact on the quality of IT training courses provided to candidates, leading to increased demand from ministries.

Results Matrix:

Performance Indicators	Activities	June 2008 Expected Results	June 2008 Actual Results
Sub-IR 10.1.2 - Project Result 2: Ministries Establish More Effective Administrative Systems			
Sub-IR 10.1.2 Indicators:			
Proportion of priority systems improvements in human resource management implemented by ministries	<p>A. Conduct Participatory Learning and Action approaches training</p> <p>B. Train Al Quds staff in the five administrative function areas of <i>Tatweer</i></p> <p>C. Collect and upgrade Al Quds organization chart, job description, regulations, internal procedures and forms to produce operations manual.</p> <p>D. Reorganize structure of Al Quds directorates</p>	<p>A. Al-Quds staff trained in PLA approaches</p> <p>B. 30 staff trained</p> <p>C. Manual of internal procedures submitted for revision and approval</p> <p>D. Restructure recommendations presented to Al-Quds</p>	<p>A. Achieved: 18 participants from Al-Quds completed a joint six days PLA workshop.</p> <p>B. Achieved: Courses in HR, project management, procurement, ICDL, statistics, Visio and ISO</p> <p>C. Achieved: Amendments which include forms and new processes are proposed and included in the draft manual to match ISO standards</p> <p>D. In Progress: Development committee established. Proposal to establish additional IT lab is approved.</p>
Proportion of priority systems improvements in fiscal management implemented by ministries	<p>A. Enhancing/updating the library of Al Quds</p>	<p>A. Provide software, books, curriculum, shelves, PCs, screen to Al Quds</p>	<p>A. Achieved: Books, educational materials and wooden shelves are added to the library and research unit at AL Quds school</p>

Performance Indicators	Activities	June 2008 Expected Results	June 2008 Actual Results
Proportion of priority systems improvements in information technology management implemented by ministries	<p>A. Increase LAN bandwidth and internet connectivity, provide IT hardware and software</p> <p>B. Develop and install VTC capabilities for Baghdad, Basra and Mosul centers</p> <p>C. Assist Al-Quds to get certification as a training center in Cisco, Oracle, Microsoft, CIW, CompTIA</p> <p>D. Provide Al-Quds with official training materials for: Cisco, Oracle, Microsoft, CIW, CompTIA</p> <p>E. Provide special workshops in: database theory, web and network security, data modeling, advanced net programming, ASP.Net, Linux, V.Basic.Net</p> <p>F. Integrate Al Quds into the wider international community of ICT professionals (twinning)</p> <p>G. Collaborate with Al Quds to develop IT training curriculums and procure training materials</p>	<p>A. Prioritize necessary improvements & begin procurement</p> <p>B. VTC installed in Mosul</p> <p>C. 5 staff certified in Cisco CCNA; 2 certified Cisco MCP, 1 certified in Cisco MCSA; 1 certified in CTT, 2 certified in A+, 3 in ORACLE</p> <p>D. Training books and materials procured</p> <p>E. Special workshops conducted</p> <p>F. Identify and determine possible organizations to join</p> <p>G. Procure training materials</p>	<p>A. Achieved: Procurement documents finalized and submitted for approval</p> <p>B. Achieved: VTC installed</p> <p>C. Achieved: Trainings completed</p> <p>D. In Progress: Books regularly being purchased</p> <p>E. In Progress: Consultants been identified and the approvals are process</p> <p>F. In Progress: Pending management approval</p> <p>G. In Progress: Curriculum for IT management finalized and submitted to Al Quds for comments. Procurement of training materials is in process.</p>
Proportion of priority systems improvements in project management implemented by ministries	<p>A. Organize and implement customized training programs in: change management, decentralization, public relations, media, accounting , etc</p> <p>B. Al Quds - ISO organization chart and job descriptions prepared.</p> <p>C. RFP and selection of ISO consulting firm for Al Quds</p>	<p>A. Customized workshops conducted</p> <p>B. Final manual is completed</p> <p>C. RFP prepared and submitted</p>	<p>A. Not Achieved: Consultants identified for approval</p> <p>B. Achieved: First draft of the manual finalized and submitted for review.</p> <p>C. Achieved: RFP done, submitted</p>
Sub-IR 10.1.3 - Project Result 3: Public Administration Training Capacity Expanded			

Performance Indicators	Activities	June 2008 Expected Results	June 2008 Actual Results
Number of ministries that have established a public administration training program	A. Strengthen Al Quds to support training centers within ministries	A. Semiannual training program plans developed and presented to Al Quds	A. Achieved: Semi annual plan is completed. Unified curriculum in IT management is completed.

Context and Obstacles Encountered: The collaboration and partnership with Al Quds School is getting stronger will continue to improve as more new employees join the school. It is essential to equip the school with a sufficient number of personnel and IT specialists in order to provide proper IT training, services and IT consultancies to civil servants and governmental institutions. Delegation of authority and internal/external communication could be improved with continued training, workshops and team work.

Training Course Numbers for Quarter 2

The summary contained in Table 1 below depicts the significant increase in number of courses and participants between April and May, which is sustained through the end of the quarter in June. There is a 22% difference between courses in April and May, and a corresponding 22% difference between numbers of enrollments between the same months. A breakdown of these numbers and the proportions represented are presented in Tables 2 and 3 below.

Table 1: Total Number of Courses and Enrollments

	April 08	May 08	June 08	Total
Classes Offered	84	103	102	289
Enrollments	1993	2423	2301	6717

Table 2: Number of Participants by Program Levels

Training Program Level	Enrollments			Participants			Percentage
	Total	Male	Female	Total	Male	Female	
Competency (Direct)	1,658	1,035	623	1,635	1,026	609	25%
Advanced (Direct)	465	300	165	450	291	159	7%
Training of Trainers (Direct)	30	20	10	30	20	10	0%
Competency (Rollout)	4,012	2,568	1,444	3,897	2,484	1,413	60%
Advanced (Rollout)	285	191	94	282	188	94	4%
Training of Trainers (Rollout)	39	28	11	39	28	11	1%
Advanced Refresher (ToT)	37	26	11	37	26	11	1%
Expert	113	78	35	96	71	25	2%
Special Workshop	78	55	23	78	55	23	1%
Total	6,717	4,301	2,416	6,544	4,189	2,355	100%

Table 3: Number of Participants by Training Program Area

Training Program Areas	Enrollments			Participants			Percentage
	Total	Male	Female	Total	Male	Female	
Leadership and Communication	2,229	1,512	717	2,140	1,451	689	33%
Project Management	1,470	1,028	442	1,401	978	423	22%
Fiscal Management	1,424	865	559	1,394	851	543	21%
Human Resources Management	866	502	364	865	502	363	13%
Information Technology Management	329	162	167	319	155	164	5%
Anti-Corruption	217	126	91	217	126	91	3%
Special Programs	182	106	76	182	106	76	3%
Total	6,717	4,301	2,416	6,518	4,169	2,349	100%

III. PROJECT MANAGEMENT

A. Personnel

During the reporting period the following resident international personnel were deployed in Iraq:

Administration:

- Inge Fryklund, Chief of Party
- Wylie Williams, Deputy Chief of Party /Administration and Finance
- Sagal Mohamoud, Chief Administrative Officer
- Patricia Ahumada, Assistant to DCOP of Administration and Finance
- Douglas Treadwell, Operations Manager
- Adam Kiselka, Project Scheduler
- Bendy Viragh, Procurement Director
- Tom Petocz, Procurement Manager
- Isaac Nkoroi, Senior Grants Advisor
- Sahar Shahin, Contracts and Grants Field Manager
- Husna Akgun, Sponsor and Logistics Manager
- Calvin Madzorera, Controller
- Ana Maria Ubana, Finance and Administration Manager - Karada
- Flora Gitari, Finance Manager
- Richard Nidel, Finance and Administration Manager - Erbil
- Temple Jagha, Director of Monitoring and Evaluation
- Charles Mtoi, Monitoring and Evaluation Specialist
- Imad Kamil, Public Relations Director
- Tanya Habjouqa, Media Communications Assistant
- Amy Watve, Organizational Development Specialist
- Carl Manthe, OSTP Specialist
- Menen Wondwosen, Executive Officer



Professional Development:

- Charles Jakosa, Deputy Chief of Party/Professional Development
- Philippe René Canal, Training Director
- Tamer Ibrahim, Deputy Training Director
- Munif Abu Rish, Director of Curriculum Development
- Abduljabbar Salman, Director of Regional Training - Erbil
- Atia Moor, Director of Regional Training – Basra and Mosul
- Richard Majuk, Business English Instructor

Institutional Development

- Richard Huntington, Acting Chief of Party and Deputy Chief of Party/ Institutional Development
- Zohair Mohsen, Senior Advisor to Ministry of Agriculture
- Ali Allabadi, Senior Advisor to Ministry of Water Resources
- Robert Kirkman, Senior Advisor to Ministry of Water Resources
- Mysore Ranaganath, Advisor of Project Management – Ministry of Water Resources
- Saad Muhey, Senior Advisor of Project Management - Ministry of Municipalities and Public Works
- Jawad Risheq, Senior Advisor of Reform - NCCMD
- Mohammed Nasir, Advisor of Applications - Ministry of Planning
- Bushra Abbasi, Senior Advisor to Ministry of Health
- Nael Shabaro, Senior Public Management Advisor to Ministry of Planning
- Randal Thompson, Senior Advisor International Cooperation
- Mostafa A. El-Erian, Senior Legal Advisor to PMO
- Corinne Audibert, Senior Advisor to Ministry of Justice
- Dan Lowery, Senior Advisor to PMO/COMSEC
- Nancy Sharp, Senior Advisor to Ministry of Human Rights
- Touhami Rhaiem, Advisor to Civil Service Commission and PMAC
- Quan Dinh, Senior Advisor to PMO/COMSEC
- Emilio Matuk, Senior Advisor of Statistics - Ministry of Planning
- Bassim Hilmi, Senior Advisor to Ministry of Migration and Displacement

Special Cross-Cutting Consulting Units for Ministry Institutional Development

- Muntaha Haddad, Senior Advisor of Leadership/Communication and Acting COMSEC Advisor
- Lance “Chip” Borman, Anti-Corruption Advisor
- Faisal Adel Nasr, Senior Advisor of Fiscal Management
- Ali Kazan, Senior Advisor of Project Management
- Ibrahim Kassab, Senior Advisor of Human Resource Management
- Pedro Votruba, Senior Anti-Corruption Advisor
- Randall Martin, Workforce Development Coordinator

Tatweer Energy Group

- Robert Krause, Director, *Tatweer* Energy Group
- Brian Ward, POC / MoO Strategic Planner



- Hussain Aziz, Liaison Project Management Advisor
- Timothy Burke, Procurement / Contract Management Advisor
- Thomas Easterly, Oil Sector Technology Advisor
- Kamel Esseghairi, Public Health Policy and Management
- Jaina Ford, Administrative Assistant
- Carlos Guerra, Change Management Advisor
- Basil Haddad, Systems Specialist Advisor
- Charles Hall, Oil Safety Advisor
- Dennis Hobbs, Contract Management Advisor
- Sherry Hood, Contract Management Advisor
- Mohammed Ibrahim, Fiscal Management Advisor
- Hassan Kasseba, Senior Advisor of Corporate Finance
- Samir Kubba, Strategic Planner
- Patricia Long, Procurement Advisor
- Bijoy Misra, Project Management Advisor
- David Mullholand, Electricity Sector Technology Advisor
- Khurram Salim, Oil Sector Technology
- Milton Troconis Villareal, Procurement Advisor
- Pavanendra Verma, Procurement Advisor
- Robert Batt, Energy Consultant
- Alexander Shapiro, Contract Management Advisor

Information Technology/Cross-Ministry Consulting Group

- Robert Hernandez, Director of Information Technology
- Charles Long, Senior IT Advisor
- Ray Montgomery, Senior Advisor of IT Management
- William Casti, Strategic Advisor of ISO / IT
- Omar Chelabi, IT Advisor of Ministry of Education
- Slobodan Kosanovic, IT Network Manager
- Mark Ragel, Information Technology Advisor
- Steve Metzger, Senior IT Advisor

Short-Term Personnel:

- Larry Cooley, MSI President
- Andy Griminger, *Tatweer* Technical Director
- Andrew Kaiser, Senior Advisor for Organizational Development
- Martin Mayerchak, Organizational Development Advisor
- Robert Ross, Senior Advisor for Project Management/Contracting

Administration and Personnel

This quarter realized significant accomplishments within the Administration Unit in its effort to improve overall service delivery to *Tatweer*. The primary implementation phase of the *Tatweer* Personnel Database has been completed. The database has improved various aspects of human resource management, reporting, travel and logistics operations. The Administration Unit also re-vamped several administrative procedures in effort to streamline processes for travel, trip requests, use of personal protective equipment and timesheet submittals.

The Human Resource team initiated a job analysis for all *Tatweer* local national positions. The job analysis will serve as a key resource in the continued refinement of our classification and compensation plan for local staff positions.

B. Project Management Systems

At the end of the quarter there were twenty-five projects under various phases of completion. These include nine which have started field work and another two which have completed the Request for Proposals (RFP) process and are awaiting contractor award. The remaining fourteen (14) are in the Procurement Application Form (PAF) and RFP development phase.

Projects Percentage-of-Completion:

1. Ministry of Municipalities and Public Works – Tel Mohamed Training Center (95%)
2. Video Tele-Conferencing (VTC) Systems (5) Sites (100%)
3. Ministry of Planning Court House (100%)
4. DPMO Civil Works and IZFN (95%)
5. Ministry of Human Rights – Translation Lab (65%)
6. Ministry of Municipalities and Public Works – Al Mansour Training Center (70%)
7. Ministry of Health – HQ Wiring Infrastructure (30%)
8. Ministry of Health – Inventory Management System Pilot Project (100%)
9. Ministry of Water Resources - Lower Rashidiyah Irrigation Pilot Project (100%)

Contractor Selection / Award:

1. COSIT / MoPDC – IT Network
2. Video Tele-Conferencing Systems 15 Sites

Highlight: One of the first civil works projects to be completed is the Ministry of Planning administrative tribunal court room. This project exemplifies the successful knowledge transfer of best practices to Ministry counterparts on all aspects of project development: design phase, project selection, procurement, implementation and quality control. The project was a collaborative and consensus-building effort with direct on-site interfacing with Ministry personnel from the project design phase to final project implementation.

C. Facilities

The compound's newest facility, the "Lady House", was completed and occupied. It houses the Finance and Procurement Units and provides living quarters for several expatriates and security staff. The Business Center was renovated and office space was reassigned to better suit the project's needs. Furthermore, the opening of the *Tatweer* local employee cafeteria provides local staff members a common area where they can meet, eat lunch and take breaks. The installation of VTCs in Mansour and the satellite Baghdad compound were completed.

D. Security and Transportation

Security incidents are much reduced in Baghdad, with the exception of the several days of unrest and intense mortar attacks on the IZ at the beginning of the quarter. Throughout the quarter, adverse weather impacted operations in the area of air travel. A series of sandstorms caused flight cancellations; frequently stranding staff in various locations for several days while en-route Baghdad.

E. Context and Obstacles Encountered

The DPMO Civil Works and IZFN project experienced a delay due to a quality control issue--The contractor supplied a generator solution that did not meet specifications. The Project Management Unit (PMU) and the DPMO worked together to monitor and resolve the issue. Although the project was temporarily stalled, the collaborative effort to resolve the problem resulted in mutual trust and respect between *Tatweer* staff and the DPMO, as all strived towards quality solutions. A new generator was delivered and installed and the project continued.

The order requiring 72 hours notice for all travel makes it challenging to respond to last minute requests by ministries. On the other hand, this 72 hour period provides *Tatweer* opportunity to plan transport and movements more efficiently and serve the needs of advisors better.



ANNEX I: QUARTERLY PERFORMANCE INDICATORS UPDATE

Output Indicators:

Output 1.2 Numbers of Civil Servants Trained (April through June 2008)

Civil Servants Trained in Core Administrative Functions	Total
Number of Individual Participants	6,326
Male	4,039
Female	2,287
Number of Classes Offered	289
Number of Class Enrollments	6,717
Male Enrollees	4,301
Female Enrollees	2,416

ENROLLMENT BY COURSE (APRIL - JUNE 2008)

Program / Courses	Classes	Enrollees		
		Total	Male	Female
Project Management	61	1470	442	1028
Fundamentals of Project Management	55	1339	386	953
Competency	9	174	31	143
Advanced	6	124	19	105
Competency (Rollout)	37	969	313	656
Advanced (Rollout)	3	72	23	49
ISO 9000	2	50	14	36
Competency	2	50	14	36
Primavera	1	19	10	9
Advanced	1	19	10	9
Feasibility Studies & Evaluation of Project	3	62	32	30
Expert	3	62	32	30
Fiscal Management	58	1424	559	865
Budgeting – Preparation, Execution, Controlling and Reporting	23	541	215	326
Competency	5	123	28	95



Program / Courses	Classes	Enrollees		
		Total	Male	Female
Advanced	4	63	32	31
Competency (Rollout)	14	355	155	200
Government Procurement	34	864	332	532
Competency	6	144	68	76
Advanced	4	76	17	59
Competency (Rollout)	24	644	247	397
Practicum in Capital Budget Forms	1	19	12	7
Competency	1	19	12	7
Human Resources Management	36	866	364	502
Job Analysis, Job Descriptions, Specifications and Standards	36	866	364	502
Competency	9	201	80	121
Training of Trainers	1	17	5	12
Competency (Rollout)	26	648	279	369
Information Technology Management	21	329	167	162
ICEDL	17	261	134	127
Competency	14	222	124	98
Advanced	2	19	7	12
Competency (Rollout)	1	20	3	17
Epi Info	1	20	15	5
Competency	1	20	15	5
Comp TIA CTT+	2	39	11	28
Training of Trainers (Rollout)	2	39	11	28
Application Development	1	9	7	2
Competency	1	9	7	2
Leadership and Communication	91	2229	717	1492
Communications 1	77	1986	620	1366
Competency	13	321	79	242
Advanced Refresher (TOT)	1	37	11	26
Training of Trainers	1	13	5	8
Competency (Rollout)	52	1402	454	948

Program / Courses	Classes	Enrollees		
		Total	Male	Female
Advanced (Rollout)	10	213	71	142
Communications 2	1	19	7	12
Advanced	1	19	7	12
Tatweer Organizational Self-Assessment and Transformation Program	5	68	29	39
Advanced	5	68	29	39
Strategic Planning	2	51	3	28
Expert	2	51	3	28
Change Management	2	26	8	18
Competency	2	26	8	18
Business English -Special Purposes (ESP)	4	79	50	29
Competency	3	62	39	23
Advanced	1	17	11	6
Anti-Corruption	12	217	91	126
Anti-Corruption Inspector General Workshop	12	217	91	126
Competency	12	217	91	126
Special Programs	10	182	76	106
Statistical Management	6	104	53	51
Competency	3	64	25	39
Advanced	3	40	28	12
Governorate Planning Units	2	53	9	44
Special Workshop	2	53	9	44
M&E	1	12	10	2
Special Workshop	1	12	10	2
Project Management Workshop	1	13	4	9
Special Workshop	1	13	4	9

PARTICIPANTS/ENROLLMENT BY MINISTRY/INSTITUTION

Region	Ministry	Enrollments			Participants		
		Total	Male	Female	Total	Male	Female
BAG	Prime Minister's Office (PMO)	8	6	2	8	6	2
BAG	Council of Ministers Secretariat (COMSEC)	32	24	8	31	23	8
BAG	Ministry of Planning and Development Cooperation	333	185	148	297	167	130
BAG	Ministry of Finance	125	65	60	114	61	53
BAG	Ministry of Oil	216	154	62	204	144	60
BAG	Ministry of Electricity	315	231	84	298	218	80
BAG	Ministry of Water Resources	554	275	279	540	268	272
BAG	Ministry of Health	638	430	208	623	421	202
BAG	Ministry of Agriculture	687	481	206	670	468	202
BAG	Ministry of Justice	57	44	13	53	41	12
BAG	Municipalities and Public Works	745	496	249	718	475	243
BAG	Ministry of Higher Education	100	51	49	98	50	48
BAG	Construction/ Housing	188	163	25	177	153	24
BAG	Ministry of Education	132	88	44	119	78	41
BAG	Ministry of Interior	7	7	0	7	7	0
BAG	Ministry of Human Rights	82	39	43	78	39	39
BAG	Basrah Governorate	2	1	1	2	1	1
BAG	Ministry of Environment	15	12	3	15	12	3
BAG	Ministry of Trade	79	64	15	72	59	13
BAG	Ministry of Industry	100	82	18	98	81	17
BAG	Ministry of Communication	103	55	48	93	50	43
BAG	Deputy Prime Minister's Office (DPMO2) Economic	3	3	0	3	3	0
BAG	Ministry of Tourism	3	2	1	2	1	1
BAG	Tameem Governorate	4	3	1	3	2	1
BAG	Maissan Governorate	1	1	0	1	1	0
BAG	Wassit Governorate	1	1	0	1	1	0
BAG	Diala Governorate	7	7	0	5	5	0
BAG	Ministry of Natural Resources	2	2	0	2	2	0
BAG	Ministry of Work	42	22	20	40	21	19
BAG	Ministry of Transportation	18	14	4	18	14	4
BAG	Ministry of Youth and Sports	38	23	15	37	23	14
BAG	Others	198	134	64	185	126	59
BAG	Ministry of Displaced and Emigrants	29	13	16	29	13	16
BAG	Babylon Governorate	6	3	3	6	3	3

Region	Ministry	Enrollments			Participants		
		Total	Male	Female	Total	Male	Female
BAG	Presidency Council (PC)	10	9	1	10	9	1
BAG	Deputy Prime Minister's Office (DPMO) Services	5	5	0	4	4	0
KRG	Prime Minister's Office (PMO)	1	1	0	1	1	0
KRG	Ministry of Planning and Development Cooperation	98	67	31	88	58	30
KRG	Ministry of Finance	131	61	70	130	61	69
KRG	Ministry of Oil	3	3	0	3	3	0
KRG	Ministry of Electricity	132	88	44	117	78	39
KRG	Ministry of Water Resources	236	148	88	210	135	75
KRG	Ministry of Health	46	21	25	44	20	24
KRG	Ministry of Agriculture	204	108	96	191	101	90
KRG	Ministry of Justice	110	62	48	108	61	47
KRG	Municipalities and Public Works	235	137	98	206	115	91
KRG	Ministry of Higher Education	17	11	6	17	11	6
KRG	Construction/ Housing	71	39	32	67	37	30
KRG	Erbil Governorate	67	44	23	66	43	23
KRG	Sulaimanya Governorate	48	23	25	47	23	24
KRG	Ministry of Education	49	23	26	47	22	25
KRG	Duhuk Governorate	25	20	5	23	18	5
KRG	Ministry of Interior	22	8	14	22	8	14
KRG	Ministry of Human Rights	66	41	25	54	34	20
KRG	Ministry of Trade	62	49	13	55	42	13
KRG	Ministry of Industry	8	5	3	8	5	3
KRG	Ministry of Communication	2	2	0	2	2	0
KRG	Ministry of Tourism	19	16	3	18	15	3
KRG	Ministry of Natural Resources	77	56	21	66	46	20
KRG	Ministry of Work	3	0	3	3	0	3
KRG	Others	100	73	27	72	50	22
Total		6,717	4,301	2,416	6,326	4,039	2,287



Tatweer Output and Outcome Indicators at a Glance

Output Indicators:

Project Result 1: Strengthened Core Public Administration Skills

- **Output 1.3:** Number of trained trainers (including anti-corruption agencies PE 2.2)
At the end of this quarter, 30 trainers were trained
- **Output 1.4:** Number of civil servants trained and certified (including anti-corruption agencies PE 2.2)
At the end of this quarter, 6717 civil servants trained
- **Output 1.5:** Number of post-graduate scholarships awarded
180 Scholarships awarded

Project Result 3: Public Administration Training Capacity Expanded

- **Output 3.3:** Number of trained trainers at NCCMD
0 Trainers.
- **Output 3.6:** Number of trained trainers at regional training centers.
30
- **Output 3.8:** Number of trainees trained by ministry training centers (including anti-corruption agencies (PE 2.2)
At the end of this quarter, 700 trainers were trained

Outcome Indicators

Project Result 1: Strengthened Core Public Administration Skills

- Percentage of training graduates reporting that they make use of new training skills
Round 1: 56% and 37% reported 'sometimes' or 'frequently'
Round 2: 51% and 40% reported 'sometimes' or 'frequently'
Round 3: 46% and 50% reported 'sometimes' or 'frequently'
- Percentage of training graduates reporting that situation regarding their operational or training area is improving in their unit/ministry (PE 2.2)
Round 1: 57% and 16% reported 'Some improvement' or 'significant improvement'
Round 2: 68% and 16% reported 'Some improvement' or 'significant improvement'
Round 3: 57% and 24% reported 'Some improvement' or 'significant improvement'

Project Result 2: Ministries Establish More Effective Administrative Systems

- **Project Indicator 2.1:** Number of units/departments implementing *Tatweer* recommended changes in administrative systems or procedures (PE 2.2)
Indicator is new and under review
- **Project Indicator 2.2:** Proportion of priority systems improvements in human resource management implemented by ministries
Indicator is new and under review (will be reported annually)
- **Project Indicator 2.3:** Proportion of priority systems improvements in fiscal management implemented by

ministries

Indicator is new and under review (will be reported annually)

- **Project Indicator 2.4:** Proportion of priority systems improvements in information technology management implemented by ministries
Indicator is new and under review (will be reported annually)
- **Project Indicator 2.5:** Proportion of priority systems improvements in project management implemented by ministries
Indicator is new and under review (will be reported annually)
- **Project Indicator 2.6:** Proportion of priority systems improvements in leadership and communication implemented by ministries
Indicator is new and under review (will be reported annually)
- **Project Indicator 2.7:** Number of ministries with institutionalized self-assessment process
4

Project Result 3: Public Administration Training Capacity Expanded

- **Project Indicator 3.1:** Training database developed at NCCMD
1 – Database in development process
- **Project Indicator 3.2:** Number of trainees enrolled annually at NCCMD
At the end of this quarter, 2,420 trainees were enrolled at NCCMD (cumulative)
- **Project Indicator 3.4:** Training database developed at regional training centers
Indicator is new and under review
1 – Database developed and functional in regional offices
- **Project Indicator 3.5:** Number of trainees enrolled at regional training centers.
At the end of this quarter regional centers had enrolled 11,127 Trainees were enrolled at regional centers (cumulative)
- **Project Indicator 3.7:** Number of ministries that have established a public administration training program
5
- **Project Indicator 3.9:** Number of *Tatweer* developed training curricula certified by NCCMD
Indicator is new and under review
5
- **Project Indicator 3.10:** Number of *Tatweer* developed training curricula certified by NCCMD and utilized by Ministry training programs
Indicator is new and under review

