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TATWEER PROJECT

DEVELOPING NATIONAL CAPACITY IN PUBLIC MANAGEMENT

ANNUAL REPORT YEAR I
(SEPTEMBER 2006 - SEPTEMBER 2007)



December 19, 2007

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

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Tatweer Project: Iraq National Capacity Building
USAID Contract DFD-I-00-05-00221-01
Year One
Period: September 2006 - September 2007
December 19, 2007



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DISCLAIMER

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

COVER PHOTO

Photo by Thomas Hartwell

Caption: An Iraqi child looks through the gate of her house in central Baghdad 30 May, 2003 as life begins to return to normal.

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Special thanks to all the contributors: Lena Delchad, Andrew Griminger, William Huntington, Chelsea Jaccard and Temple Jagha with the assistance of Larry Cooley, Dawn Crosby, Inge Fryklund, Kris Humbert, Richard Nidel, Stacy Stacks and Wylie Williams.



ACRONYMS

Acronyms

ADF	America's Development Foundation	MOA	Ministry of Agriculture
AMIDEAST	America-Mideast Educational and Training Services	MOE	Ministry of Electricity
ANE	Asia Near East Bureau (USAID)	MOH	Ministry of Health
CAO	Chief Administrative Officer	MOO	Ministry of Oil
CCN	Cooperating Country National	MOP	Ministry of Planning and Development Coordination
CDP	Capacity Development Plan	MMPW	Ministry of Municipalities and Public Works
CDWG	Capacity Development Working Group	MWR	Ministry of Water Resources
CEO	Chief Executive Officer	MSI	Management Systems International
COMSEC	Council of Ministers' Secretariat	NAPA	National Academy of Public Administration
COP	Chief of Party	NCCMD	National Center for Consultation and Management Development
CPA	Coalition Provisional Authority	NCDO	National Capacity Development Office (USAID)
CTO	Cognizant Technical Officer (USAID)	PMO	Prime Minister's Office
DCOP	Deputy Chief of Party	PMP	Performance Management Plan (USAID)
DfID	Department for International Development (UK)	POC	Point of Contact
GAO	Government Accountability Office (USG)	PSD	Personal Security Detail
GOI	Government of Iraq	PRT	Provincial Reconstruction Team
GRD	Gulf Regional Division, Army Corps of Engineers	RRT	Regional Reconstruction Team
FTE	Foundation for Technical Education	RTI	Research Triangle Institute
IBTCI	International Business & Technical Consultants Inc.	TDY	Temporary Duty / Short-Term Assignment
IQC	Indefinite Quantity Contract	TOEFL	Teaching English as a Foreign Language
IRMO	Iraq Reconstruction Management Office (USG)	TOT	Training of Trainers
IT	Information Technology	USAID	United States Agency for International Development
IZ	International Zone	USG	United States Government
KRG	Kurdistan Regional Government		
LGP	Local Governance Project (USAID)		



Contract at a Glance

BUILDING RECOVERY AND REFORM THROUGH DEMOCRATIC GOVERNANCE (BRDG)
Iraq National Capacity Development Program
'Tatweer'

Contract Number:	DFID-I-01-05-00221-05
Start Date:	July 31, 2006
Last Modification:	Modification 7, dated September 29, 2007
Ceiling Amount:	\$209,498,700
Obligated Amount:	\$205,000,000
Total Expended thru 9/30/07:	\$36,723,567
End Date:	July 31, 2009
Programmatic Alignment:	USAID/Iraq Strategic Objective 10: Improve the Capacity of the National Government USAID/Iraq Intermediate Result 10.1: Core Functions of National-Level Institutions Improved

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

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

Technical Assistance *Tatweer* works closely with Iraqi officials in 11 key Ministries plus the Prime Minister's Office and the Council of Ministers' Secretariat to provide on-site advisors in core administrative skills such as procurement, project management, and strategic planning.

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

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

In response to a USAID request, *Tatweer* is now rapidly staffing and managing a new unit focused on budget execution and operational efficiencies in the key Oil and Electricity ministries.



FOREWORD

Foreword

With the reduction in violence, Iraqis increasingly expect their government to provide services which are the standard function of a national government, and the common prerogative of a nation's people. It is the function of the *Tatweer* project to help key Iraqi ministries meet the just expectations of their people.

In a nation profoundly damaged by decades of war, dictatorship and fear, government services have been reduced to what can be provided by a core of remaining civil servants. *Tatweer* advisors work with their Iraqi counterparts, transferring skills and helping civil servants create the systems that will enable Iraqi management and problem solving. This potentially wealthy country and its well-educated population can become a model of public administration for the entire Middle East. *Tatweer* advisors, many of them Iraqis returning home from decades abroad, bring unique skills and understanding to their colleagues. This has enabled *Tatweer* to integrate with the government and truly become a trusted partner towards a shared vision of governance in Iraq. The reward has been the endurance and enthusiasm of *Tatweer's* Iraqi colleagues, who constantly demonstrate their will to learn despite incredible hardships and very real danger.

As *Tatweer* enters Phase II of this ambitious project, we consolidate our successes in training and entrée to the ministries. *Tatweer*-meaning development in Arabic-looks forward to new opportunities for procedural reform and institution building. We have been given the challenge by the US government, endorsed by the Iraqi government, to stem the tide of decline in sections of Iraq's beleaguered civil service. In Phase II, we begin to turn that tide and focus on systematic and systemic improvements in the Iraqi government's delivery of services to its citizens. Despite the enormity of the task, it is our intent to support improvements in the lives of Iraq's citizens that can begin to be felt immediately while building for Iraq's return to a sustainable position as a modern government in the family of nations.

This report introduces the scope and ambition of the project, brings readers up to date with developments during Phase I and sets the groundwork for what *Tatweer* is poised to accomplish in Phase II.

The *Tatweer* Team



Programming Strategy and Implementation

The National Capacity Development project is built around a philosophy of demand-driven, collaborative support to the Government of Iraq's (GOI) efforts to rebuild and reform its public management systems, reestablish its civil service training infrastructure, and enhance the skills of the senior and middle managers of key civilian Ministries. *Tatweer* advisors interact daily with their ministerial colleagues, acting as mentors, resources and peers to support process changes in public administration. In order to be effective, *Tatweer* recruits native Arabic-speaking international advisors and cadres of Iraqi professionals, who do not face language barriers and can more easily engender confidence in their GOI colleagues.

The training component of the NCD project builds core skills in public administration across a broad spectrum of the civil service. It trains at the competency, advanced and expert levels in order to reach a large number of civil servants while offering depth to those who most need it. The immediate goal is to train 21,500 civil servants, providing a critical

“After completing the class on Procurement, I introduced some of the new methods to the next procurement process at our ministry and discovered and avoided making an award to a company that was trying to cheat the ministry out of millions. Thanks to you, we have learned to “swim with the sharks.”

Testament from a graduate of the Procurement training at the Ministry of Health.

mass of mid and senior level employees working at international standards within an Iraqi context. To be successful, training must be an Iraqi-owned asset promulgated across the entire government by Iraqi trainers. During Phase I, the *Tatweer* project focused on getting immediate training programs started and building cadres of Iraqi trainers. As *Tatweer* enters Phase II, it is refining its offered training material and shifting to an emphasis on supporting Iraqis and Iraqi institutions conducting training in the field. This begins the transition to a sustainable, long-term Iraqi training capacity while continuing to meet the immediate requirement for Iraqis trained in areas such as budget execution, strategic planning, and project management. At this point, half of all new students are instructed by the cadre of public management trainers trained by *Tatweer*.

One measure of the success of this model is the enthusiasm with which the training has been received by civil servants. Starved of personal and professional opportunities for decades, Ministry personnel take significant personal risks to attend *Tatweer*-funded training, and then request more such opportunities. There is also an accumulating body of anecdotal evidence that these same government employees have begun to act as an advocacy group for the implementation of reforms in their Ministries. The critical mass of trained civil servants begun under Phase I will find opportunities to turn theory into practice as Phase II systemic reforms begin to take root in their ministries.

“I feel less reluctant in making decisions and more self-confident in my own leadership capacity.”

Layla, ComSec



Facilitating Budget Execution

The first item of *Tatweer's* work plan in October 2006 was the crash-development and delivery of classes on procurement and budgeting. Fifty courses with enrollments of 1,300 civil servants homed in on key budget execution issues and skills. *Tatweer* assistance in the Ministry of Municipalities and Public Works helped it execute a significant percentage of its allocated budget, while targeted assistance with procurement manuals and on specific procurements such as the steel pipe acquisition by the Ministry of Oil provided a hands-on experience for eager Iraqi procurement officials. *Tatweer* advisors also worked with ministries to develop improved tracking and reporting of their expenditures. Through *Tatweer's* facilitation of communications between ministries involved in the acquisition chain, the Ministry of Planning trained other ministries on their requirements and created a set of linkages between line ministry staff and their MOP counterparts.

At the same time as *Tatweer* creates change in individuals, it actively promotes change in the institutions that employ them. Midway through Phase I the USAID Mission, reacting to realities on the ground, requested a shift of focus to the ministerial systems reform program. *Tatweer* responded by undertaking a significant surge in advisory capacity, adding 26 additional ministry advisors through August 2007 while retaining an emphasis on native Arabic speakers.

The advisory teams have been active in *Tatweer*-assisted ministries to produce Capacity Development Plans (CDPs) in coordination with their host ministries. These CDPs serve as roadmaps for the development of each

ministry's public administration systems, procedures and skills. Complementing these efforts, *Tatweer* worked with the National Center for Consultation and Management Development (NCCMD) to refine a methodology for self-assessment to help Ministries conduct their own reviews of organizational performance and needs, and to refine and update their CDPs based on these assessments.

In addition to its work in 11 target Ministries, the *Tatweer* project supports a variety of complementary, government-wide activities intended to strengthen public management. Three examples illustrate the range of these cross-cutting efforts: (1) *Tatweer* was asked by the Prime Minister's Office to assist with the establishment of a Civil Service commission to reform the Civil Service Law for Iraq; (2) *Tatweer* recommended an institutional mechanism for assessing government performance which is now incorporated in a draft law; and (3) regional training centers were established in Basrah, Mosul and Erbil to extend the range and impact of *Tatweer's* GOI partner, the NCCMD.

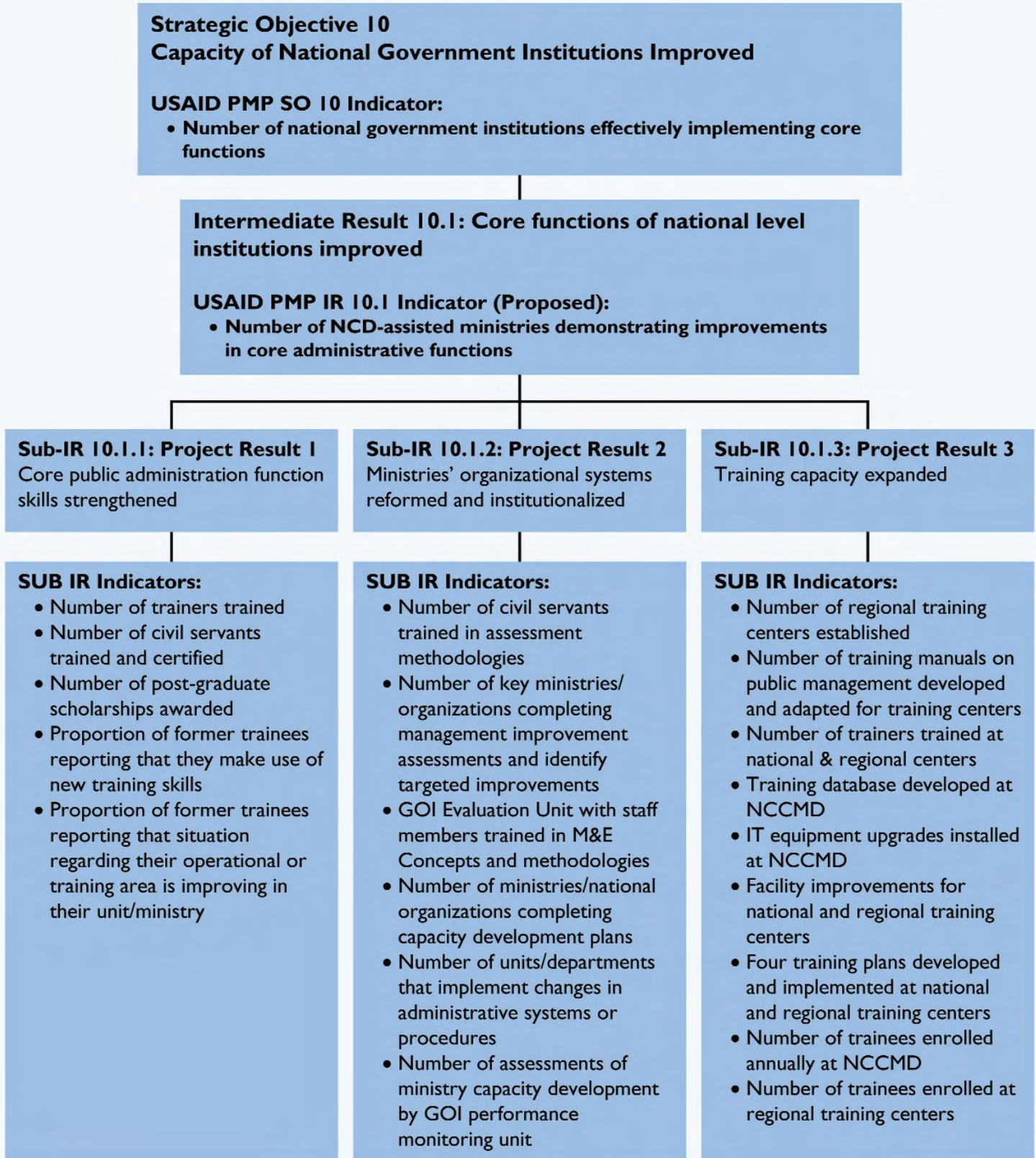
"I introduced Strength, Weaknesses, Opportunities and Threats (SWOT) analysis to our team that was tasked with developing a new capital investment project proposal. We finished the proposal in five days instead of the usual 30 days, and my team felt proud that this proposal will not be rejected."

Testament from a graduate of the Leadership and Communication training at the Ministry of Agriculture

* Phase I / Phase II is an informal designation to highlight a shift in emphasis in the program towards surged engagement with the ministries and the energy sector.



USAID/Tatweer Results Framework



Results Matrix for Year I Accomplishments*

Result 1: Core public administration function skills strengthened					
Output/O outcome targets for Result 1					
Outputs/O outcomes		FY 2006 Baseline	FY 2007 Targets	FY 2007 Actuals	Comments
1	Trainers trained	0	150	188	Exceeded target. Number includes trained trainers from both national and regional centers
2	Civil Servants trained and certified	0	2,000	2,968	This target was initially 8,000 but following some restructuring of the project was reduced to 2,000 as contained in the recently approved work plan
3	Post-Graduate scholarships awarded	0	75	180	Exceeded target. Round 1=5, Round 2=75, and Round 3=100, for a total of 180 scholarships
4	Proportion of former trainees reporting that they make use of new training skills	0	20%	33%	Exceeded target. Results from the post-training survey showed: 33% represent those who use skills often. 52% use the skills sometimes.
5	Proportion of former trainees who report that situation regarding their operational or training area is improving in their ministry/unit	0	10%	15%	Exceeded target. Results from the post-training survey showed: 15% represent those who say significant improvement. 54% say some improvement
Result 2: Ministries' Organizational Systems Reformed and institutionalized					
Output/O outcome targets for Result 2					
Outputs/O outcomes		FY 2006 Baseline	FY 2007 Target	FY 2007 Actuals	Comments
6	Number of civil servants trained in assessment methodologies	0	40	80	Exceeded target. 10 from NCCMD in organizational self-assessment, and 70 from Leadership and team building assessments
7	Number of key ministries/organizations completing management improvement assessments and identifying targeted improvements	0	4	8	4 of this 8 have completed drafts of the CDPs ready for implementation, the remaining 4 have completed different levels of assessments and identified targeted improvements
8	Number of ministries/national organizations completing capacity development plans	0	2	4	Exceeded targets: MoA, MMPW, MoWR, MoE
9	Number of Units or departments that implement changes in administrative systems or procedures	0	2	7	Systematic information is documented from structured follow-up discussions of the trainees. The units are in: MoA, MoWR, MoH, MoO, MoHE
10	GOI Evaluation unit with staff members trained in M&E concepts and methodologies	0	1	0	Evaluation Unit not established by GOI to date
11	Number of assessments of ministry capacity development conducted by GOI performance monitoring unit	0	2	0	Performance monitoring unit not established by GOI to date
Result 3: Governments Public Administration Training Capacity Revitalized and Expanded					
Output/O outcome targets for Result 3					
Outputs/O outcomes		FY 2006 Baseline	FY 2007 Target	FY 2007 Actuals	Comments
12	Regional training centers established	0	1	3	Exceeded target: Erbil, Mosul, Basrah are all established
13	Training manuals in public management developed and adapted for training centers	0	5	18	Exceeded target. Almost all courses being offered to date have manuals developed and instituted
14	Trainers trained for national and regional training centers	0	10	94	Exceeded target. NCCMD = 18, Erbil = 56, Mosul = 20
15	Training database developed at NCCMD	0	1	1	Project wide database access is provided to NCCMD online, as in all Tatweer offices.
16	IT equipment upgrades installed at NCCMD	0	Yes	Yes	Target met.
17	Facilities improvements for national and regional training centers	0	Yes	Partial	Complete at NCCMD, Partial in Basrah and Erbil.
18	Four training plans developed and implemented at national and regional training centers	0	2	3	Exceeded target. NCCMD, Erbil, Basrah have training schedules/plans
19	Number of trainees enrolled annually at NCCMD	1000	1500	1375	Includes 50 enrollees from NCCMD flown to Erbil for training because of security problems
20	Number of trainees enrolled at regional training centers	0	300	1415	Exceeded target. Database summary for KRG (957), Mosul (133), and Basrah (325)

*See Notes at the end of this document



Program Activities

The *Tatweer* project is built around three core tasks: individual training, ministerial systems reform and the development of a sustainable Iraqi training capacity, as shown in the USAID/*Tatweer* results framework above. The initial emphasis of the project design was on a large volume of individual training. Mid-way through the first year of the project, the Mission in support of the Embassy, the Department of Defense and the USG leadership for Iraq re-oriented *Tatweer's* focus to ministerial reform. This shift in focus and the logistical/recruiting changes it engendered dominated much of the first phase. Another major theme of this period was the development of relationships with counterparts that set the stage for high impact advisory functions as Phase I came to a close and into the beginning of Phase II. Finally, *Tatweer* began a concerted effort to reach beyond Baghdad to the provinces through its partner NCCMD and via national training subcontracts.

I. SUB-IR 10.1.1: PROJECT RESULT I TATWEER'S CIVIL SERVICE TRAINING PROGRAM

PUBLIC MANAGEMENT SKILLS TRAINING

Tatweer's civil service training program designs and delivers training modules and workshops to enhance the capacity of Iraqi civil servants to deliver essential services to the population. *Tatweer's* program has, in one year of operations, trained over 2,900 participants throughout the country while creating over 180 trainers who now deliver the new skills and perspectives within their own ministries.

Tatweer's activities include the provision of skills training in core functions of public administration, including:

- ❖ **Project Management** - how to conceive, design and implement projects from a legislative tracking system in the Council of Ministers Secretariat to large capital project procurements under the Ministry of Electricity.
- ❖ **Fiscal Management & Procurement** - budget formulation and execution, current accounting principles and a series of procurement courses based on Iraqi law and international best practices.

- ❖ **Leadership & Communications** - empowering staff to meet the needs of decision-makers, clearly communicating goals and objectives to staff and managing resources, especially staff resources, effectively.
- ❖ **Strategic Planning** - preparing ministry staff like the Ministry of Oil to undertake comprehensive strategic plans that account for its diversified structure.

“I used the ‘seven-step’ method to problem solving in my work and as a direct result, there is now a reserve of petrol at the end of the month rather than the usual shortages.”

Sabah, a ComSec training participant



Tatweer's advisor to the Ministry of Municipality and Public Works, builds capacity of young Iraqi employee.



Supporting Embassy Goals

While public administration capacity development is normally a long-term activity, *Tatweer* strives to meet immediate tactical needs where possible. For example, a focus on budget execution led to the training of 630 civil servants in procurement and the development of a national procurement manual for the Government of Iraq. *Tatweer* is currently offering specialized training to the Inspectors General offices of each key ministry in recognition of their urgent needs.

❖ **Information Technology** - a full suite of training requirements from the International Computers Driving License to specialized courses in Oracle applications.

❖ **Human Resource Management** - recruiting, retention and staff management in the context of an evolving Iraqi civil service law and existing employment law.

In each of these subject areas, *Tatweer* provides vanguard courses in rapid response to priority needs; basic ‘competency’ courses; advanced courses; and highly-tailored expert courses. *Tatweer’s* core area advisors are subject matter experts in their fields who design and implement the course material in close coordination with the NCCMD, the Iraqi government institution with primary and statutory responsibility for in-service training of civil servants in all aspects of public management. Working together, the advisors and their GOI counterparts keep the balance between international best practices and current Iraqi law and reality. Iraqi examples are used, augmented by the real life experiences of the students in interactive training sessions.

One of *Tatweer’s* earliest accomplishments was the launch of vanguard courses on a topic of high priority for both the GOI and USG: Budget Execution. *Tatweer* senior training advisors provided basic and advanced level courses in Procurement/Budget Execution to over 1,000 participants from eleven key national ministries as well as participants from eight regional government institutions in the Kurdish area. In anecdotal reports from procurement courses, students indicated that they had successfully utilized the course’s system of weighted evaluation (technical & price) in actual tender processes in certain ministries (Water Resources and Oil) and gained positive recognition from their superiors. Additionally, the important viewpoints and perspectives of the civil servant participants in the training discussions and interactions were compiled and shared, contributing relevant Iraqi perspectives on budget execution to USG dialogues, decisions, and working groups. Civil servants attending these training sessions appear to find them relevant and interesting, and directly useful to their work. In an anonymous post-training survey of over 100 of the early trainees, conducted by *Tatweer* six months after their original training, over 85% of the respondents stated clearly that they make use of the new skills in their work, with over a third stating that they make frequent use of these skills, identifying the specific skills most utilized.

During Phase I, *Tatweer* emphasized development of a Training Roll-Out Plan, establishing the critical path required to meet ambitious training output targets. During the transition from a primary focus on training to ministerial systems reform, the illustrative target for trainees was adjusted to 21,500 over



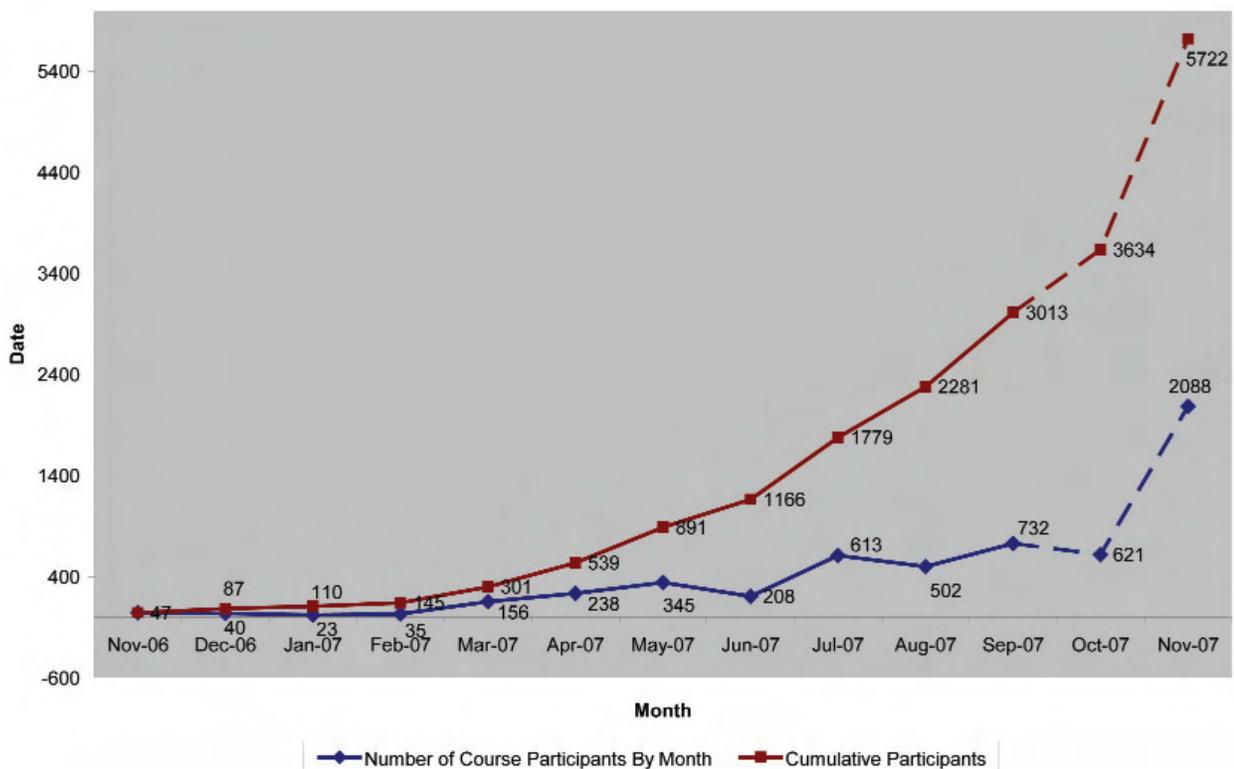
the life of the project. This volume of instruction was reflected in the diverse training resources in the Training Roll-Out Plan, including the development of regional training centers, identifying Iraqi institutions able and willing to deliver *Tatweer*-approved courses in all provinces, and most importantly the acceleration of our Training of Trainers (TOT) program.

The Training of Trainers is ahead of its annual target of 150 trainers. The cascade training program has resulted in 188 local Iraqi trainers able to roll out training to their GOI colleagues in procurement, leadership and communications and project management. Many of these GOI ministerial

trainers are conducting workshops with civil servants from multiple ministries, leading to a beneficial cross fertilization rare in Iraq.

As part of our effort to institutionalize training capacity in Iraq, *Tatweer* began in Phase I the establishment of three regional training centers in Erbil, Mosul, and Basrah. These centers began to regionalize the training capacity of *Tatweer*, with increasing representation by ministerial employees in the regions. Courses in Mosul and Basra were subject to a very difficult security posture, but were well attended. A TOEFL English test was hailed by Mosul residents as a real sign of U.S. commitment to bring training to all the people of Iraq.

Number of *Tatweer* Trained Civil Servants by Month



ANTI-CORRUPTION: A CROSS-CUTTING TOPIC

Tatweer has taken several steps to mainstream anti-corruption in all of its training and technical assistance activities. Initially, the project delivered a short course on anti-corruption, as an add-on to other training classes, to provide ministerial employees with the information and concepts needed to recognize corruption and the mechanisms for its prevention. These anti-corruption elements were subsequently fully integrated into the entire *Tatweer* curriculum. Stand-alone courses on anti-corruption issues were developed for

targeted dissemination. The anti-corruption team embarked on a direct training program for the staff of anti-corruption agencies, especially the Ministry-level Inspector General offices.

As part of a strong public administration skill set, *Tatweer* is helping the public sector to develop a “tool-kit” of anti-corruption knowledge including a variety of everyday practical skills. In addition, during Phase I of the project, *Tatweer* implemented an in-house training program to assist the project’s ministerial advisors to use anti-corruption tools as a key means to effect government reform.

USAID’s *Tatweer* Training Brings the Lessons Directly into the Home and Office for One Participant

Mr. Said* decided to take all three of the USAID-funded Leadership and Communications Training Courses—the competency, the advanced level, and finally the Training of Trainers course. Learning about better management styles and open communications lines encouraged him to start making some immediate changes for himself. “I got home and connected to the internet as soon as the courses ended,” he said.

As a senior agricultural engineer for the Ministry of Agriculture in Babylon, Mr. Said attended the *Tatweer* training to support the Ministry of Agriculture’s efforts to build its skills in public administration—one of the main objectives of the *Tatweer* program. Already, the training is paying off. He’s now using the internet regularly to communicate and research, trying new leadership techniques, and is encouraging his ministry colleagues to take on new challenges as well.

“I have seen a great response from those who listened to my explanations regarding the three courses on leadership and communications,” he said. In fact, Mr. Said’s lessons learned from the leadership and communications course will now be transferred to many within his department since he received certification as a trainer of the course. As one of a number of certified trainers now in Leadership and Communications, Mr. Said has set up lectures according to a schedule set by the Ministry of Agriculture and *Tatweer*.

On a daily basis, Mr. Said is seeing the benefits of the training come to fruition. Thanks to the best practices, he set up the first organizational chart for his own department. He has taken to heart the practice of delegation and now allows the heads of his departments to use his authority to complete tasks more efficiently and quickly. “Everybody sensed the great difference in time utilization,” he said, adding that as a result, employee competency noticeably improved.

Mr. Said’s interest in learning more has piqued. His new ideas and practices will help the Ministry of Agriculture in his province to meet its needs and provide valuable services in the region.

* Name changed



TATWEER SCHOLARSHIP PROGRAM

Phase I of *Tatweer* saw the fielding of scholarship candidates to public administration programs overseas. Students with strong TOEFL scores were sent to leading Arabic-language graduate programs in Cairo or Amman. One of the hallmarks of the program, as remarked upon by the Chief of Staff of the Minister of Planning, was the transparency with which the process was managed. Candidates from across the nation were invited to participate, and selections were made by bi-national committees of experts on a competitive basis.

The success of the initial launch of the scholarship program led to an increase of its scope. Originally envisioned for 50 graduates, the program was expanded to 75 and finally to 180 candidates over the life of *Tatweer*. The second round of scholarships followed the same rigorous standards, and resulted in 75 additional candidates being offered positions in universities abroad. In the next round of selection, completed in September 2007, 100 candidates qualified to begin masters programs in early 2008.

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ملحق
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وثقاف

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Wed. 1 Nov. 2006 Issue No. 10000

بعثات دراسية مقدمة من الوكالة الأميركية للتنمية الدولية

بغداد - عمر عبد اللطيف

وفرت الوكالة الأميركية للتنمية الدولية "USID" حشرين بعثة دراسية للحصول على شهادة الدبلوم والماجستير في عدد من الاختصاصات الطمعية. وقال وزير التخطيط والتعاون الاممائي "ظني غلبت بان" في تصريح صحفي: ان الوزارة استطاعت الحصول على هذه البعثات جلبت للمؤسسات التي جرت مع الوكالة بهذا الشأن.

واضاف ان البعثات التي خصصتها الوكالة كانت في اختصاصات المالية العامة والتخطيط الاستراتيجي والقيادة وادارة الاعمال وتكنولوجيا المعلومات وادارة الموارد البشرية والاتصالات فضلا عن علم المؤسسات وادارة الاقتصاد والادارة العامة والسياسة العامة.

وبيّن ان الهدف من البرنامج تطوير القدرات الذاتية للموظف المدني العراقي وتحفيز امكانياته. واكد بان ان البعثات ستكون في جامعات الولايات المتحدة او نظيراتها المعتمدة في المنطقة. و اشار الى ان الطلبات ستقدم الى مركز وزارة التخطيط او عن طريق البريد الالكتروني.

MOPDC@YAHOO.COM

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

Article Announcing the *Tatweer* Scholarship Program



“I’ve come to realize decisions and plans do not always have to trickle down from my supervisors, but that I have the power to make a difference. I used Tatweer’s Government Communication & Decision-Making Training to develop and present a proposal to fix frequent power losses to the office. I used methods of written and oral communication from the training to present the problem to my supervisors and offer a solution. We now have a system in place to cover our power needs for up to two weeks and allow us to do our work.”

*Engineer Mohamed,
from the Iraqi Council of
Ministers (ComSec)*

2. SUB-IR 10.1.2: PROJECT RESULT 2 BRINGING REFORM TO IRAQ’S MINISTRIES

TATWEER ADVISORS WORK DIRECTLY WITH PRIORITY MINISTRIES

Tatweer provides technical assistance in public management to 11 key ministries, the Prime Minister’s Office and the Council of Ministers Secretariat (COMSEC). This assistance includes sector-specific advisors, who support each ministry to develop the administrative systems and procedures that make effective operations possible. The advisors work with ministry leadership and the rank-and-file to identify and address key management problems through the application of self-assessment and diagnostic tools. The advisors also serve as primary contacts for *Tatweer* training opportunities for the staff of their ministry. This includes both NCCMD-sponsored training and in-house, hands-on training through the ministries’ existing training units, strengthened and assisted by *Tatweer*.

In Phase I, *Tatweer* placed advisors in important line ministries—Electricity, Oil, Agriculture, Municipalities & Public Works, Finance, Health, Planning, Water Resources, Justice, and Human Rights. There are also four *Tatweer* advisors working full-time with PMO/ COMSEC. Responding to a requirement from the USAID Mission, *Tatweer* surged staffing through August 2007 to place additional advisors in all ministries and specialized Project Management Units in key ministries such as Oil, Electricity and Planning. Twenty-six additional advisors were fielded, and *Tatweer* was able to maintain a nearly 80% ratio of native Arabic-speakers. Some of the surge advisors brought new skill sets in demand by our GOI colleagues, such as IT Systems Analysis, ISO Certification and Operations & Maintenance, further allowing us to respond to ministry priorities related to public services delivery.

The hallmark of *Tatweer*’s activities in Phase I was the drafting of Capacity Development Plans in four ministries. These CDPs are the roadmaps for ministerial reform that guide systems and regulatory development, IT and other infrastructure planning, human resource planning (recruitment and training) and lay the groundwork for ministry-wide strategic planning. *Tatweer* advisors work jointly with their GOI colleagues and other donors to develop CDPs, which are approved for action by each ministry. The CDPs represent comprehensive guides for actions to be undertaken by the ministry, supported by various donors and GOI support elements, not just *Tatweer*. In Phase I, CDPs were developed for the ministries of Water, Agriculture, Electricity, and Municipalities & Public Works. In Phase II, *Tatweer* will complete CDPs with all the ministries and executive government institutions it serves, and will begin implementing those portions of existing CDPs which fall within the scope of *Tatweer*’s activities.

Tatweer advisors and their ministry colleagues have embarked on a number of specific activities aimed at strengthening ministry administration. In Phase I *Tatweer*/ministry joint initiatives were launched to speed up the

Unusual Partners

The rapport that our native Arabic-speaking staff established enabled us to find willing partners in unexpected places to act as champions for reform. The Ministry of Agriculture, due to sectarian issues, had a history of limiting USG interaction. It represents a major *Tatweer* partner, however, with over 300 staff trained by the project and early and active participation in the *Tatweer* Capacity Development planning process.



approval process for capital project investments (Ministries of Planning, Agriculture, Municipalities, and Water), improve headquarters communication with field personnel (Agriculture), revise corporate finance procedures (Electricity), and coordinate legislative drafting (Water Resources). This type of targeted reform work will accelerate in Phase II as self-assessments and CDPs highlight additional key areas for reform.

PMO/COMSEC AND MOP: BATTLEFIELD UPDATE ASSESSMENTS

Responding to high level USG policy directives in relation to the military “surge” last summer and General Petraeus’s reporting requirement for “Battlefield Update Assessments,” the project rapidly adjusted its advisors and resources to focus on immediate priorities for the Executive Branch (PMO/COMSEC) and the Ministry of Planning, troubleshooting the core areas of Legislative Performance, Inter-ministerial Communication, Decision Making and Leadership. *Tatweer* advisors helped to provide front-line expertise to help Iraq navigate these trouble spots in the near-term. The project led 23 senior officials of COMSEC, the Ministry of Planning, and several key economic ministries to a week-long Executive Strategic Planning course in the U.A.E. Feedback from the Dubai course indicated a profound impact on the management approach of these key leaders. *Tatweer* provided a series of impact meetings and quick training courses to address bottlenecks in the process of capital project approval and the progress review that delay the release of funds, elements that were slowing down both budget preparation and budget execution across the government. The *Tatweer* MOP advisor drafted a new guideline for capital goods procurement used to accelerate a large steel pipe procurement for the Ministry of Oil.

SPECIAL INITIATIVES

- ❖ **Counterparts** - nearly all *Tatweer* organizations saw the need to develop counterpart units to work with *Tatweer* to gain maximum advantage from the resources the project has to offer. Specialized coordinating units, strategic planning units and training units have been created across the government to institutionalize *Tatweer* assistance as a long term GOI capacity for improvement.
- ❖ **Government Performance Agency** - an initial plan for this special unit was established on the U.S. General Accountability Office model within the Iraqi Ministry of Planning with the assistance of *Tatweer* advisors from the United States.
- ❖ **Civil Service Law Reform** - *Tatweer* staff working with the PMO/COMSEC became very active in supporting the establishment of a Civil Service Commission to lead reform of Iraq’s civil service law. In Phase II, *Tatweer* will be given a formal role as consultants to the process by the Prime Minister.
- ❖ **Procurement** - Several procurements occurred during year one, including a large emergency procurement for the Ministry of Health to upgrade the equipment at the Baghdad morgue, and several other large IT projects that are in process during the transition to Phase II totaling some \$10m.



Tatweer works with mid to senior level members of throughout key ministries and Iraq’s Council of Ministers (ComSec) shown above.



Ministry Ownership of Capacity Development Plans

The most important dimension of our Capacity Development Plans is the “buy-in” from each ministry. Ministries in Iraq have shelves full of needs assessments performed by American contractors since the fall of the Saddam regime. Many still sit on the shelves.

For each ministry, Tatweer advisors and the ministry contacts found their own way to assure maximum participation and deliberation in developing the ministry’s CDP. Several ministries agreed to appoint a CDP unit or committee to take on the responsibility, and at formal weekly meetings they hammered out their plan over a three month period. In other ministries, the situation was too sensitive for this formal approach, and Tatweer dispatched one local Iraqi advisor two or three times a week to meet one by one with the key directorates and gather the assessment data and discuss the possible solutions with ministry managers. In one highly sensitive ministry, the CDP committee met with the Tatweer advisors for five days in a hotel outside of Baghdad to craft their CDP. In some ministries, the Minister formally signed the plans with great fanfare. In others, the Senior Deputy Minister orally approved the plan and its implementation.

These comprehensive CDPs were often drafted in Arabic and translated into English, with differing production values. Despite their appearance, each one represents the hard work of a core of champions in the ministry, working with the explicit or tacit agreement of the ministry’s highest authorities. Tatweer has adhered to this collaborative approach despite the logistical and physical dangers involved because we believe Iraqi ownership of change is the first and most crucial step to real reform.

PHASE I TO PHASE II

A major achievement of Phase I was *Tatweer’s* focus on developing the relationships and trust that led to frequent contacts with senior public officials and managers. This level of interaction, usually conducted in Arabic, allowed our advisors access to multiple levels of their counterpart organizations and permitted a realistic picture of what each ministry needs and is capable of implementing. As *Tatweer* enters Phase II, we will build on those relationships to push forward the key reforms critical to improved service delivery.

SURGING THE ENERGY TEAM

Late in Phase I, MSI was asked by the Mission to surge support to the energy ministries and those USG and donor organizations involved in energy. In particular, we were asked to staff and manage a new unit focused on budget execution and operational efficiencies in the key Oil and Electricity ministries. MSI undertook a rapid recruitment drive in those key areas and expects to meet the USG requirement for eighteen new staff on the ground by 31 January, 2008. This will involve significant expansion of *Tatweer’s* Karrada compound and concomitant additions to the vehicle, security and life support resources of the project.

Civil Servants Apply Procurement Training for Immediate Benefits at Ministries

Back at his desk at the Iraqi Ministry of Oil, a smile spreads across Mr. Bashir’s face as he begins to describe the changes in policy and procedure his ministry has undergone in only a few short weeks. The changes, Mr. Bashir explains, are due to the skills he and his colleagues acquired at a recent *Tatweer* workshop on procurement methods and practices.

“Before the workshop, it was generally assumed that the lowest bid was the best,” said Mr. Bashir. “Now we are conducting cost-quality analysis, but what is even more important is that our supervisors are buying into the methods we’ve learned.”

Four weeks earlier, Mr. Bashir had participated in a *Tatweer* workshop, which was designed to improve the skills of senior-level civil servants in managing the governmental procurement process. The issue of government procurement had long been cited as a major obstacle to completing reconstruction projects.

Since then, Mr. Bashir and his colleagues from 11 key ministries have returned for an advanced level workshop on government procurement and to reflect with the instructor and course developer on the impact the earlier course has had on their ministries.

“I could tell that after decades of isolation, these employees were thirsting for information,” said the instructor, an Iraqi-Canadian engineer with 15 years of experience with procurement and contracting in Iraq. “Even with the security situation being what it is today in Baghdad, the participants are showing up to the session eager to learn. I think this alone demonstrates an enormous level of commitment by these civil servants, as well as bravery,” he said.



The Dubai Role Model

“This workshop has opened my eyes to what it means to have a real vision” said a representative of Salah Al Din University. “Before, we had ‘plans’ for the University, now we can envision the ideal school in the future and work on the basic concepts of strategic planning and management towards achieving the vision.”

This is an example of the outcomes of a senior level study tour of 22 GOI officials to the prestigious Dubai School of Government. In collaboration with international institutions such as Harvard’s John F. Kennedy School of Government and the Lee Kuan Yew School of Public Policy in Singapore, the Dubai school organizes policy forums and international conferences to facilitate the exchange of ideas and promote critical debate on public policy in the Arab world.

Funded by USAID, the *Tatweer* project arranged the “Strategic Planning for the Government Sector” program targeting public management advisors, ministers and under-secretaries to help them develop leadership and policy-making skills based on global best practices and the UAE’s own experience.

Since their return, the group has met periodically to follow-up on their experience and exchange ideas on how to implement their newly gained knowledge and skills. The outcomes of these discussions led to a pilot program to implement a strategic plan for promoting tourism in the Kurdish region; while the Secretary General to the Council of Ministers recommended using the Southern province of Basrah as a pilot program for implementing modern methods of strategic planning due to the unique security, resources and available private investment in the region.

“Iraqi ministries should develop an Office of Strategic Planning in place of the existing ‘old fashioned’ Department or Directorate of Planning and Follow-up.”

Recommendation to the Iraqi Ministry of Planning following the Dubai Workshop.



Mr. Nabil Ali Alyousuf, Executive President of the Dubai School of Government, greets Iraqi officials to the strategic planning and management workshop.



3. SUB-IR 10.1.3: PROJECT RESULT 3 THE FUTURE OF IRAQ'S CIVIL SERVICE TRAINING CAPACITY

SUPPORT TO THE NATIONAL CENTER FOR CONSULTATION AND MANAGEMENT DEVELOPMENT (NCCMD)

The NCCMD was established in the 1970's as the Government of Iraq's premier institution for training of civil servants. *Tatweer* helps strengthen the ability of the NCCMD to upgrade and update its curricula, create standard training modules for the core public administration functions, train trainers and management consultants, expand the volume of training it provides, establish a certification program for civil servants, and provide post-training follow-up support.

Much remains to be done to develop the NCCMD to help it reposition itself as a 21st century institution providing advocacy and leadership in the area of public administration training and systems improvement. *Tatweer* developed a multi-point MOU with the

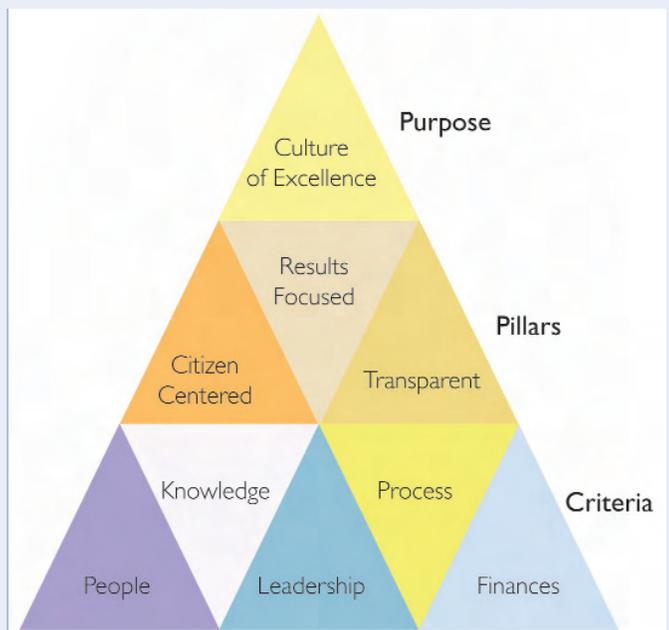
NCCMD leadership to offer support in staff capacity building, IT and physical infrastructure, advocacy and other critical areas. This roadmap will be fully realized in Phase II, but work on critical areas has begun.

Early in the inception of the *Tatweer*/NCCMD relationship we agreed to emphasize skills transfer where possible. *Tatweer* advisors worked closely with select NCCMD staff to train them in the self-assessment methodology known as Government Sector Transformation Program (GSTP). The NCCMD will take this skill set to Iraqi ministries as a way both to institutionalize a culture of reform in the government and as a way to cement their own role as a key service provider within the government. *Tatweer* will support the NCCMD rolling out the process in at least two ministries early in Phase II.

A Culture of Self-Improvement

Sitting in the conference hall of NCCMD, you can hear sporadic gunfire, but those in the hall continue with their workshop. Today they are working with *Tatweer* advisors Martin Mayerchak and Tamer Ibrahim on a self-assessment process for the Iraqi civil service as part of the USAID-funded *Tatweer* project. Through the NCCMD, the process will be replicated throughout 11 key Iraqi ministries and beyond to all GOI organizations.

Staff at the Iraqi Ministry of Planning & Development Cooperation's NCCMD have been working with *Tatweer* to indigenize the self-assessment program. With buy-in from the GOI, the program provides cooperating ministries with the skills necessary to develop indicators and benchmarks towards a culture of excellence based on five key criteria.



The NCCMD staff finds itself stretched thin between their administrative duties, technical work, and support of the huge *Tatweer* training effort. *Tatweer* has embedded two people to help with the *Tatweer*-induced burdens. New training systems are being established to simplify the training management process and a fulltime *Tatweer* advisor for NCCMD advocates NCCMD requirements within *Tatweer* and to the USAID Mission.

The organization is constrained by its small budget and excellent but limited facility. In Phase I, a large procurement of \$500,000 in IT equipment and furniture began to address some of the infrastructure issues, as did a rolling procurement to build the NCCMD library with current resources on public administration best practices. In Phase II, *Tatweer* will help the NCCMD advocate within the MOP and PMO/COMSEC for sufficient resources to undertake its mission.

ESTABLISH REGIONAL TRAINING CENTERS IN PUBLIC ADMINISTRATION

Tatweer supports the development of three regional public administration training centers located in Erbil, Mosul, and Basrah. Our support includes management technical assistance and training to the institutions, development of training curricula, Training of Trainers in learner-centered methodologies, provision of equipment and refurbishment of facilities.

In *Erbil*, the training program serves all three Kurdish provinces, as well as civil servants from Mosul, Kirkuk, and, on occasion Baghdad. To date over 1,000 civil servants have taken full advantage of the training services of the Erbil regional training program. During Phase I, *Tatweer* and Kurdistan Regional Government (KRG) officials developed a significant training

capacity using available resources. *Tatweer's* contribution included a dedicated staff in Erbil and support from multiple short term trips by advisors. In Phase II, we will capitalize on strong support from the KRG to establish and staff a Center for Public Administration Training in the north.

In *Mosul*, under a very restrictive security situation, the *Tatweer* Regional advisor has sent a steady stream of Ninewah civil servants to be trained in Erbil, arranged for several classes in IT to be delivered in Mosul itself, and organized the first TOEFL examinations in Mosul and in the northern city of Tal Afar. *Tatweer's* Mosul program is fully integrated with that of other USG agencies in the Provincial Reconstruction Team. There are now 18 *Tatweer* TOTs in Mosul exploring with *Tatweer* and the government safe ways to train their ministry colleagues.



A *Tatweer* senior public administration advisor hands over a completion certificate to a training participant in Erbil.



Since the regional center in *Basrah* opened for business in August, almost 200 participants from four southern provinces have benefited from the *Tatweer* training in procurement, budgeting and leadership offered in Basrah and provincial towns throughout the South. Participants now come from Dhi-Qar, Maysan, Basrah, and Al-Muthana. Basrah's difficult security environment requires the *Tatweer* advisor to utilize local employees as intermediaries. These individuals work in offices in Basrah and actively provide training throughout the region. The NCCMD is establishing a satellite training facility for both management and IT systems training in Basrah to continue in-service training in the South. We anticipate significant support to the new NCCMD office in Phase II.

Also in Phase II, *Tatweer* will release contracts to local institutions to provide training across the country in fifteen governorates outside the KRG. These training programs will reach thousands of civil servants and offer the full *Tatweer* suite of public administration courses. Potential trainees will come from regional offices of the central ministries and in some cases from the local government, and their recruitment will be coordinated with the Provincial Reconstruction Teams working to build new local level institutions and capabilities.

Success Story: In Mosul City, Iraqis Test their Foreign Language Skills

The clock started. The Iraqi test takers opened their notebooks to begin the three-hour International Test Program's TOEFL test. For many of the Iraqis involved, this was a first step towards a chance for a scholarship at a Middle Eastern or western university. For the Ninewa community, this was the first testing event of its kind ever.

Despite the ongoing dangers in war-ravaged Mosul, sixty residents of the Ninewa province came to the test center that day - choosing opportunity over fear. The test offered those interested the chance to qualify for the language skills portion of the USAID-funded *Tatweer* scholarship. For those who passed the test and continued through the scholarship process, the next step is to compete against fellow Iraqi citizens for a full scholarship to study public administration at an accredited university.

"The feedback was very positive from all the students, government officials, local institutions, and NGO representatives," said *Tatweer* advisor Atia Moor, who oversaw the test center planning.

In order to offer the ITP TOEFL test in Mosul that day, preparations took the combined efforts of the local Ninewa Business Center, Provincial Reconstruction Team, and representatives from USAID, *Tatweer*, the U.S. military, and AMIDEAST. All worked in close partnership to ensure the safety of the applicants at the test center.

Because of the demand for more testing by its residents after the first test event, the local Ninewa Business Center now seeks to administer the test itself. Being the first test of its kind in Mosul, news spread quickly throughout the province and requests came in from the northern city of Tal Afar to also be a test center.



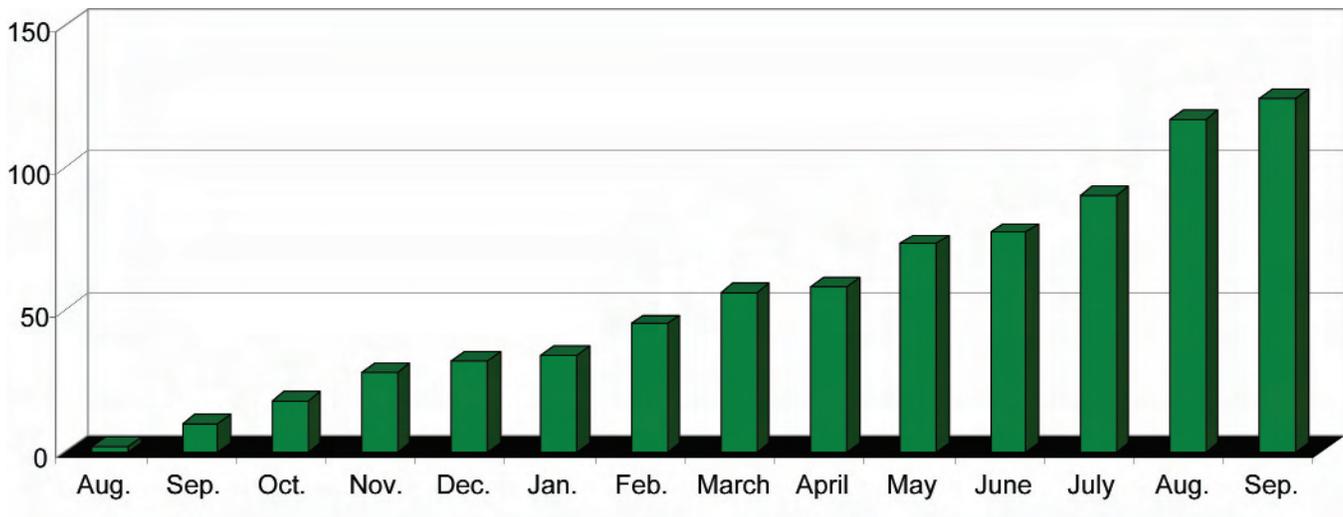
Project Management

I. PERSONNEL

The following chart depicts the hiring trend for the *Tatweer* project in Year 1 (each month showing the number of new staff members hired, including subcontractor personnel, US nationals, third country nationals, and local hires). In early summer 2007, MSI received a request to pursue a hiring surge, which resulting in the successful fielding of 27 additional expatriate staff members.

This chart shows the overall cumulative growth of the *Tatweer* field staff, including local and expatriate staff members on the project. *Tatweer's* overall presence had risen to over 130 field staff by the end of Phase I.

Tatweer Employees



PHASE I TO PHASE II LEADERSHIP

The conclusion of Phase I of the project saw a major management shift. Our COP, Ambassador Joseph Ghougasian, returned to California after a very successful year establishing the project. His particular emphasis on relationship building laid the foundation for *Tatweer's* entrée into Iraqi ministries. As we enter Phase II, our new COP, Dr. Inge Fryklund, is establishing the systems and procedures to fine tune delivery of training and reforms and capitalize on the relationships developed by the Phase I team. Other key personnel changes include the fielding of a new DCOP for Administration, the recruitment of a new DCOP for Training and the expansion of the administrative staff.



2. MANAGEMENT SYSTEMS AND PROCUREMENT

During Phase I, key management systems were established for local and international procurement, inventory management, personnel deployment and management, financial management, local staff recruitment, and other operational procedures. Most importantly MSI established its team within a secure compound with time-tested security procedures, communication, and logistical support systems. Due to the increasing size and complexity of the project, we modified the management structure from one Deputy Chief of Party to three DCOPs, one dealing respectively with training, administration, and ministry engagement.

In Phase I, a comprehensive project operations manual was completed, financial procedures updated, and many changes introduced to improve operations.

- ❖ MSI's Monitoring and Evaluation Specialist developed our performance management plan, including its results framework, results indicators and targets.
- ❖ *Tatweer* built a web-based training/monitoring database.
- ❖ The procurement staff implemented detailed grants management and inventory tracking systems.

3. FACILITIES

The growth of the *Tatweer* project during year one created a continuous need for both working and living space. The Mansour compound has swelled to 17 buildings: the satellite office in Karrada is growing as a training center, and three branch offices have

been established in Basrah, Erbil, and Mosul. In Phase II, we anticipate some additional growth in Mansour, a small location in the IZ, and considerable additions to the Karrada compound.

4. SECURITY

Security remains a number one priority to ensure the safety of the employees and continuation of the project. As project activities escalate with multiple advisors frequently visiting ministry clients and training courses expanding in topics and numbers, the pressure on secure transportation is enormous. The vehicle fleet shared with the INMA (agribusiness) and Izdihar (economic

growth) contracts have doubled in size, with another 12 vehicles expected in Phase II. The volume of PSD personnel has grown in concert, though the project strives to maintain a consistent security percentage in terms of contract expenditures.

During the course of the year, there have been several incidents of bombings and attacks in the general vicinity of both the Al Mansour and Karrada compounds protected by Sallyport Global, *Tatweer's* security contractor. There have also been numerous attacks and kidnappings of non-*Tatweer* expatriate and local personnel at venues frequented by *Tatweer* employees. The general security situation in Iraq continues to be dangerous and does not warrant any change in posture or operational methodology at this time.

War Zone Strategy

Due to security issues expatriate advisors have been unable to embed in 'Red Zone' ministries and must rely on creative means to interact regularly with clients. Despite the heavy presence of native Arabic speakers in *Tatweer*, the project utilizes local staff as intermediaries, makes use of technologies such as video conferencing (VTC), and is creatively selective in the choice of venues. And perhaps, most relevant, *Tatweer* and our civil servant counterparts carry out much of the project's business on personal mobile phones, after GOI working hours.



Summary of Level of Effort and Levels for the Task Order

	CONTRACT BUDGET	CUMULATIVE BILLED	PERCENTAGE EXPENDED	
TASK I				
Senior Level	421	407	97%	*
Mid Level	42	42	100%	*
Junior Level	0	0	n/a	
TOTAL USN LOE	463	449	97%	
Senior Level	62	62	100%	
Mid Level	0	0	n/a	
Junior Level	0	0	n/a	
TOTAL TCN/CCN LOE	62	62	100%	
Subtotal Task I LOE	525	511	97%	
TASK 2 - 3				
Senior Level	22,171	4,961	22%	*
Mid Level	2,127	846	40%	*
Junior Level	1,917	344	18%	*
TOTAL USN LOE	26,215	6,151	23%	
Senior Level	18,297	1,194	7%	
Mid Level	9,081	2,631	29%	
Junior Level	15,963	6,325	40%	
TOTAL TCN/CCN LOE	43,341	10,150	23%	
Subtotal Task 2-3 LOE	69,556	16,301	23%	
TASK 4				
Senior Level	370	239	65%	
Mid Level	-	-	n/a	
Junior Level	-	-	n/a	
TOTAL USN LOE	370	239	65%	
Senior Level	791	429	54%	
Mid Level	446	177	40%	*
Junior Level	-	-	n/a	*
TOTAL TCN/CCN LOE	1,237	606	49%	
Subtotal Task 4 LOE	1,607	845	53%	
TASK 5 - 6				
Senior Level	7,878	956	12%	
Mid Level	1,056	254	24%	
Junior Level	223	223	100%	*
TOTAL USN LOE	9,157	1,433	16%	
Senior Level	10,514	603	6%	
Mid Level	2,791	125	4%	
Junior Level	878	39	4%	
TOTAL TCN/CCN LOE	14,183	767	5%	
Subtotal Task 5-6 LOE	23,340	2,200	9%	
TOTAL LOE TASKS I - VI, as of 09/30/07	95,028	19,857	21%	

* Reflects adjusted vouchers 17 and 19



NOTES ON RESULTS MATRIX:

Indicator #7: Number of Units or departments that implement changes in administrative systems or procedures

Post training follow-up discussions are conducted with focus groups of trained staff of Ministries. The information collated was from focus groups from departments in Ministries of Agriculture, Water Resources, Oil, Health, and Education. Change issues documented relate to the following:

- ❖ Increased delegation of responsibilities.
- ❖ Acceptance of new methods to carrying out decision-making tasks, e.g. use of the SWOT analysis.
- ❖ Use of the Cost Vs Technical Quality approach to procurement now being used by the Contracting Units in the Ministry of Oil and the Ministry of Water.
- ❖ Regular staff meetings and documenting minutes for the first time in the Capacity Development Unit, Ministry of Municipalities and Public Works).
- ❖ New units are being established, e.g. capacity development units newly established in 3 ministries (Water Resources, Health, Agriculture).
- ❖ COMSEC has established a training unit and allocated a budget of \$1m, Tatweer trained staff as trainers, assisted in development of training schedule, and other elements (DFID is also involved with COMSEC).
- ❖ A procurement planning unit of the Ministry of Health has been empowered by Tatweer to “swim with the sharks.” They succeeded in avoiding manipulation in the procurement process of a 2 million dollar contract and successfully rejected the bid by using the new methods of assessment.



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