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TATWEER PROJECT

DEVELOPING NATIONAL CAPACITY IN PUBLIC MANAGEMENT

QUARTERLY PROGRESS REPORT – 3

JANUARY – MARCH 2007

30 April 2007

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QUARTERLY PROGRESS REPORT

Tatweer Project: Iraq National Capacity Building
Quarter 3
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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 and Arabic Terms

ADF	America's Development Foundation
AMIDEAST	America-Mideast Educational and Training Services
ANE	Asia Near East Bureau (USAID)
CAO	Chief Administrative Officer
CCN	Cooperating Country National
CDWG	Capacity Development Working Group
CEO	Chief Executive Officer
COMSEC	Council of Ministers' Secretariat
COP	Chief of Party
CPA	Coalition Provisional Authority
CTO	Cognizant Technical Officer (USAID)
DCOP	Deputy Chief of Party
DfID	Department for International Development (UK)
GAO	Government Accounting Office (USG)
GOI	Government of Iraq
GRD	Gulf Regional Division, Army Corps of Engineers
FTE	Foundation for Technical Education
IBTCI	International Business & Technical Consultants Inc.
IQC	Indefinite Quantity Contract
IRMO	Iraq Reconstruction Management Office (USG)
IT	Information Technology
IZ	International Zone
KRG	Kurdistan Regional Government
LGP	Local Governance Project (USAID)
MOA	Ministry of Agriculture
MOE	Ministry of Electricity
MOH	Ministry of Health
MOO	Ministry of Oil
MOP	Ministry of Planning and Development Coordination
MMPW	Ministry of Municipalities and Public Works
MWR	Ministry of Water Resources
MSI	Management Systems International

NAPA	National Academy of Public Administration
NCCMD	National Center for Consultation and Management Development
NCDO	National Capacity Development Office (USAID)
PMO	Prime Minister's Office
PMP	Performance Management Plan (USAID)
POC	Point of Contact
PSD	Personnel Security Detail
PRT	Provincial Reconstruction Team
RRT	Regional reconstruction Team
RTI	Research Triangle Institute
TDY	Temporary Duty / Short-Term Assignment
TOEFL	Teaching English as a Foreign Language
TOT	Training of Trainers
USAID	United States Agency for International Development
USG	United States Government



Tatweer Project

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". The NCD Program approach is to define the critical path to the improved delivery of public services, and to develop plans and responses to address the issues and improve the service delivery performance.

Within this NCD program, *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 planning, personnel management, project management, leadership and communication, and utilization of information technology, contributes significantly to the ultimate goal of improving public service delivery for the benefit of Iraqi citizens.

Training and Scholarship Program. *Tatweer* provides an ambitious training program to raise the skill levels of a critical mass of public administration managers. All training is competency-based, practical skill-oriented, adult learner-centric, and in Arabic. Additionally, *Tatweer* provides up to 75 international post-graduate scholarships in programs related to public administration.

Engagement with Key Ministries. *Tatweer* works directly with ten key ministries and the Prime Minister's Office and the Council of Ministers Secretariat. *Tatweer* Public Management Advisors in the ministries provide management systems assistance, coordinate the *Tatweer* training activity to maximize its impact on administrative operations, and work to build the ministries' capacity to assess their systems and identify practical improvements in the delivery of their services to their "customers" among the Iraqi population.

Expanding Government's Training Capacity. *Tatweer* is also charged with assisting the government to expand its capacity for providing and utilizing quality in-service public administration training to its personnel. *Tatweer* works closely with the National Center for Consultancy and Management Development (NCCMD) to expand and revitalize its training capacity. Additionally, *Tatweer* is supporting the establishment of three regional training centers for public administration, working with universities, training institutes, and NGOs to build partnerships to enhance public administration capacity in Iraq.

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 3 (January to March, 2007). This document reports on project accomplishments based on the Six-Month work plan ending in June 2007. This report thus comprises a mid-term assessment of the accomplishment of the tasks and objectives of the work plan.

Expanding Networks and Reputation. During this Quarter, the project greatly expanded its points of involvement with Iraqi government institutions, and developed extensive networks and a positive reputation among high officials. These broad and frequent contacts with all levels of the public sector, conducted in Arabic, at formal, informal, work and social settings, at locations throughout the city including ministers' residences, ministry offices, and, increasingly, through visits of officials to the project offices, provide a broad access and an important sounding board on Iraqi experience and perception.

Ministry Engagement Program. During this Quarter *Tatweer* placed Public Management Advisors in seven key ministries and high government institutions. These include advisors with five important line ministries—Electricity, Oil, Agriculture, Municipalities & Public Works, and Water Resources. There are also two *Tatweer* advisors working with “national coordination” institutions, the Prime Ministers Office, the Council of Ministers Secretariat, and the Ministry of Planning. During next quarter, five more advisors are contracted to arrive: Finance, Health, Education, and two for PMO/COMSEC.

The reception and entrée accorded by the ministries to the *Tatweer* senior Arabic-speaking international advisors is excellent. They have regular meetings in the ministries with the ministers, deputy ministers, director generals, and department heads, and host regular meetings of ministry personnel at the *Tatweer* project compound. The advisors also interact with the many of *Tatweer* trainees from their ministry, providing a broad and multi-level access. By stressing the Iraqi-led nature of *Tatweer* activities, the project receives an active response and cooperation from the ministries, including immediate requests for assistance with a range of administrative and programmatic issues.

Tatweer advisors and their ministry colleagues are already embarking on a number of specific activities aimed at strengthening ministry administration, targeting and coordinating the training in the ministry to ensure that it has impact, and developing ministry-led planning processes for capacity development and institutional change. Additionally, *Tatweer* responds to specific immediate challenges identified by ministries. For example *Tatweer*/Ministry activities focus on issues such as: how to speed up capital projects (Ministry of Municipalities), the integration of the FMIS into DG-level ministry planning practices (Ministry of Oil), examining potential sector ministry reform issues (Electricity), and improving headquarters communication with field personnel (Agriculture). These activities are specific “case studies” of linkages between improving essential administrative functions and impacting specific ministry performance areas.

Budget Execution *Tatweer* training continued its strong focus on **Procurement** and **Budget Execution**, providing basic and advanced level courses to 170 civil servants from all ten key national ministries as well as civil servants from eight regional government institutions in the Kurdish area. Additionally, the important viewpoints and perspectives of the civil servant participants in the training discussions and interactions have been compiled and shared,



contributing relevant Iraqi perspectives on budget execution to USG dialogues, decisions, and working groups.

Training Outreach. Budget Execution courses are being delivered in the north, as well as in Baghdad, reaching trainees from the three Kurdish provinces, plus Mosul, and Taamim. The discussions and exchanges among civil servants from different ministries and, at the training in Erbil, from different regions reveals much about the issues that constrain government functioning. Outsource grant is in place with the Foundation for Technical Education (FTE) to extend training to Basrah, Anbar, and, Mosul and Diyala.

Additional Topics. While Budget Execution remains the focus (with new courses prepared in Advanced Procurement, Cash Management, and a revised Budget course), new course curricula, modules, and manuals were prepared in the areas of Project Management, Communication/Leadership, and Professional English Skills, with training beginning early in April.

Training of Trainers. The TOT manual, module, and training materials were developed and adapted and Twenty-five TOT candidates from the ministries have been identified for the procurement course, and 50 trainers from FTE have been identified to train in the six core areas in four governorates. Nine TOT sessions are scheduled for next quarter. TOT trainers and subject matter trainers are identified and scheduled for training up to 125 trainers who will train in Project Management, Procurement, and Leadership/Communication to colleagues in their home ministries.

Project Management. The project reorganized its management structure to accommodate its expansion and anticipated future expansion. The project is organized into three units, each headed by a Deputy Chief of Party:

- Administration;
- Programming/Ministry Engagement; and
- Training and Training Centers' Development.



II. PROGRAM ACTIVITIES

1. STRENGTHEN SKILLS IN CORE PUBLIC ADMINISTRATION FUNCTIONS

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

Public Management Skills Training

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

Status as of March 31. As of March 31, the training component lags behind its scheduled program of expansion to begin to reach the “critical mass” of civil servants so as to have some impact of ministry functions and service delivery. None the less, the training component is well on track if not on schedule. The assets of tailored courses, training grant negotiations, subcontracting procurements, TOT preparations and planning, deployment of Arabic speaking core functional advisors, security arrangements and coordination and monitoring systems are operational and operating to support the accelerated roll out of training.

Accomplished Activities:

Training Component Scorecard on Planned Activities (January – March 2007)	
Coordination with NCCMD	
Retreats / Coordination meetings –total up to five days	YES
Analyze and prepare results of retreat into a joint plan	YES
Implement joint plan	YES
Quarterly review of the joint plan and update	YES
SUMMARY-ON SCHEDULE: On-going coordination, planning, and scheduling of training activities with NCCMD. Issues such as training locations, provision and selection of trainees, security situation, quality of training, reimbursement of trainees’ travel costs, introduction of new courses, etc. are worked out between <i>Tatweer</i> , NCCMD, and ministries. Plan is in the form of exchanged minutes on decisions taken at the joint meetings.	
Build capacity in training of the NCCMD Training Staff	
In-house review of joint plan and build capacity building plan	Partial
Start Training program to build skills in five core programs	Partial
SUMMARY-DELAYS, BUT IN PROCESS: The broad elements of a staff training development plan have been the topics of a series of periodic NCCMD/ <i>Tatweer</i> meetings. Skills training took place in the area of Self-Assessment. NCCMD working groups in each core area participate in the training and also in the curriculum development. Also, NCCMD trainers and other personnel attend courses in Procurement, budget, Project Management, Leadership/Communication, and Cash Management with the skills development plans in the other areas depending on the Capacity	



Development, learning the basics of these topics and participating in monitoring and evaluation of the training workshops. Further elaboration of a staff training plan will follow the NCCMD Self-assessment. Upcoming TOT will begin staff development training (as trainers) for some NCCMD staff in the areas of Procurement, Project Management, and Communication.	
Recruit Senior Training Subject Advisors	
Coordinator for HR Program (arrival December 2006)	NO
Coordinator for Fiscal Management Program	NO
Coordinator for Leadership & Communications Program	YES
SUMMARY-ON SCHEDULE: This quarter met the target of recruiting three senior training advisors, however not the same three subjects as anticipated. The HR and FM advisors were delayed, but the Leadership/Communications advisor was deployed as planned and the Project Mgmt and IT Advisors were deployed ahead of schedule. Also, note that despite the delay in the Fiscal Mgmt. Core Advisor, the development and delivery of two courses in this area continued successfully during the quarter (see below).	
Development of Core Program Materials	
Fiscal Management Program	YES
Human Resource Management Program	NO
Leadership and Communications	YES
SUMMARY-ON SCHEDULE: This sub-component exceeded its targets of preparing training materials in three areas. Core program materials were fully prepared in four areas: Fiscal Mgmt (Budget course & Cash Mgmt course), Communication/Leadership, and Project Mgmt.	
Train the Trainer Program	
Develop curriculum for course and review and update	YES
Organize Venue and materials – Baghdad & Erbil	YES
Organize participants for TOT	YES
Undertake TOT	NO
Follow up with participants. Start training classes in their Ministries	NO
SUMMARY-DELAYS, BUT IN PROCESS: Despite extensive preparations for initiating the trainer-of-trainers' courses, the start, which was scheduled for late March was postponed until May 6 th . This delay in TOT contributes strongly to the expected significant shortfall in meeting the targeted number of trainees under this work plan period (Jan-Jun 2007).	
Work with Ministry Public Management Advisors (PMA)	YES
Develop requirements needed from PMA to facilitate training inputs	YES
Gather statistics on Ministries	YES
Build matrix of # of potential participants per subject per ministry	YES
Provide training information to PMA as required	YES
Build relationships with ministry Training Depts. (thru PMA & NCCMD)	Partial
Build technical skills within the Ministry Training Depts.	NO
Ensure Ministry participants are included in NCCMD training	YES
Work with Training Depts. regarding newly trained trainers	NO
SUMMARY-ON SCHEDULE: Working through the PMAs, as they established themselves, has been very successful in Electricity, Oil, Agriculture, Municipalities, and Planning Ministries, beginning coordination with Ministry training departments. However the skills development with the Ministry training departments is behind schedule as it was partially dependent on the finalization of the NCCMD Self-Assessment program and the TOTs, which includes ministry specific trainers.	
Use of Iraqi External Organizations	
Arrangements with Iraqi-Am. Ch. of Commerce and Ernst & Young	NO
Information Technology – Basic Training	NO
Communications Training	NO
Internal Control (audit) training	NO
Introduction to Financial Management training	NO
SUMMARY-DELAYS, BUT IN PROCESS: Contracting arrangements did not work out with either of these institutions, for different and legitimate reasons. However, the project has concluded a grant to the <i>Foundation for Technical Education</i> and a procurement action with a private IT training firm to provide extensive training outreach. The delays in rapidly accessing such outsourcing mechanisms contribute strongly to the expected shortfall in meeting the targeted number of trainees under this work plan period (Jan-Jun 2007).	
Manage Training Roll-Out Plan and Training	
Continued review of the roll-out plan	YES



Implement roll out plan for five core programs	NO
SUMMARY- Roll-Out Plan Behind Schedule: The “Roll-Out” plan (including TOTs, grants, and sub-contracting) to quickly start training a “critical mass” of civil servants has not yet begun as planned, largely due to the difficulties in recruiting the subject matter experts. (Although the planning elements are in place for next quarter.)	
Statistical Collection	
Design and implement all data collection forms for the training	YES
Implement use of these forms	YES
Set up mgmt system for forms and data collected interim	YES
Build web-based database	YES
Input data collected to date	YES
Employ and train data input person/database manager	YES
SUMMARY- YES: Many bugs worked out of training data reporting process. The web-based training database is in place. Project staff certified for USAID Trainet reporting.	
Training Monitoring and Evaluation	
Set requirements needed to ensure monitoring data is collected	YES
Design M&E data collection process	YES
Employ M&E person and train	YES
Continue input and management of monitoring data	YES
SUMMARY-YES: Survey instrument for trainee six-month follow-up survey is scheduled for next quarter with survey scheduled to begin the following quarter (6 months after training). Recruiting on-going for additional monitoring personnel for once the actual survey work begins.	
Training Output Target (January-June, 2007)	
5,000 civil servants trained and certified by June 2007	NO
150 Trainers to be trained in first year	YES
SUMMARY – NOT ON SCHEDULE TO MEET WORKPLAN TARGETS: The project is not on schedule to meet its targets for this six month period. Projections show a minimum of 1,000 civil servant training enrollees by June 30. This is firmly based on currently scheduled and prepared courses; on contracted outsourced training under an FTE grant (Anbar, Diyala, Mosul, Basrah); the initial training from new grants in Erbil, Dahuk, Suleimaniya, and Mosul; and three TOT courses. Additionally, early in the next quarter, (1) the three TOTs will result in a broad training roll-out in Procurement, Budgeting, Project Management & Leadership/Communication, (2) FTE and private sector outsourcing mechanisms (currently in process) will be in operation, and (3) training grants to Kurdish regional training institutions (NGOs & Universities) will add to the roll-out numbers	

Context and Obstacles Encountered:

The implementation of the training roll-out is behind schedule as of March 31st. The issues related to the timing are the following:

Factor: Consultation with Many USG Stakeholders. One problem was the delay in arrival of the core advisor personnel responsible for designing and initially delivering the core courses. Although the project met its quarterly targets in deploying these advisors, most advisors arrived a bit behind schedule within the quarter, and then found that tailoring and developing the courses for this environment required more time than anticipated, *especially due to the need for time-consuming consultations with a wide range of USG and other donor stakeholders*. It is primarily this delay that puts the TOT and resulting trainee multiplier effect is about two months behind the work plan schedule.

Response. This consultation is essential, but key courses are now ready to move forward into broader replication, although in a dynamic situation, consultations will continue.

Obstacle: NCCMD Limitations. Another issue is that *Tatweer*, at this stage of the training roll-out relies heavily on its counterpart partner, NCCMD, that itself has capacity limitations.



Response: *Tatweer* and NCCMD have agreed that *Tatweer* will embed one or more training logistics coordinators at NCCMD to help handle the high volume of training arrangements. Additionally, with the ministry advisors in place and the new training grants active, the current NCCMD work load will be spread among institutions.

Obstacle: Recruitment Challenges. It remains extremely challenging to recruit highly qualified Arabic speaking subject matter experts and training advisors to take up resident positions in Iraq under current security conditions.

Response. Persistence and expanding networks are gradually helping with the problem.

Security: Temporary Shift to Erbil. For part of the past quarter, security issues affected the training. At the beginning of the current expanded military operations in Baghdad, NCCMD requested that we move the training of Baghdad-based trainees to Erbil, which was done on a temporary basis. The course reschedulings between Baghdad and Erbil caused delays and some class cancellations during March. As the TOT courses must follow the advanced courses, this also helped put the roll-out behind schedule.

Response. The experience of temporarily shifting the training in Erbil prepared the project for being able to do it again, with reduced costs, should Baghdad security ever necessitate the shift.

Security: Baghdad Venues. Also, early in the quarter NCCMD requested that we do not use their center for the training, due to security concerns. Later in the quarter when security questions arose regarding some hotel locations, some of the training was moved back to NCCMD.

Response. *Tatweer* is currently making arrangements to use other facilities in Baghdad, in cooperation with other USAID partners. This secured location/compound would allow US/TCN trainers to stay on location during the several days of training and reduce the visibility of security apparatus around the training activity.

Illustrative Targets not Realistic. Finally, regarding the very large illustrative training output numbers, it has become increasingly clear that they are unrealistic and also not necessary in order to reach a critical mass of mid-level public managers and decision-makers. Furthermore, taking so many civil servants out of action for multiple training courses would appear to be an unacceptable drain of ministry daily manpower.

Response. The project will propose new output targets when it prepares the next six-month work plan and proposes modifications in the Project Performance Management Plan (PMP).

Planned Activities (April-June 2007):

Activities	A	M	J
Coordination with NCCMD			
Implement joint plan	○	○	○
Review of the joint plan and update			○
Recruit Senior Training Subject Advisors			
Coordinator for HR Program	○	○	○
Coordinator for Fiscal Management Program	○	○	○
Develop/Adapt Core Program materials			
Human Resource Management Program	○	○	○
Information Technology Program	○	○	○
Train the Trainer Programs			
TOT in Erbil		○	



Activities	A	M	J
TOTs in Procurement, Budget, Leadership/Communication, Project Mgmt.		○	
TOT to FTE trainers		○	
TOT to contracted training firm		○	
Work with <i>Tatweer</i> Ministry Advisors			
Gather and analyze HR statistics on Ministries	○	○	○
Provide training information to PMA as required	○	○	○
Build relationships with the Training Depts. of Ministries	○	○	○
Help build technical skills within the Training Departments	○	○	○
Ensure Ministry staff are included in training at the NCCMD	○	○	○
Use of External Organizations			
Finalize contracts with organization to provide IT training		○	
Management Roll-Out Plan and training			
Continued review of the roll-out plan and targets	○	○	○
Implement roll out plan	○	○	○



Scholarships in Public Management

Component Description. The *Tatweer* project provides and facilitates up to 75 scholarships for Iraqis to complete post-graduate education programs in public administration subjects at regional and international universities. A portion of the scholarships are open to all Iraqis who qualify and are interested in furthering their education and careers in Public Management. Another portion of long-term and short-term scholarships are set aside for government nominees.

Status as of March 31. The scholarship program has four scholarship trainees studying at the American University in Cairo and is fully geared up to award 75 scholarships on schedule during the next quarter. Extra efforts were made to encourage and facilitate independent applicants from outside Baghdad, and the applications for Ministry nominated candidates were encouraged with ministry by ministry public relations efforts. Several hundred applications are already on hand this round, several times the total number last round.

Accomplished Activities:

Scholarship Program Scorecard on Planned Activities (January – March 2007)	
Activities	
Arrange for expanded access to ITP/TOEFL tests in Baghdad, Erbil and Basrah	YES + first tests ever in Mosul
Advertise the scholarships on Iraqi TV and in newspapers	YES
Contact Universities to arrange acceptance of qualified Iraqi graduate students	YES
Identify appropriate certificate programs	YES
Establish bi-national technical and selection committees for selecting the most qualified graduate students for Masters Degree or Certificate	YES
Place 1 st round Iraqi scholarship winners at the appropriate universities	YES
Provide pre-departure preparation and support	YES AMIDEAST
Ongoing monitoring of participants	YES Visited them in Cairo
SUMMARY – ON SCHEDULE TO MEET TARGETS: At this point several hundred applications are arriving for Ministry and individual competitions, and all arrangements are set for selection and placement processes. The project is on schedule to meet its target of awarding 75 scholarships by June 30.	

Context and Obstacles Encountered:

- Obstacles from the first round scholarship competition (December 2006) were addressed in all elements of the planning for this round.
- New obstacles included delays in the Ministry of Planning's delivery of the letter to the other ministries and confusion over whether the Ministry of Planning or COMSEC has jurisdiction over the program. These obstacles were overcome through persistence and cooperation.

Activity Timelines (April – June 2007):

Activity	A	M	J
Contacting US and regional universities	○	○	○
Establish bi-national committee	○		
Place students at regional & US Universities			○
New: Select 75 awardees for English or Arabic training		○	
Pre-departure preparation			○
Ongoing monitoring of participants	○	○	○



Anti-Corruption Cross-Cutting Issue

Component Description. *Tatweer* will develop and deliver short courses on Anti-Corruption, as add-ons to other training classes, so that the ministerial employee will recognize corruption and its effects and then have mechanisms for its prevention. As part of a strong public administration skill set, the public sector needs to develop a "tool-kit" of anti-corruption knowledge; from the systemic to the everyday practical skills.

Status as of March 31. As can be seen from the scorecard below, the anti-corruption component is providing the cross-cutting support that was intended in this important area. Additionally, the Anti-Corruption Advisor has provided review and assistance to the Office of the Deputy Prime Minister when requested, participated fully in the anti-corruption working group and other USG groups and events pertaining to corruption issues. Several candidates for TOT have been identified, and some have assisted in training.

Accomplished Activities:

Anti-Corruption Component Scorecard on Planned Activities (January – March 2007)	
Activities	
Deploy an Anti-Corruption Advisor	YES
Integrate anti-corruption examples into the five programs (Those that have started.)	YES
Recruit, train and deploy an Anti-Corruption Master Trainer	YES
Deliver a one-day Anti-Corruption Annex for five programs (Those that have started.)	YES
Identify potential Trainers from Annex Courses	YES
Hold Training of Trainers sessions (TOT)	No
SUMMARY – ON SCHEDULE The anti-corruption component is providing the training annexes to most classes offered in Baghdad and Erbil. The Advisor also periodically briefs <i>Tatweer</i> staff, especially new staff, on the GOI anti-corruption laws and institutions, and reviews and adds appropriate case studies and legal references to the course modules. TOT is scheduled for next month.	YES

Context and Obstacles Encountered:

- Finding adequate trainers in this area has not been easy. Several highly qualified Iraqi lawyers and judges turned out to not have the type of training interaction skills required. The up-coming Training for trainers is expected to address this problem and produce the numbers of trainers to fully roll out this annex course along with the others.

Activity Timelines (April – June 2007):

Activities	A	M	J
Deliver a one-day Anti-Corruption Annex for five programs	○	○	○
Identify potential Trainers from Annex Courses	○	○	○
Hold Training of Trainers sessions (TOT)	○	○	○
Employ Cascade Training	○	○	○



2. STRENGTHEN AND INSTITUTIONALIZE THE CAPACITY FOR ACHIEVING PERFORMANCE IMPROVEMENTS

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

Direct Capacity Development Assistance to Priority Ministries

Description. The *Tatweer* project provides direct public management assistance to up to ten key ministries. This assistance includes providing these ministries with sector-specific Public Management Advisors, who provide assistance to the ministry in planning, project management, and coordination of the ministry’s technical responsibilities. The Public Management Advisors will also serve as *Tatweer* training point persons in their ministry. This includes in-house hands-on training through the ministries’ existing training units, strengthened and assisted by *Tatweer*. The project also works with priority ministries to identify and address select key management problems through the application of self-assessment and diagnostic tools.

Status as of March 31. *Tatweer* Public Management Advisors are active in seven ministries and national organizations—PMO/COMSEC, Ministries of Planning, Electricity, Oil, Agriculture, Public Works, Water Resources. *Tatweer* advisors and their ministry colleagues are already embarking on a number of specific activities aimed at strengthening ministry administration, targeting and coordinating the training in the ministry to ensure that it has impact, and developing ministry-led planning processes for capacity development and institutional change. Additionally, *Tatweer* responds to specific immediate challenges identified by ministries. For example *Tatweer*/Ministry activities focus on issues such as: how to speed up capital projects (Ministry of Municipalities), the integration of the FMIS into DG-level ministry planning practices (Ministry of Oil), examining potential sector ministry reform issues (Electricity), and improving headquarters communication with field personnel (Agriculture). These activities are specific “case studies” of linkages between improving essential administrative functions and impacting specific ministry performance areas.

Accomplished Activities:

Ministry Engagement Scorecard on Planned Activities (January – March 2007)	
Activities	
Field the PMA Advisor to Electricity	YES
Field the PMA Advisor to Oil	YES
Field the PMA Advisor to Health	NO next month
Field the PMA Advisor to Education	NO next month
Field the PMA Advisor to Water	YES
Consult with IRMO	YES
Deploy advisors to key ministries	YES
Initiate capacity assessments/Self assessment processes	YES
Coordinate <i>Tatweer</i> training in ministries	YES
Additional Activities Completed:	
Field the PMA Advisor to Ministry of Municipalities & Public Works	YES
Field the PMA Advisor to Agriculture	YES
SUMMARY – ON SCHEDULE TO MEET TARGETS: The Ministry Engagement component is on schedule, and has, with five PMAs in place for line ministries and two advisors in place for PMO/COMSEC and Ministry of Planning, has already met the recruiting target set for June 30 TH . Also, three additional line ministry PMAs (Health, Education, and Finance) and two new advisors to	



support PMO/COMSEC and Ministry of Planning have already been contracted and are scheduled to arrive in April and May. Also, the reception of the PMAs on the part of their ministries has been extremely welcoming, with an immediate impact in terms of improved coordination of the training in those ministries, the formation of ministry capacity development committees, visits of ministry officials to the *Tatweer* offices, and high level dialogue on ministry reform of systems and procedures. Will likely meet the target of having at least five Capacity Development Plans drafted by June 30.

Context and Obstacles Encountered:

- Difficulties in recruitment were overcome through persistence and improved networking in the region.
- The obstacle of visas is addressed on a case by case basis, often with the cooperation of MilAir.

Planned Activities Next Quarter:

ACTIVITY	A	M	J
Consult with IRMO & other USG Organizations	○	○	○
Deploy advisors to key ministries	○	○	○
Initiate capacity assessments and planning in seven ministries	○	○	○
Develop Capacity Development Plans for five ministries	○	○	○
Assist with implementation of capacity development plans		○	○
Coordinate <i>Tatweer</i> training in ministry	○	○	○
New: Start major expansion of advisory teams to Ministries	○	○	○
New: Develop performance improvement activities		○	○

Ministry of Planning (MOP), Prime Minister's Office (PMO), and Council of Ministers Secretariat (COMSEC)

Description. *Tatweer* provides support to the Ministry of Planning, the Prime Minister's Office and the Council of Ministers Secretariat regarding basic management skills and the coordination of a range of capacity development activities. Especially, the *Tatweer* Scope of Work envisions that PMO/COMSEC will play a pivotal coordinating role regarding ministries' development and implementation of their internal capacity development plans. The Ministry of Planning serves as *Tatweer's* main counterpart and *Tatweer* also provides support in the areas of performance management, donor coordination, and management.

Status as of March 31. *Tatweer* established an active role with the PMO, especially in the Office of the Deputy Prime Minister where *Tatweer*, through regularly scheduled meetings with the DPM's Chief of Staff, is providing assistance in the form of reviewing DPM draft policy and coordination papers, preparing a draft Handbook on Government Procurement Procedures, attending, at DPM request, the GOI conference on Budget Execution, and carrying out IT assessments of the DPM in preparation for their move to a new facility. For the Ministry of Planning *Tatweer* continued to provide assistance in the area of donor coordination, and in designing a Government Performance Agency, with the assistance of MSI's subcontractor, the National Academy of Public Administration (NAPA).



Accomplished Activities:

Support to MOP/PMO/COMSEC Scorecard on Planned Activities (January – March 2007)	
Activities	
Continue search for high level Public Management Advisors	YES
Develop program for CDWG support activities	YES
Make arrangements with NAPA	YES
Make arrangements with Dubai School of Government	YES
Provide communication and IT training to COMSEC staff and Managers	NO
Develop SOW for support to Iraqi Agency for Government Performance.	YES
Planning re: NCCMD New Regional Training Centers	YES
Additional Activities Completed: Work initiated with the Office of the Deputy Prime Minister Regular coordination meetings Provides a range of advisory and other support, including assessments of DPM office IT needs, review of DPM draft policy papers, and preparation of a procurement handbook.	YES
SUMMARY – ON SCHEDULE TO MEET TARGETS: Project is on track in developing effective relationships with these three “executive” organs of the government: Ministry of Planning, Prime Minister’s Office, and Council of Ministers Secretariat. Furthermore the association with NAPA and the MOP regarding the establishment of a Government Performance Agency are going forward with a VIP TDY scheduled for early April. <i>Tatweer’s</i> advisor to PMO/COMSEC was in Dubai and held discussions and negotiations with the Dubai School of Government.	

Context and Obstacles Encountered:

- COMSEC reorganized itself, delaying direct provision of services. By the end of the quarter, plans are being made for *Tatweer* assistance and involvement with COMSEC next quarter.
- These executive agencies are stretched thin and it is often difficult to keep full contact. This was addressed with DPM and MOP with regular scheduled meetings. Additionally, the several new advisors in the areas of government reform, and a full-time *Tatweer* advisor to the MOP will increase interaction while also providing more much needed assistance to these busy organizations.

Planned Activities (April-June 2007):

Activity	A	M	J
Complete arrangements with Dubai School of Government	○		
Provide communication and IT training to COMSEC staff and Managers	○		
Develop SOW for support to Iraqi Agency for Government Performance.	○		
Planning re: NCCMD New Regional Training Centers	○	○	○
New: Find ways to address Civil Service Commission issue	○	○	○
New: Find ways provide COMSEC-supported “training” to high officials	○	○	○

Institutional Self-Assessment Methodology

Component Description. An important *Tatweer* activity within ministries is assistance to strengthen the ministries’ own capacity for performing organizational self-assessments, instituting specific systematic improvements, and formulating an overall capacity development plan. Through a series of workshops and training presentations to the NCCMD, *Tatweer* is transferring its self-assessment and organizational transformation tools and methodology to key staff from the NCCMD. NCCMD will work to train ministerial counterparts in the methodology and lead them through the self-assessment process and action planning formulation processes.



Status as of March 31. The Self-Assessment methodology was taught to senior staff of NCCMD, who also carried out a pilot institutional self-assessment of the NCCMD. The NCCMD team needs more practice and understanding before they can take this skill and employ it with other ministries.

Accomplished Activities:

Institutional Self-Assessment Scorecard on Planned Activities (January – March 2007)	
Activities	
Train NCCMD staff	YES
Provide complete training and implementation tools	YES
Support NCCMD-led modification of approach and tools to meet ministries' objectives	YES
Build GOI interest with NCCMD through relationships and incentives	Partial
Support NCCMD training of ministerial assessment teams	NO
Assist with NCCMD-led implementation at three key ministries	NO
SUMMARY – Behind schedule , but well along, with strong support from busy NCCMD staff and leadership	Partial

Context and Obstacles Encountered:

- The Self-Assessment methodology is relatively time consuming, and the leadership of NCCMD has found it difficult to provide the time, despite a high level of interest. Given this factor, *Tatweer* has reformulated to process to make it more of an on-going process of deepening and understanding one's ministry.

Activity Timelines (April – June 2007):

ACTIVITY	A	M	J
Train NCCMD staff	○	○	○
Provide complete training and implementation tools	○	○	○
Support NCCMD-led modification of approach and tools to meet ministries' objectives	○	○	○
Build GOI interest with NCCMD through relationships and incentives	○	○	○
Support NCCMD training of ministerial assessment teams	○	○	○
Assist with NCCMD-led implementation at three key ministries	○	○	○
Formulate set of specific improvements for NCCMD	○	○	
Implement specific improvements integrate into larger capacity development process in at least two ministries			○



3. EXPAND AND REVITALIZE THE GOVERNMENT'S TRAINING CAPACITY IN PUBLIC MANAGEMENT

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

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

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

Status as of March 31. The training in the Self-Assessment Methodology has established a small NCCMD team with a strong understanding of the approach, but they are not yet ready to take the activity into other ministries. The assessment and planning for NCCMD’s information technology needs, and the major procurement process to meet those needs is complete and installation has begun. The self-assessment exercise and planning meetings have reached conclusions on institutional and staff development needs. Preliminary decisions have been made to find an appropriate “Twin” partner for NCCMD and identify overseas and or regional short-term training opportunities for staff. The full participation in NCCMD leadership in the planning process in relation to the Government Performance Agency, to be housed at NCCMD, also contributes to the institutional development. But challenges remain, not the least of which is the small number of qualified personnel for an organization that aspires to excellence and expansion.

Accomplished Activities:

NCCMD Capacity Development Scorecard on Planned Activities (January – March 2007)	
Activities	
Hold joint planning workshops with <i>Tatweer</i> and NCCMD	YES
Train in Self-Assessment Process	YES
Assess NCCMD training staff development needs	YES
Procure and install ICT systems	Partial
Train NCCMD staff on utilization of ICT systems	NO
SUMMARY – Behind schedule , but well along, with strong interest from busy NCCMD leadership, a huge IT procurement approved with installation in April, and NCCMD involvement in the Government Performance Agency planning.	Partial

Context and Obstacles Encountered:



- As a temporary measure to provide capacity to manage the expanded training efforts, NCCMD and *Tatweer* agreed that *Tatweer* will provide one “embedded” staff member in NCCMD. This person can assist with the logistics of identifying qualified trainees for *Tatweer* training and can help with the follow-up and developing a trainee tracking system.

Activity Timelines (March – June 2007):

ACTIVITY	A	M	J
Complete installation of ICT systems	○		
Train NCCMD staff on utilization of ICT systems		○	○
Establish a “virtual” library of training materials and professional references		○	○
Develop management systems in support of expanding training responsibilities		○	○
Establish an NCCMD training management information system		○	○

Establish Regional Training Centers in Public Administration

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

Status as of March 31. In **Erbil**, the *Tatweer* Project has an established and active presence in Erbil, well networked with the Ministries of Planning and Higher Education, and Salahaddin University, and with universities in the other two provinces of the Kurdish region. The project implements an active training program and has delivered Budget and Procurement training to civil servants of eight KRG ministries, two provincial governments, and two universities. Agreements are in place for the establishment of the government’s Regional Public Administration Training Center, but progress on preparing the facility, hiring staff, and other institution building elements lagged but are being renewed. In **Mosul**, the *Tatweer* Regional Advisor, based on the military Forward Operations Base, along with other USAID and USG PRT members, works as a full member of the PRT, with regular, although not frequent meetings with government officials, training centers, and NGOs in the town of Mosul. For training, the Mosul *Tatweer* office is sending trainees over to Erbil to join those training classes, as a temporary measure. Some of those trainees will participate in TOT programs and then start training directly in Mosul. The national Ministry of Planning finally reached decisions on a facility for its Regional Training Center in Mosul, and is hiring some training staff. *Tatweer* will send its IT advisor to Mosul next month to assess IT needs. In **Basrah**, little has happened to date. Action is waiting the arrival of the *Tatweer* Regional Advisor for Basrah next month. Also, the Ministry of Planning has made only a little headway in establishing a satellite of NCCMD in Basrah.

Accomplished Activities:

Establish Regional Centers Scorecard on Planned Activities (January – March 2007)	
Activities	
Discussions with NCCMD and Regional Officials	YES
Reach coordination and reporting agreements with Erbil, Mosul & Basrah PRTs	YES Erbil&Mosul



Develop a <i>Tatweer</i> Regional work plans	YES Erbil&Mosul
Complete needs assessments for upgrading facilities	NO
Identify priority courses for each center	YES
Prepare training materials in appropriate language	YES Erbil
Arrange for temporary training venues	YES Erbil
Identify participants for TOT	YES Erbil
Conduct TOT sessions for priority courses	NO
Design of IT Center and Virtual Library	NO
Provide program monitoring data to <i>Tatweer</i> M&E	YES
SUMMARY – Behind schedule , Decisions on facilities, long delayed, have now been made by the appropriate officials, but serious institutional development work is only beginning in Erbil and Mosul, and for Basrah awaits the arrival of the Regional Advisor in April.	Partial

Context and Obstacles Encountered:

- The security-related obstacles in **Mosul** impede progress, but not unexpectedly so. With the MoP establishing its center in Mosul, *Tatweer* hiring an “in-town manager (although one has already quit due to threats), and the trained trainers, there will be progress despite the continued violence. The **Basrah** security situation is reported to be similar.

Activity Timelines (March – June 2007):

ACTIVITY	A	M	J
▪ Reach coordination and reporting agreements with Basrah PRT	○		
▪ Develop a <i>Tatweer</i> Regional workplan (Basrah)	○	○	
▪ Complete needs assessments for upgrading facilities	○	○	○
▪ Identify priority courses for each center	○	○	
▪ Arrange for temporary training venues (Basrah)	○	○	
▪ Identify participants for TOT (Basrah)		○	
▪ Conduct TOT sessions for priority courses	○	○	○
▪ Roll out public administration training in priority courses	○	○	○
▪ Design of IT Center and Virtual Library	○	○	○
▪ Establish IT Centers and Virtual Libraries		○	○
▪ Provide program monitoring data to <i>Tatweer</i> M&E	○	○	○

Grants Program

Component Description. The *Tatweer* grants program will provide up to \$9,000,000 to strengthen Iraq’s public administration and expand the national capacity to train officials and deliver services to the Iraqi people. Large grants are expected to finance universities, public and private technical institutes, and NGO’s. The grants to universities and NGOs are intended to expand and diversify the government’s sources for human resource and capacity development. There will be smaller grants issued to organizations with immediate capacity development needs that can be addressed by one time financial support.

Status as of March 31. The first Grants competition was completed this quarter and as a result a grant for \$250,000 is being awarded to the Foundation for Technical Education (FTE) to deliver extensive short-term public administration training in the provinces of Basrah, Diyala, Anbar, and Mosul. During this quarter the next grants program was developed for the



provision of similar training to the Kurdish region and other provinces in the far north and in the far south. These grants should be awarded during the next quarter, meeting the target of awarding grants of a combined value of \$1.5 million by June 2007.

Accomplished Activities:

Grants Program Scorecard on Planned Activities (January – March 2007)	
Activities	
Announce and advertise small grants program	YES Medium-sized grant for 4 provinces
Receive, review and select proposals	YES
Meet with university and NGO leaders to discuss potential major grants	YES
Establish application and selection procedures for major grants	YES, Medium-sized grants for regions
Work with universities and NGOs to develop “bankable” grant programs	YES
Award major grants as each matures	YES, 1 award
SUMMARY – ON SCHEDULE TO MEET TARGETS: On track to award grants with a combined value of \$1.5 million by June 30. This will be in the form of 1 grant (\$250K) to conduct training in four priority insecure provinces: Mosul, Diyala, Anbar, and Basrah; 5 grants (\$250K each) for the Kurdish Region. However the grants strategy has changed from the envisaged small grants vs. large grants dichotomy to providing medium sized training grants to institutions in targeted geographic zones.	YES

Context and Obstacles Encountered:

- The Grants process is a complex procurement that takes time to assure that all the correct actions and items are in place, and that the grant recipients are fully aware of their responsibilities. Persistence and considerable negotiation with awardees pays off.

Activity Timelines (Jan – Jun 07)

Activity	A	M	J
Receive, review and select proposals	○	○	○
Award small grants	○	○	○
Meet with university and NGO leaders to discuss potential major grants			○
Establish application and selection procedures for major grants			○
Work with universities and NGOs to develop “bankable” grant programs	○	○	○
Award major grants as each matures	○	○	○
Monitor all grant activity following approved Grants Management Manual	○	○	○



III. PROJECT MANAGEMENT

1. PERSONNEL

During this reporting period the following Resident personnel were deployed in Iraq:

Long-Term Personnel:

Administration:

- Ambassador Joseph Ghougassian, Chief of Party
- Mr. Randy Ackerman – Deputy Chief of Party/Administration
- Mr. Douglas Treadwell – Controller
- Ms. Sujata Das-Minta – Chief Administrative Officer
- Mr. Tamer Ibrahim – Communication and Outreach Advisor
- Mr. Tom Petocz – Procurement Director
- Mr. Isaac Nkoroi – Senior Grants Advisor
- Ibrahim Rasool – Senior Accountant, Erbil

Training and Training Centers:

- Dr. Bushra Abbasi – Deputy Chief of Party/Training
- Ms. Leona Spinks – Director of Training
- Ms. Milook Aqiqi – Co-Training Director
- Dr. Abduljabbar Salman – Regional Training Center Senior Advisor - Erbil
- Mr. Atia Moor – Regional Training Center Senior Advisor – Mosul
- Mr. Ayad Al-Kharki – Senior Procurement Advisor
- Mr. Martin Mayerchak – Organizational Development Advisor
- Mr. Ali Kazan – Senior Advisor for Project Management
- Mr. Lance “Chip” Borman – Anti-Corruption Advisor
- Ms. Muntaha Haddad-Senior Advisor for Leadership/Communication
- Mr. Ray Montgomery – Senior Advisor for IT Management

Ministries:

- Dr. Richard Huntington – Deputy Chief of Party/ Programming
- Dr. Abbas Mehdi – Senior Advisor to PMO/COMSEC
- Mr. Hassan Kasseba – Advisor to the Ministry of Electricity
- Dr. Faisal Adel Nasr – Advisor to the Ministry of Oil
- Dr. Zohair Mohsen – Advisor to the Ministry of Agriculture
- Dr. Ali Allabadi – Advisor to the Ministry of Water Resources
- Mr. Dean Aqiqi- Advisor to the Ministry of Municipalities & Public Works
- Dr. Jawad Rishq – Senior Advisor for Government Reform

Short-Term Personnel:

- Mr. Larry Cooley – President of MSI and *Tatweer* Projector Director
- Mr. Andrew Griminger, MSI Technical Director of *Tatweer*
- Mr. Jeb Adams, MSI Project Manager for *Tatweer*
- Mr. Andrew Kaiser – Senior Advisor for Organizational Development

International Recruiting:

MSI or its subcontractors have contracted for the following positions:

- Public Management Advisor to the Ministry of Health.
- Public Management Advisor to the Ministry of Education
- Public Management Advisor to the Ministry of Finance



- Public Management Advisor to the Ministry of Planning
- Regional Training Advisor for Basrah
- Grants Manager for the Kurdish Region
- Advisor on Systems Change

MSI is recruiting for many other positions with over ten additional candidates currently in the pipeline and under serious consideration.

Local Recruiting Efforts:

- **Senior Staff:** MSI is recruiting senior Iraqi experts to serve as PMA associates deployed in the ministry engagement component, as well as professional trainers and assistant trainers to work with the Core Functional Area Advisors.
- **Support Staff:** MSI continues to build its technical and administrative support staff, especially in the areas of training, translation, monitoring, accounting, and advanced IT support.

2. MANAGEMENT SYSTEMS AND PROCUREMENT

Structure. The project reorganized its management structure to accommodate its expansion and anticipated future expansion. The project is organized into three units, each headed by a Deputy Chief of Party: Administration, Programming/Ministry Engagement, and Training and Training Centers' Development.

Procurement. In support of the rapid growth and the major support to government institutions, the procurement function in the administrative unit was expanded and is led by a highly seasoned expert in USAID/funded procurement in Iraq.

Financial Systems and Controls. With assistance from TDY from MSI's home office, a comprehensive project operations manual was completed, financial procedures updated, and many changes introduced to improve operations.

3. FACILITIES

During this quarter the project moved into an additional office facility and refurbished and occupied an additional residential facility. Arrangements were made for the project to refurbish and occupy two more combined office/residential facilities next month. Additional negotiations and planning are in progress to support continued and more rapid expansion of the *Tatweer* staff.

4. SECURITY AND TRANSPORTATION

As project activities multiply with the presence of up to ten advisors frequently visiting ministry clients and the training courses expanding in topics and numbers, the pressure on secured transportation is enormous. Arrangements were made this quarter for additional vehicles and additional PSD teams to support the enormous expansion of project outreach activities. At the end of the first quarter, however, the transportation infrastructure is greatly stretched and stressed, awaiting new vehicles and new PSD teams' full operations



5. CONTEXT AND OBSTACLES ENCOUNTERED

The major obstacle is the restriction on space, due to the finite nature of compound expansion options and to the extensions of the *Izdihar* project that was supposed to be completed nine months ago. Transportation pressures are due to the long delay in procuring the vehicles.

These obstacles have been addressed on a short-term basis by creative utilization of scarce resources. In the medium term, they are addressed by the delivery of more vehicles (April) and the conversion of additional compound property to project use. One element that now helps the pressures on vehicles and PSD teams is the utilization of the *Tatweer* compound itself for more meetings with government officials and trainees. Another plan for addressing the constraint is conducting training in another USAID-funded compound where the USN/TCN trainers can be lodged in a hotel for the duration of the training, thus greatly reducing the pressures on vehicles and PSDs.

6. PLANNED ADMINISTRATIVE ACTIVITIES FOR THE NEXT QUARTER

The next two quarters will concentrate on completing the project staffing both for USN/TCNs and CCNs. In addition, space will be added to accommodate everyone.



ANNEX 1: Quarterly Performance Indicator Update

Output Indicators:

Output 1.2 Number of Civil Servants Trained (Cumulative through March 2007)

Civil Servants Trained in Core Administrative Functions	167
Male	78
Female	89
Number of Classes Offered	13
Number of Enrollees	267
Male Enrollees	133
Female Enrollees	134

Enrollment by Course

Program/Course	Classes	Enrollees	M	F
Fiscal Management Program	13	267	133	134
Budget Execution Course	4	111	50	61
Government Procurement Course	9	156	83	73

Enrollment by Course Levels

Course Level	Classes	Enrollment		
		Total	Male	Female
Competency	9	173	84	89
Advanced	4	94	49	45

Participants/Enrollment by Ministry/Institution

Ministry	Participants	Enrollment		
		Total	Male	Female
Council of Ministers Secretariat (COMSEC)	1	1	1	0
Ministry of Planning & Development Cooperation	38	73	17	56
Ministry of Finance	4	10	9	1
Ministry of Oil	19	35	27	8
Ministry of Electricity	3	4	3	1
Ministry of Water Resources	17	28	14	14
Ministry of Health	14	24	15	9
Ministry of Agriculture	19	34	22	12
Ministry of Justice	2	2	2	0
Ministry of Municipalities & Public Works	6	9	3	6
Ministry of Higher Education	10	12	7	5
Kurdish Region/Construction/ Housing	6	6	2	4
Kurdish Region/Erbil Governorate	2	2	2	0
Kurdish Region/Sulaimaniya Governorate	2	2	2	0
Kurdish Region/Ministry of Justice	2	2	0	1
Kurdish Region/Public Works	6	6	3	3
Kurdish Region/Higher Education	9	9	1	8
Kurdish Region/Planning	2	2	1	1
Kurdish Region/Finance	4	4	1	3
Kurdish Region/Electricity	1	1	0	1
Kurdish Region/Water	1	1	0	1



Output 1.3 Number of Scholarships Awarded: Cumulative: 4

Output 2.1 Number of civil servants trained in assessment methodologies: Cumulative: 10

Program Element Indicator 2.2.1 Number of Executive Branch Personnel Trained: Cumulative: 177
(including 10 for assessment methodologies)

Outcome Indicators

Project Result 1: Core public administration function skills strengthened

- **Project Indicator 1.1:** Percentage of former trainees reporting that they make use of new skills (never, sometimes, frequently)
Baseline to be established by end of Year 1, based on surveys scheduled for last quarter of FY 2007.
- **Project Indicator 1.2:** Percentage of former trainees responding that performance is improving in their ministry/unit regarding their operational area (6-mo post-training survey)
Baseline to be established by end of Year 1, based on surveys scheduled for last quarter of FY 2007.

Project Result 2: Capacity for performance improvement institutionalized

- **Project Indicator 2.1:** Number of ministries or national institutions completing capacity development plans
Ahead of schedule to meet Year 1 PMP targets
- **Project Indicator 2.2:** Number of units/departments that propose and/or implement changes in administrative systems or procedures
Ahead of schedule to meet Year 1 PMP targets
- **Project Indicator 2.3:** Number of Ministry Capacity Development Assessments completed by an Iraqi performance monitoring unit
Not likely that this government agency will be established in time for meeting year one target that the agency complete assessments of two ministries. But the Agency is in the process of being established by the Ministry of Planning.

Project Result 3: Training Capacity Expanded and Revitalized

- **Project Indicator 3.1:** Increasing annual enrollment of trainees (#s) at NCCMD
NCCMD should meet target of total enrollments of 1500 by end of FY 2007.
- **Project Indicator 3.2:** Number of trainees at regional training centers
Regional centers should meet FY 2007 target of 300 enrollments.
- **Project Indicator 3.3:** Number of civil servant trainees annually trained at Iraqi university and NGO training programs
FY 2007 is baseline year

