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TATWEER PROJECT

DEVELOPING NATIONAL CAPACITY IN PUBLIC MANAGEMENT

QUARTERLY PROGRESS REPORT – 4

APRIL – JUNE 2007

30 JULY 2007

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(APRIL – JUNE 2007)



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QUARTERLY PROGRESS REPORT

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Quarter 4
Period: April - June, 2007
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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.

Rapid Response to Urgent Performance Issues. The *Tatweer* engagement with high priority ministries is expanding to provide additional teams of specialized experts near term performance needs, and intensifying to address immediate priority interventions with COMSEC and the Ministry of Planning.

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 4 (April to June, 2007). This document reports on project accomplishments based on the Six-Month work plan ending in June 2007.

Expanding Networks and Reputation. During this Quarter, the project solidified its involvement with high Iraqi government officials. These frequent contacts with public sector, conducted in Arabic provide a broad access and an important sounding board on Iraqi experience and perception.

Training. During this Quarter, the project greatly expanded its support of the functioning of the Iraqi government. In addition to continuing and growing our courses in Fiscal Management (Procurement, Budgeting and Cash Management), *Tatweer* have launched new courses in Project Management, Information Technology, Communication/Leadership, Strategic Planning, and Human Resource Management. Our three regional training centers are up and running with active training programs in Erbil and Mosul with the new Basra center launching training in August. All areas have permanent Ministry Training facilities in the works in various stages of progress. The Training of Trainers program (TOT) is underway with three courses completed. The TOT rollout will showcase the new Ministry trainers leading sessions of their own on these core topics for maximum impact and outreach.

Ministry Engagement Program. The project really hit its stride this Quarter in the Ministry Engagement function. Active in seven line ministries, the project advisors have deepened their relationships and are creating solutions and workable plans specific to each ministry's needs. The planned expansion of engagement is underway with new experts arriving to vertically integrate the ministries along core areas, including an IT Advisor for the Ministry of Oil to complement the PMA for Oil; as well as IT Advisors already working across ministries. Newly arrived advisors also include specialists for the Ministries of Electricity, Planning, Municipalities, Water, and Agriculture. These new assets cover the fields of IT and Systems Analysis, Government Reform, Fiscal Management, Project Management will become performance teams that can better respond to the priorities of the Ministry's public services delivery.

PMO/COMSEC/MoP. Responding to a priority need, the project refocused advisors and resources into the immediate concerns of the Executive Branch (PMO/COMSEC) to troubleshoot several core areas: Legislative Performance, Government Procurement, Planning and Leadership. Our advisors jumped in and are providing front-line expertise to help Iraq navigate these trouble spots in the near-term. The project also led 23 senior officials of COMSEC to a week-long Executive Strategic Planning course in the UAE and organized a series of meetings and quick training courses to address bottlenecks in the process of capital project approval and progress review, elements that were slowing down budget preparation and budget execution across the government.

Project-Wide Issues. After reviewing 800 applications the project led the selection committee in choosing 75 participants for a **Scholarship Program** in Public Administration. These students will earn a Master's degree in the region and then return to assume a position in the government. The **Anti-Corruption** program is expanding its course module into a



stand-alone course and as also advising the ministry components on the best practices for using anti-corruption tools.

Project Management. Recruitment efforts accelerated during this quarter to meet the target of hiring an additional 26 advisors by the end of summer. This expansion requires continual development of additional residential and work facilities. The project acquired space in a second compound in Baghdad for use as a training center to alleviate the staff housing pressure and office pressures. Most important it provides an in-town training location that is more secure than hotels. The new venue provides 12 residential rooms and facilities for training multiple classes, including a computer training facility.



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.

Status as of June 30. The training component has greatly increased the training totals and outreach in ministries in Baghdad and Erbil. Although the June 30 cumulative total of 1,168 enrollees is short of the original work plan target of 5,000 by June 2007, the effort is growing exponentially due to the doubling of new courses and training advisors. In August, the training component will begin surveying the participants to monitor the impact of the training on the functions of the Ministries. The assets of tailored courses, training grant negotiations, subcontracting procurements, TOT preparations and planning, deployment of Arabic speaking core functional advisors, creative 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 (April – June 2007) | |
|--|---------|
| ACTIVITY | |
| Coordination with NCCMD | |
| Implement joint plan | YES |
| Regular 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. There are still issues of the relatively long lead time for contacting ministries for nominating trainees for specific, compounded by the uncertain training schedule due largely to security issues. | |
| Recruit Senior Training Subject Personnel | |
| Coordinator for HR Program | YES |
| Coordinator for Fiscal Management Program | PARTIAL |
| Development of Core Program materials | |



| | |
|--|----------------|
| Human Resource Management Program | PARTIAL |
| Information Technology Program | YES |
| SUMMARY – NOT COMPLETE The next step in this process, standardizing and revising of the operational training material into final products remains to be done. A curriculum development advisor will arrive in July. | |
| Train the Trainer Program | |
| TOT in Erbil | YES |
| TOTs in Procurement, Budget, Leadership/Communication, Project Mgmt. | YES |
| TOT to FTE trainers | NO |
| TOT to contracted training firm | NO |
| SUMMARY – ON SCHEDULE Despite prior delays with the launch of the TOT training, the goals for the quarter have been met with 59 trainers trained in Baghdad and Erbil in a total of 3 sessions in 3 subjects. | |
| Work with Ministry Public Management Advisors (PMA) | |
| Gather and analyze HR statistics on Ministries | YES |
| Provide training information to PMA as required | YES |
| Build relationships with the Training Depts. of Ministries (thru PMA) | YES |
| Build technical skills within the Training Depts. in cooperation with the PMA | Partial |
| Ensure Ministry participants are included in training at the NCCMD | YES |
| Work with the Training Depts. to ensure newly trained Trainers are fulfilling their commitment to be trainers and that the Ministries are encouraging this process. | Partial |
| SUMMARY-ON SCHEDULE: Working through the PMAs is successful in Electricity, Oil, Agriculture, Municipalities, Health and Planning Ministries, beginning coordination with Ministry training departments. However the skills development with the Ministry training departments is partially dependent on the deployment the TOTs, beginning in July. | |
| Use of External Organizations | |
| Finalize contracts with organizations to provide IT training | PARTIAL |
| SUMMARY: Several contracts have been arranged for IT training, within Iraq and abroad. Additionally, Tatweer issued two important RFPs this quarter, one for training services in the three governorates of Kurdistan, and one for the provision services in the other 15 governorates. Both are under review. | |
| Management Roll-Out Plan and training | |
| Continued review of the roll-out plan | YES |
| Implement roll out plan for five core programs | PARTIAL |
| SUMMARY- BEHIND SCHEDULE BUT ADVANCING: The “Roll-Out” plan (including TOTs, grants, and sub-contracting) to achieve a “critical mass” of trained civil servants has begun Monthly numbers of courses and trainees are now almost ten times the scale of operations during the previous quarter. With the TOTs now trained, the continued exponential expansion is largely assured. | |

| | |
|--|----------------|
| 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 ORIGINAL WORKPLAN TARGETS: The project is not on schedule to meet its original targets for this six month period. Revised PMP targets anticipate 2,000 trainees for FY 2007 and realistically anticipate 20,000 trainees in FY 2008, based on the TOT roll-out, subcontracting, and direct training. The current schedule for TOT will meet the FY 2007 target of 150 trainers. | PARTIAL |

Context and Obstacles Encountered:

The obstacles faced in relation to the timing of the roll-out are the following:

Obstacle: Early Recruitment Challenges. The early delays in recruiting core advisors across all five functional areas simply delayed the initiation of the cascading training delivery process.



Response. With the arrival of the additional core advisors, the range of training subjects expanded, direct training numbers increased, and the path toward developing a cadre of government trainers in each field advanced. The next challenge is assuring that the new trainers are enabled and supported by their ministries to deliver the training.

Security. Early in the Quarter a *Tatweer* training session arrived at our primary venue (Babil Hotel) to find the local security had been redeployed. The mobile security team employed by *Tatweer* is not equipped to secure an entire 12 story structure without static presence of a local force so this venue was closed for *Tatweer* training. Then all training was to be held alternately at the NCCMD or the Mansour Hotel. Then the NCCMD Training venue was again brought under scrutiny as its use as a primary site brings unwanted attention. Finally in May, the Mansour Hotel was bombed while two *Tatweer* training sessions were being conducted resulting in the deaths of the attackers and several hotel employees and guests. No participants or trainers were injured, but following the event, *Tatweer* training is no longer utilizing hotel venues.

Response. At the close of the quarter, *Tatweer* arranged for the building in a Baghdad Satellite Compound to be leased for the use as the *Tatweer* Training Facility. This secured location/compound allows US/TCN trainers to stay on location during the several days of training and reduce the visibility of security apparatus around the training activity. The compound also provides a more secure procedure for entry than the hotels have recently been able to manage.

Illustrative Targets not Realistic. Finally, regarding the original 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 is an unacceptable drain of ministry daily manpower.

Response. Revised output targets are incorporated and approved with the *Tatweer* Performance Management Plan for the project and incorporated into the draft workplan for the next six months.

Scholarships in Public Management

Component Description. The *Tatweer* project provides and facilitates up to 180 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 June 30. The scholarship program had 800 applicants from Ministry Nominations and in response to our Public Awareness Campaign from which 75 participants were selected for two-year Public Administration Master's Programs in the region. Half (38) will attend Arabic Programs and 37 will attend English language programs. Extra effort was made to encourage and facilitate applicants from outside Baghdad, resulting in representation of 13 provinces.



Accomplished Activities:

| Scholarship Program Scorecard on Planned Activities (April – June 2007) | |
|--|-----|
| Activities | |
| Contacting US and regional universities | YES |
| Establish bi-national committee | YES |
| Place students at regional & US Universities | YES |
| New: Select 75 awardees for English or Arabic training | YES |
| Pre-departure preparation | YES |
| Ongoing monitoring of participants | YES |
| SUMMARY – ON SCHEDULE TO MEET TARGETS: Seventy-five 2 nd round participants are being prepared for matriculation in the Fall. Round Three plans are being set for Spring 2008. In addition to the TOEFL tests in Baghdad, Erbil, and Basra, <i>Tatweer</i> provided the first ever TOEFL testing in Mosul. Plans are currently in process to repeat the Mosul testing and expand it to Tal Afar. | YES |

Context and Obstacles Encountered:

- Obstacles that had been faced in the first round scholarship competition (December 2006) were addressed in all elements of the planning for round two.

Anti-Corruption Cross-Cutting Issue

Component Description. *Tatweer* developed and delivered 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. In addition, *Tatweer* has evolved the anti-corruption component so that it may assist the ministerial advising function to use anti-corruption tools as a model for government reform.

Status as of June 30. Anti-corruption courses hit a peak in this quarter with 6 sessions being held in April in both Baghdad and Erbil. The program is being restructured to reflect the need for more than a one-day annex. The anti-corruption elements have been fully integrated into all subject matter courses, rather than delivered as the annex. Additionally stand alone courses on anti-corruption issues are being developed for targeted dissemination. Additionally, the Anti-Corruption Advisor has provided review and assistance to other Ministry Advising functions, participated fully in the anti-corruption working group and other USG groups and events pertaining to corruption issues.

Accomplished Activities:

| Anti-Corruption Component Scorecard on Planned Activities (April – June 2007) | |
|---|---------|
| Activities | |
| Deliver a one-day Anti-Corruption Annex for five programs | YES |
| Identify potential Trainers from Annex Courses | YES |
| Hold Training of Trainers sessions (TOT) | PARTIAL |
| Employ Cascade Training | PARTIAL |
| SUMMARY – REVISED STRATEGY. The A-C program delivered one-day Annex courses in the beginning of the quarter, then changed its delivery mechanism to fully integrating the anti-corruption issues into the subject matter curriculum. As the TOTs have been trained in these core functions, the A-C messages have been included in the TOT curricula. The <i>Tatweer</i> Anti-Corruption program is expanding to provide | YES |



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 June 30. *Tatweer* Public Management Advisors (PMA) are now active in eight ministries and national organizations—PMO/COMSEC, Ministries of Planning, Electricity, Oil, Agriculture, Public Works, Health, and Water Resources. The PMAs are active in forming and regularly meeting with capacity development committees and departments in their ministries, responding to the expressed needs of the ministries in capacity development. In Water, Agriculture, Municipalities, Oil, and Planning the PMAs and *Tatweer* IT advisor have been meeting with the ministry IT departments and others to determine IT priorities and prepare the documentation need for major IT procurements. This is closely related to discussions with ministry training department heads regarding material and professional needs of the ministry training centers. In Electricity, the *Tatweer* advisor designed and led a special capacity development visit for three important Director Generals to see first hand the sector reforms in Egypt, including the separation of political and technical responsibilities, the self-financing of the electricity companies, and the operation of a regulatory body.

Expansion of Ministry Engagement Program. *Tatweer* received notification in this quarter for a major expansion in our ministries function and has recruited and begun pre-deploying assets in Iraq. These additional assets will become performance teams that will vertically enhance the ministry advisory function into specific areas. Our advisors and their ministry colleagues are continuing forward on 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 immediate challenges identified by ministries. For example *Tatweer*/Ministry activities focus on issues such as: how to speed up capital projects approvals, examining potential sector ministry reform issues (Electricity), and improving headquarters communication with field personnel (Agriculture). An important effort to provide training directly to ministries on the management utilization of the FMIS system introduced by another USAID project was cut short after the tragic kidnapping of several advisors from Bearing Point.



Accomplished Activities:

| Ministry Engagement Scorecard on Planned Activities (April – June 2007) | |
|--|----------------|
| Activities | |
| Consult with IRMO & other USG Organizations | YES |
| Deploy advisors to key ministries | Partial |
| Initiate capacity assessments and planning in seven ministries | Partial |
| Develop Capacity Development Plans for five ministries | Partial |
| Assist with implementation of capacity development plans | Partial |
| Coordinate <i>Tatweer</i> training in ministry | YES |
| New: Start major expansion of advisory teams to Ministries | YES |
| New: Develop performance improvement activities | YES |
| <p>SUMMARY – CDP VARIES BY MINISTRY: Guides for rapid capacity assessments were developed by the <i>Tatweer</i> advisor group. The capacity development plans are completed for two ministries (MoA and MMPW) and have been forwarded by the ministry committees/deputy ministers to the ministers for approval. In Water, where the advisor arrived only in April, the capacity development committee is formed and approved by the minister, and work on the plan is almost complete. In the larger Oil and Electricity ministries, progress is slower. Much preliminary work has been done to engage key players and select Directorates and companies in the process. Ministry progress in CDPs varies by size of Ministry and date of PMA deployment to the ministry. PMAs for Finance (coming in July), Justice (in August), and Education are not yet in place.</p> <p>Other activities have been critically important. The engagement of the Line ministry PMAs with the MoP on the issues of accelerating budget preparation and execution are important, as is the strong contributions of the Oil and Electricity PMAs in the full range of budget execution issues and forums.</p> <p>For the expansion of ministry teams additional ministry advisors are already deployed in government reform, systems reform, systems analysis, IT applications, and fiscal management.</p> | Partial |

Context and Obstacles Encountered:

- Difficulties in recruitment were overcome through persistence and improved networking in the region.

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 June 30. This Quarter saw a sharp increase in the engagement with the PMO/COMSEC. *Tatweer* was tasked to take an active role with the Executive institutions/ministries (COMSEC/PMO/MOP) to help streamline priority government functions. *Tatweer* embedded two advisors in the executive offices in the IZ and set to work streamlining functions in legislation, leadership, communication, planning and coordination all focused on near-term results. Special *Tatweer* teams also took on the tasks of



troubleshooting government-wide procurement through the Procurement Assistance Program and the Capital Projects. For the Ministry of Planning *Tatweer* continued to provide assistance in designing a Government Performance Agency, with the assistance of MSI's subcontractor, the National Academy of Public Administration (NAPA). *Tatweer's* advisor led a senior team of COMSEC officials to the Executive Strategic Planning Course at the Dubai School of Government. This course was well received as were the two dynamic courses in Leadership and Communication delivered to COMSEC officials here in Baghdad.

Accomplished Activities:

| Support to MOP/PMO/COMSEC Scorecard on Planned Activities (April - June 2007) | |
|---|----------------|
| Activities | |
| Complete arrangements with Dubai School of Government | YES |
| Provide communication and IT training to COMSEC staff and Managers | Partial |
| Develop SOW for support to Iraqi Agency for Government Performance. | YES |
| Planning re: NCCMD New Regional Training Centers | YES |
| New: Find ways to address Civil Service Commission issue | Partial |
| New: Find ways provide COMSEC-supported "training" to high officials | YES |
| SUMMARY – TARGETS MET: Project is on target developing effective relationships with these three "executive" organs of the government: Ministry of Planning, Prime Minister's Office, and Council of Ministers Secretariat. Public Management Experts assessed a GPA creation, and <i>Tatweer</i> advisor led a senior COMSEC team to the Executive Strategic Management course at the Dubai School of Government. Senior Fellows of NAPA, with <i>Tatweer</i> , met with the DPM and the MOP regarding the establishment of a Government Performance Agency. | YES |

Context and Obstacles Encountered:

- One obstacle was that a waiver is required for training in non-USAID-assisted countries; this was justified by the unique qualities of the Dubai School of Government combined with the unique public administration model presented by the Dubai government.

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 June 30. The Self-Assessment methodology training and pilot activity was re-launched in a two-week training mode using a 10-member team from NCCMD senior staff to do a self-assessment based on the training they received since November. 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 (April-June 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 even with NCCMD limited buy-in, it is a difficult sell to the entire government. Given this factor, *Tatweer* has reformulated to process to make it more of an on-going process of deepening and understanding one's ministry, rather than a prerequisite to creating a capacity development plan.

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 June 30. Much remains to be done to develop the NCCMD to recapture its earlier position as a cutting-edge institution providing advocacy and leadership in the area of public administration training and systems improvement. The task has proven more challenging than imagined in the project document. Staffing is a problem as NCCMD has lost staff, especially the senior, Ph.D. level staff that is essential to taking up the leadership of national capacity development. The dedicated and talented staff that remains finds itself stretched thin between their administrative duties, technical work, and support of the huge *Tatweer* training effort. *Tatweer* has embedded one person to at least help with the *Tatweer*-



induced burdens. But the broader capacity development questions have yet to be fully addressed. Another constraint is the organization’s tiny budget and excellent but limited facility. This last quarter aimed to address some of the easier tasks, but deferred actions on the big picture until staffing, vision, and other issues can be addressed.

Accomplished Activities:

| NCCMD Capacity Development Scorecard on Planned Activities (April-June 2007) | |
|---|----------------|
| Activities | |
| Complete installation of ICT systems | Partial |
| Train NCCMD staff on utilization of ICT systems | Partial |
| Establish a “virtual” library of training materials and professional references | Partial |
| Develop management systems in support of expanding training responsibilities | Partial |
| Establish an NCCMD training management information system | Partial |
| SUMMARY – QUARTER TASKS LARGELY COMPLETE. The comprehensive ICT system, and the related structural work and supporting equipment were procured, delivered, and installed at NCCMD during June. Some additional equipment was delivered but installed later. This is a major addition to NCCMD’s professional equipment and capabilities. The training on the equipment, the library material, and development of the training management information system are all in process, now that the ICT system is in place. | Partial |

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 June. In **Erbil**, the program continues to expand its training reach, its participation in the scholarship selection, and its progress in completing and staffing its own regional government center public administration training. In **Mosul**, under a very restricted 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 ever TOEFL examinations in Mosul. Under the circumstances, the activities are considered by all to be outstanding accomplishments. It is important to note the especially close cooperation with the other USG agencies in the PRT. In **Basrah**, the Southern Region is taking shape. The Regional Advisor is on the ground in Basrah and actively preparing. The training facility has been identified; locally-hired *Tatweer* training professionals are on board and have joined TOT courses in Erbil and had administrative orientation in Baghdad; training needs assessments have been done with ministry directorates in the region, and NCCMD staff have been identified for the new center, but NCCMD has not yet been able to deploy them. The security situation is dreadful and deteriorating. Nonetheless training is scheduled to begin in early August.



Accomplished Activities:

| Establish Regional Centers Scorecard on Planned Activities (April - June 2007) | |
|---|---------|
| Activities | |
| ▪ Reach coordination and reporting agreements with Basrah PRT | YES |
| ▪ Develop a <i>Tatweer</i> Regional workplan (Basrah) | YES |
| ▪ Complete needs assessments for upgrading facilities | YES |
| ▪ Identify priority courses for each center | YES |
| ▪ Arrange for temporary training venues (Basrah) | YES |
| ▪ Identify participants for TOT (Basrah) | YES |
| ▪ Conduct TOT sessions for priority courses | YES |
| ▪ Roll out public administration training in priority courses | YES |
| ▪ Design of IT Center and Virtual Library | NO |
| ▪ Establish IT Centers and Virtual Libraries | NO |
| ▪ Provide program monitoring data to <i>Tatweer</i> M&E | YES |
| SUMMARY – PROGRESS VARIES AMONG REGIONS , Facility planning in all three areas is well underway, with <i>Tatweer</i> pushing the efforts. Staff members are on the ground and training is underway in the Erbil, in Mosul, and will begin in August in Basrah. | Partial |

Context and Obstacles Encountered:

- The security-related and logistical obstacles in **Mosul and Basrah** impede progress, as expected.

Grants and Sub-Contracts Program

Component Description. The *Tatweer* approach to sustainable capacity development seeks to develop partners to reach out with public administration training services into most governorates in the short-term, and to become sustainable resources to augment MOP/NCCMD efforts in the future. *Tatweer* seeks to involve NGOs and educational institutions in the capacity development effort.

Status as of June 30. At this point, after having to withdraw earlier major grant RFAs due to contractual issues, *Tatweer* has regrouped and re-issued one RFP and one RFA to attempt to secure the resources to deliver training in all 18 governorates. These actions are in the review and selection process.

Accomplished Activities:

| Grants Program Scorecard on Planned Activities (April - June 2007) | |
|--|---------|
| Activities | |
| Announce and advertise small grants program | YES |
| 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, |
| Work with universities and NGOs to develop “bankable” grant programs | YES |
| Award major grants as each matures | NO |
| SUMMARY – IN PROCESS TO SUCCEED WITH REVISED MECHANISMS. Two major procurements (sub-contract and grants) are now in process. If successful, they will provide training services throughout the 18 provinces. | Partial |



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
- Mr. Ibrahim Rasool – Senior Accountant, Erbil
- Ms. Barbara Sihira Khan – Human Resources Director

Training and Training Centers:

- Ms. Bushra Abbasi, MD – Deputy Chief of Party/Training
- Ms. Milook Aqiqi – Co-Training Director
- Mr. Philippe René Canal – Training Coordinator
- Dr. Abduljabbar Salman – Regional Training Center Senior Advisor - Erbil
- Mr. Atia Moor – Regional Training Center Senior Advisor – Mosul
- Mr. Eltayeb Omer Eltayeb Hamid - Regional Training Center Senior Advisor - Basra
- Mr. Lance “Chip” Borman, Esq. – Anti-Corruption Advisor
- Mr. Ayad Al-Kharki – Senior Procurement Advisor
- Mr. Martin Mayerchak – Organizational Development Advisor
- Mr. Ali Kazan – Senior Advisor for Project Management
- Ms. Muntaha Haddad-Senior Advisor for Leadership/Communication
- Mr. Ray Montgomery – Senior Advisor for IT Management
- Dr. Hameed al Shaibi - Senior Advisor for HR 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
- Mr. Bassim Abbas Hilmi – IT Advisor Ministry of Oil
- Mr. Mohammed Nasir – IT Advisor PMO/COMSEC
- Mr. Hammouda Bellamine – Advisor to the Ministry of Health
- Mr. Serge Mehri – Systems Reform Advisor

Short-Term Personnel:

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



- Mr. Larry Korb, National Association of Public Administration Fellow
- Mr. William Gimson, National Association of Public Administration Fellow

International Recruiting:

MSI or its subcontractors have contracted for the following positions:

- Public Management Advisor to the Ministry of Finance
- Curriculum Development Advisor
- Economic Policy Advisor for PMO/COMSEC
- Project Management Advisor for MoP
- Strategic Planning Advisor for MoP and MMPW
- Fiscal Management Advisor for Ministry of Electricity
- Advisor for the Ministry of Water
- Monitoring Advisor

MSI is recruiting for many other positions with over 15 additional international candidates 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

Management and Monitoring Systems. MSI and *Tatweer* worked closely with USAID and the project advisors to prepare a workplan for the period July-December 2007. The draft plan was submitted to USAID in June and is now being revised. Additionally, *Tatweer* updated its life-or-project Performance Management Plan (PMP). The PMP was fully reviewed by USAID's program office and specialized monitoring contractor, and approved.

Procurement. The requirements for the procurement function are expanding rapidly as the advisors have achieved increased traction in the ministries, and as demands also come from other USG agencies to cooperate in meeting urgent priority goals. The largest procurement efforts this quarter include the procurement and installation of a comprehensive IT system for the NCCMD, and a large emergency procurement for the Ministry of Health to upgrade the equipment at the Baghdad morgue. Plans are well along for major IT and training facility procurements for the new Prime Minister's Office, the Deputy Prime Minister's Office, and the Ministries of Agriculture, Water, Municipalities and Public Works. Plans for meeting special communications facilities needs are also in the works from the Ministry of Oil. Procurement actions are also in process for the NCCMD training center and the Al Quds Computer training facility in Basrah. Large IT procurements are especially challenging and relatively slow as they also involve special technical clearances from USAID/Washington.

3. FACILITIES

The project is in a constant state of acquiring and refurbishing additional office and residential facilities to accommodate the expansion of staff numbers. The acquisition of the Satellite Compound to encompass the entire training component was accomplished.



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. Additional vehicles and additional PSD teams were acquired this quarter to support the enormous expansion of project outreach activities.

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 a year ago. The acquisition of the Satellite Compound will relieve some of these pressures but at the cost of additional management, logistical, and security operations to coordinate two Red Zone locations in Baghdad.

6. PLANNED ADMINISTRATIVE ACTIVITIES FOR THE NEXT QUARTER

The next quarter will concentrate on completing the project staffing both for USN/TCNs and CCNs. In addition, the startup and utilization of the Satellite Compound will be a large priority.



ANNEX 1: Quarterly Performance Indicator Update

Output Indicators:

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

Workplan Target for June 2007 was 5,000 enrollees

| | |
|--|-------------|
| Civil Servants Trained in Core Administrative Functions | 913 |
| Number of Classes Offered | 44 |
| Number of Enrollees | 1168 |
| Male Enrollees | 667 |
| Female Enrollees | 501 |

The above data indicate that as of June 30, 2007, 1,168 trainees have completed 44 training courses. This represents 913 individuals, since some individuals enroll in more than one course (usually the advanced level of the same subject). All subject areas include at least one day's training on issues of ethics and anti-corruption related to the course topic.

Enrollment by Course

| Program/Course | Classes | Enrollees | M | F |
|---|-----------|------------|------------|------------|
| Fiscal Management Program | 25 | 689 | 133 | 134 |
| Budget Execution Course | 7 | 198 | 91 | 107 |
| Government Procurement Course | 15 | 399 | 240 | 159 |
| Cash Management Course | 3 | 92 | 44 | 48 |
| Leadership & Communication Program | 9 | 254 | 158 | 96 |
| Communication/Leadership Course | 6 | 151 | 84 | 67 |
| Strategic Planning | 1 | 23 | 21 | 2 |
| TOEFL Professional English | 2 | 80 | 53 | 27 |
| Project Management Program | 7 | 144 | 104 | 40 |
| Project Management | 6 | 141 | 101 | 40 |
| Case Studies – Egypt Electricity | 1 | 3 | 3 | |
| IT Management Program | 2 | 44 | 13 | 31 |
| IT Management | 2 | 44 | 13 | 31 |
| Human Resource Management | 1 | 37 | 17 | 20 |
| Human Resource Management | 1 | 37 | 17 | 20 |



Participants/Enrollment by Ministry/Institution

| Ministry | Enrollees |
|--|-----------|
| Council of Ministers Secretariat (COMSEC) | 27 |
| Prime Minister's Office | 1 |
| Ministry of Planning & Development Cooperation | 190 |
| Ministry of Finance | 15 |
| Ministry of Oil | 58 |
| Ministry of Electricity | 53 |
| Ministry of Water Resources | 75 |
| Ministry of Health | 106 |
| Ministry of Agriculture | 151 |
| Ministry of Justice | 3 |
| Ministry of Municipalities & Public Works | 81 |
| Ministry of Higher Education | 39 |
| Ministry of Education | 28 |
| Ministry of Interior | 6 |
| Other | 8 |
| | |
| Kurdish Region/Planning | 16 |
| Kurdish Region/Finance | 31 |
| Kurdish Region/Construction/ Housing | 12 |
| Kurdish Region/Erbil Governorate | 37 |
| Kurdish Region/Sulaimaniya Governorate | 14 |
| Kurdish Region/Ministry of Justice | 29 |
| Kurdish Region/Public Works | 46 |
| Kurdish Region/Higher Education | 12 |
| Kurdish Region/Health | 32 |
| Kurdish Region/Agriculture | 17 |
| Kurdish Region/Electricity | 13 |
| Kurdish Region/Water | 22 |
| Kurdish Region/Public Works | 40 |
| Kurdish Region/COMSEC | 4 |
| Kurdish Region/Other | 2 |

Enrollment by Course Levels

| Course Level | Classes | Enrollment | | |
|--------------|---------|------------|------|--------|
| | | Total | Male | Female |
| Competency | 9 | 173 | 84 | 89 |
| Advanced | 8 | 280 | 176 | 104 |
| Expert | 1 | 23 | 21 | 2 |
| TOT | 3 | 59 | 51 | 24 |



Output 1.3 Number of Scholarships Awarded: Cumulative: 80
Cumulative Workplan Target for June was 80

Output 2.1 Number of civil servants trained in assessment methodologies: Cumulative: 10
Cumulative Workplan Target for June was 30

Program Element Indicator 2.2.1 Number of Executive Branch Personnel Trained: Cumulative: 913

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)
Surveys begin in August.
- **Project Indicator 1.2:** Percentage of former trainees responding that performance is improving in their ministry/unit regarding their operational area (post-training survey)
Surveys begin in August.

Project Result 2: Capacity for performance improvement institutionalized

- **Project Indicator 2.1:** Number of ministries or national institutions completing capacity development plans
2 completed, 3 in process; on schedule to meet FY 2007 PMP 2007 target, but behind work plan target of 5 complete by end of June 2007.
- **Project Indicator 2.2:** Number of units/departments that propose and/or implement changes in administrative systems or procedures
Many examples of concrete changes introduced at Department and directorate levels as a result to training, coaching, and mentoring. Ahead of schedule to meet FY 2007 PMP targets
- **Project Indicator 2.3:** Number of Ministry Capacity Assessments completed by an Iraqi performance monitoring unit
Not likely that this government agency will be established in time for meeting FY 2007 target that the agency would complete assessments of two ministries. But the Agency is in the process of being established at the Ministry of Planning. Self-Assessment process will be completed by NCCMD by end of 2007, and NCCMD is working in association with new GPA directorate of MoP.

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. NCCMD will easily meet this target for FY 2007 through their direct support and sponsorship of the Tatweer training to date.
- **Project Indicator 3.2:** Number of trainees at regional training centers
Regional centers should meet FY 2007 target of 300 enrollments. The Erbil regional center has already surpassed the FY 2007 target with 327 enrollees.
- **Project Indicator 3.3:** Number of civil servant trainees annually trained at Iraqi university and NGO training programs
This indicator is dropped in the revised PMP due to the fact that the Tatweer contract mechanism cannot legally support grants to government universities as anticipated in the project design.

