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TATWEER PROJECT

DEVELOPING NATIONAL CAPACITY IN PUBLIC MANAGEMENT

QUARTERLY PROGRESS REPORT – 6

OCTOBER – DECEMBER 2007

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(OCTOBER – DECEMBER 2007)



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Quarter 6

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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* is providing up to 180 international post-graduate scholarships in programs related to public administration.

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

Rapid Response to Urgent Performance Issues. *Tatweer* responds to urgent performance issues, especially budget execution (including procurement), and provides rapid surges of staffing and activity in support of USG policy priorities.

Expanding Government's Training Capacity. *Tatweer* assists the government to expand its capacity for providing and utilizing quality in-service public administration training for its personnel. *Tatweer* works closely with the National Center for Consultancy and Management Development (NCCMD) and the Al-Quds School for Computers to expand and revitalize their training capacity. Additionally, *Tatweer* has established regional training centers in Basrah, Erbil, and Mosul, and supports NCCMD and Al Quds regional centers in Mosul and Basrah.



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 6 (October to December 2007). This document reports on project accomplishments based on the six-month work plan ending in December 2007.

Training. During this quarter, the civil servants participating in the public administration training program numbered over 3,300, almost double the previous quarter, reaching the sustainable level required to meet *Tatweer's* ambitious targets to train a “critical mass” of the key ministries’ management cadre.

- **Geographic Outreach.** Equally important is the expanding geographic outreach to 17 of Iraq’s 18 provinces, with 70% of trainees this quarter working in ministry directorate offices outside of Baghdad.
- **Ministry Training by TOTs.** The role of ministries and ministry trainers in delivering in-service training to their colleagues has taken root during this quarter. Over half of *Tatweer* training during this quarter was delivered by these graduates of the Training-of-Trainers process.
- **Human Resources.** This quarter has seen a special focus on Human Resource Management Training with the arrival of a new senior advisor in this critical field.

Scholarship Program. Through three selection rounds, the *Tatweer* Scholarship program awarded scholarships to 180 finalists and 65 alternates. During this quarter, the efforts focused on deploying the winners to appropriate universities and training institutions in the region and, in some instances, in the US. At this time, 61 *Tatweer* public administration scholars are studying abroad.

Anti-Corruption Program. The *Tatweer* Anti-Corruption program successfully worked with the Ministry Inspector Generals’ Offices, provided training to 335 IG staff persons from all (35) IG offices. At the same time efforts are moving forward to get approval for major IT upgrades for all IG offices, institutional development support for the “Association” of IGs, and outreach to the other two major national anti-corruption agencies—the Commission for Public Integrity and the Bureau of Supreme Audit.

Ministry Engagement Program. Accomplishments include:

- Introduction of new “organizational self-assessment” tools to the Ministry of Agriculture;
- Improved budget expenditure tracking for the Ministry of Electricity;
- Development of template documents for the procurement of goods in support of the Ministry of Oil’s purchase of steel pipe and tubing;
- Assistance to several ministries in capital project formulation systems;
- Identification and delivery of specialized engineering management skills training in the Ministry of Water Resources;
- Training center upgrades for several ministries, especially in the area of IT training.
- Introduced Strategic Planning Workshops for Provincial Directors General (DG) from multiple ministries, including DGs from Ninewah and Erbil. A similar workshop including DGs from Basrah is planned for next month. These DG workshops-crossing regional and “ethnic” divides are extremely important to broadening the perspectives of provincial ministry leaders;
- Capacity Development Plans are complete in eight of the ten key ministries and are being incorporated into the *Tatweer* Project workplan for CY 2008; and
- Creation of a new *Tatweer* Energy Group to expand, rationalize, focus, and coordinate the efforts directed toward the Ministries of Oil and Electricity.



GOI Executive Offices

- **Prime Minister's Office.** The PMO established a new Administration Unit to coordinate their ambitious capacity development program as outlined in their draft Capacity Development Plan developed as a result of a special *Tatweer* Executive Decision Making Workshop in September.
- **PMO – Civil Service Committee.** The Prime Minister issued an order creating an inter-ministerial committee responsible for establishing the Civil Service Commission and initiating the drafting of a new Civil Service Law. *Tatweer* was named as the Advisor to the committee. *Tatweer's* advisory team is working with the committee to develop their workplan for these important efforts.
- **DPMO/Services.** *Tatweer's* advisors worked closely with the DPMO office to develop a Capacity Development Plan and workplan to upgrade the office staff and management systems.
- **DPMO/Economic Affairs.** The *Tatweer* advisor worked closely with the DPMO staff to draft a workplan that will provide assistance with the expansion of the DPMO staff, and will assure that the long delayed IT component for the new DPMO office moves forward.
- **COMSEC.** *Tatweer* continues to provide high level leadership training to COMSEC officials, follow up with coaching and mentoring to help develop an overall COMSEC Communications Strategy, and plan a detailed training/staff development program for all levels of staff.
- **Ministry of Planning.** Introduction of Business Process Review methodologies;
- **Ministry of Planning.** Major assistance in planning to COSIT for the improvement of national statistics;
- **Ministry of Planning.** Assistance to begin the establishment of an Administrative Tribunal for the resolution of public tender disputes, including the refurbishing of a courthouse;

***Tatweer* Management.** Internal project management overhauled almost all project management systems, especially regarding procurement and IT program support, in order to support the recent and anticipated expansion of project activities.

- A major expansion of the project satellite compound in Karada during this quarter included acquiring leases on two additional “hotels” and two villas in order to support the addition of an 18-person resident Energy Group arriving in January.
- The new Karada facilities will also provide space for resident multi-day training courses in Baghdad.
- Throughout this period, the recruitment of advisors for the new energy group continued. The goal is a unit of 18 advisors fully staffed by January 31, 2008.
- *Tatweer* expanded and reorganized its IT resources into an IT Services Group. This group will be able to provide the required internal IT support to a project the size of *Tatweer* and provide fully professional support to the important IT components of the ministry engagement program. This will be especially important in light of the upgrading of ministry IT resources and the introduction of business process mapping in order to facilitate the development of procurement and project/contract management systems which will aid the ministry in improving budget execution.
- On the main project compound, the additional office building, the Sherman House, was rehabbed and occupied.



II. PROGRAM ACTIVITIES

I. 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. Skills training is the first stage in improving public management function. The *Tatweer* Project’s goal is to reach a critical mass of civil servants (over 20,000) with improved management skills in fiscal management, human resource management, information technology, project management, and leadership/communication/strategic planning. Within these public administration core areas, a number of regular courses and special demand-driven offerings are provided.

Trainees this Quarter. *Tatweer* training continued to increase, and expanded widely to provinces in addition to Baghdad. The total number of enrollees during this quarter was 3,373.

A larger proportion of the trainings are conducted outside of Baghdad, indicating that *Tatweer* coverage of the provinces is expanding. Trained trainers within ministries have trained a number of civil servants at the competency level, and special courses are frequently demanded.

Accomplishments:

Training Component Scorecard on Planned Activities (October – December 2007)	
Planned Activities and Accomplishments	Scorecard
Public Administration In-Service Training	
Tatweer Direct Training	
Conduct a total of 35 competency level courses and train 875 trainees	YES
SUMMARY - ON SCHEDULE AND EXCEEDED TARGET: 50 competency level courses were conducted and 1095 enrollees participated in the trainings	
Conduct a total of 15 advanced courses and train 300 trainees	YES
SUMMARY - ON SCHEDULE AND EXCEEDED TARGET: 18 advanced courses were offered and 361 trainees completed the courses	
Conduct 10 TOT courses and train 200 trainees	PARTIAL
SUMMARY - ON SCHEDULE: 8 TOT courses were conducted this quarter and 132 trainees completed the courses. <u>However the project has exceeded its life-of-project target for # of trained trainers.</u>	
Training Rolled Out and Ramped Up in Ministries in Baghdad	
TOT graduates train 2,000 ministry officials at competency level	PARTIAL
SUMMARY – SLIGHTLY UNDER TARGET FOR QUARTER: TOT graduates conducted 59 courses and trained 1690 participants at competency level.	
Training materials revised, standardized, and validated	YES



SUMMARY - ON SCHEDULE: Materials revision, standardization, and validation continue as trainings are being conducted. While materials are reviewed following direct trainings, input is also provided by TOT graduates based on experience using the course material for roll out courses. Furthermore, materials are currently being sent to NCCMD for review and adaptation	
Specialized Short Course Training	
Budget Execution/Formulation training	YES
SUMMARY - ON SCHEDULE: Training in budget preparation, execution, controlling and reporting, is routinely delivered. There were 12 courses with 259 trainees this quarter	
Business English courses delivered	YES
SUMMARY - ON SCHEDULE: Business English courses are being regularly delivered by <i>Tatweer's</i> full time English Trainer.	
Outsourcing Training for Ramp Up - Training providers will augment TOT roll out and support Regional Training Centers	
Sub-contract(s) for core training awarded	PARTIAL
SUMMARY – NOT ON SCHEDULE TO MEET WORKPLAN TARGET: Two sub-contractors were selected, but the process of contract negotiation has been very difficult. For different reasons, neither sub-contract is yet finalized. These sub-contracts are intended to provide training in provinces. If issues are not resolved, <i>Tatweer's</i> regional training centers and the Ministries' TOT programs are prepared to increase their geographic outreach and take up the slack.	
Sub-contract(s) for IT training awarded for specialized courses such as Oracle certification.	YES
SUMMARY - ON SCHEDULE: One sub-contractor awarded grant for specialized IT training (Oracle)	
Grants awarded to NGOs for training in Kurdistan	YES
SUMMARY - ON SCHEDULE: 1 grant awarded for training in KRG	
Sub-contractors/grantees conduct 40 competency courses in core areas and train 800 trainees in Baghdad. [Number trained in the regions is captured under Result 3]	PARTIAL
SUMMARY – NOT COMPLETE: IT sub-grantee delivered training, but the two potential subcontractors, without finalized contracts, have not yet begun.	

Context and Obstacles Encountered:

Tatweer has established its training component within Iraqi Ministries, which have contributed significantly to meeting workplan targets. There are still two ministries whose employees remain reluctant to attend courses openly for fear of reprisals, but otherwise demand is very high for the basic *Tatweer* courses as well as for more tailored offerings.

The difficulties in reaching agreement with the training sub-contract awardees is a major obstacle for the training roll-out to the provinces, although other *Tatweer* training mechanisms have already ramped up to assure outreach.



Scholarships in Public Management

Component Description. The *Tatweer* project is providing up to 180 scholarships for Iraqis to complete post-graduate education programs in public administration subjects at regional and international universities.

Status as of December 31, 2007. Through three selection rounds, the *Tatweer* Scholarship program awarded scholarships to 180 finalists and 65 alternates. During this quarter, the efforts focused on deploying the winners to appropriate universities and training institutions in the region, and, in some instances, in the US. At this time, 61 *Tatweer* public administration scholars from rounds one and two are studying abroad; others, especially from the third selection round are in the process of security vetting and other procedures.

Accomplishments:

Scholarship Program Scorecard on Planned Activities (October – December 2007)	
Planned Activities and Accomplishments	Scorecard
Scholarships	
Up to 75 Round 2 scholarship recipients begin studies abroad for Fall 2007	PARTIAL
SUMMARY – NOT COMPLETE: 49 scholarship recipients began studies in different institutions of higher learning. 12 are abroad undergoing English Language program, and most others are completing clearance procedures	
Follow-up of Round 1 and Round 2 Scholarship Holders	YES
SUMMARY - ON SCHEDULE: <i>Tatweer</i> is working with AMIDEAST to secure clearances, passports, ministry releases, and university acceptance for recipients.	
Up to 100 Round 3 scholarships awarded for Spring 2008	YES
SUMMARY - ON SCHEDULE: 100 candidates were awarded scholarships, and 40 alternates identified	
Preparations for placing Round 3 Scholars in Universities	YES
SUMMARY - ON SCHEDULE: Orientation was conducted for 36 participants, and placement processes began in Egypt, Jordan and Lebanon.	

Context and Obstacles Encountered:

The scholarships program has been very successful for the most part with *Tatweer* fulfilling all its direct obligations to recipients. Round 2 recipients are regularly followed up by AMIDEAST and some Round 3 recipients are being placed in English language programs prior to enrollment in institutions of higher learning. Many Round 3 recipients already have placements in different universities. The task ahead is to ensure that all recipients receive placements as appropriate. Those who have major English language challenges or who lack strong undergraduate records present particular challenges. *Tatweer* and AMIDEAST are making concerted efforts to deal with issues as they arise.

Anti-Corruption Cross-Cutting Issue

Component Description. *Tatweer* fully engaged the ministry IGs, and began engaging the Board of Supreme Audit (BSA) and the Commission on Public Integrity (CPI). The capacity of these practitioners of anticorruption is being developed so that they serve as the lead agents in the fight against fraud, waste abuse and criminal actions. These three Anti-Corruption Agencies (BSA, IGs and CPI) are vastly



different organizations, but *Tatweer* efforts will combine individual skills training, IT infrastructure to improve communications, and organizational development tools such as mentoring and advising for a more efficient service delivery.

Status as of December 31, 2007. With the shift in focus from basic training of IG staff, to in-depth institutional development support to include the BSA and CPI, the anti-corruption component has designed in-depth management skills and technical/specialized courses; while upgrading information technology and providing assistance towards re-structuring the organizations. The anti-corruption component has successfully delivered 15 anti-corruption courses with a total of 335 IG staff from various ministries in attendance.

Accomplished Activities:

Anti-Corruption Component Scorecard on Planned Activities (October – December 2007)	
Planned Activities and Accomplishments	Scorecard
Anti-Corruption training and advisory services	
Core Training Workshops on Anti-Corruption Awareness	YES
SUMMARY - ON SCHEDULE: <i>Tatweer</i> offered 15 anti-corruption courses with 335 enrollees with participation from IG offices in NCD-assisted ministries.	
Assistance to Commission on Public Integrity (CPI), Board of Supreme Audit (BSA), and Ministry Inspectors General	
Upgrade Information Management Systems: Assessment, Procurement and Implementation as Teaching Tools	In Process
Provide relevant Specialized Training (Procurement/Budget): Number Trained and Survey Results	NO
TOT Trained and Rollout: TOT Rollout Results, Courses and Participants	NO
SUMMARY - ON SCHEDULE: <i>Tatweer</i> has been deeply involved in training with the IG offices in all ministries, and has begun the other phases of capacity development such as IT communications and broader interaction with the CPI and BSA.	

Context and Obstacles Encountered:

Involvement with the Anti-Corruption Agencies is challenging. The BSA and CPA especially present challenges for initiating assistance. Working with the ministry IGs, *Tatweer* has successfully trained a number of IG staff in anti-corruption techniques and is fully on target to complete all IG training. Success with the IGs appears to have influenced the other agencies and *Tatweer* has drawn up a rapid ramp-up plan to implement the work plan. To augment plans, Iraqi nationals have also been recruited and embedded in the agencies as liaisons to ease communication towards implementing the work plan.



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 administration assistance to ten key ministries and the GOI executive offices. Assistance to the ministries and executive offices includes providing ministry advisory teams to help the ministries address serious management deficiencies that impede ministry performance and delivery of services.

Status as of December 31, 2007. *Tatweer* ministry teams are fully active in ten ministries and GOI executive offices — the Presidency Council, Prime Minister’s Office, two Deputy Prime Minister’s Offices, and the Ministries of Planning, Electricity, Oil, Agriculture, Public Works, Health, Water Resources, Justice, Human Rights, and Finance. The Teams are active in responding to the needs of the ministries and in proposing and influencing the ministries to implement professional and technical assistance for capacity development and systems improvement. Ministry Capacity Development Plans are complete for eight out of ten key ministries. These Capacity Development Plans form the core of the *Tatweer* workplan for CY 2008.

Accomplishments include the introduction of Business Process Review methodologies in the Ministry of Planning, major assistance in planning to COSIT, the introduction of new “organizational self-assessment” tools to the Ministry of Agriculture, improved budget expenditure tracking methodologies for the Ministry of Electricity, the development of template documents for the procurement of goods in support of the Ministry of Oil’s need to purchase steel pipe and tubing, assistance to several ministries in capital project formulation systems, the identification and delivery of specialized skill training in the Ministry of Water Resources, and training center upgrades for several ministries, especially in the area of IT training.

Context and Obstacles Encountered:

The expansion of the ministry teams from one advisor to multiple international and local advisors provides the critical mass of assistance to address simultaneously the multiple needs of each ministry. The expansion of local ministry advisors, including having many embedded full time in the ministries, also helps to address the limitations imposed by security concerns.

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

Description. *Tatweer* supports the Ministry of Planning, the Prime Minister’s Office, the two Deputy Prime Minister’s Offices, the Council of Ministers Secretariat, and in response to recent request, the Presidency Council. These are expansions that the project has re-adjusted to and accommodated. PMO/COMSEC, with the level of support received from *Tatweer* is now in a position to start playing its government coordination role with all other ministries. Staff members have been trained at expert level in leadership and communication, project management, strategic planning, etc., with more specialized courses in the pipeline for the future. Many of the institutions’ staff members continue to receive training in basic and advanced level courses in the five core areas of *Tatweer*’s focus.



Status as of December 31, 2007. The Ministry of Planning has a completed CDP that is being implemented, along with an IT strategic plan for COSIT. A signed letter of agreement covers \$750,000 in IT related procurement for upgrading the National Statistical Agency and other areas of the ministry. Two training centers in the MoPDC were rehabilitated and supplied with furniture and equipment. Specialized training, such as ISO 9001:2000 for quality assurance systems, are also continuously conducted for ministry staff. *Tatweer* introduced business process re-engineering to streamline processes inside the ministry to optimize utilization of resources to improve performance in public administration.

Following the Prime Minister's directive to establish a Civil Service Reform Inter-Ministerial Committee, members were appointed from the Ministries of Finance, Planning, and Justice (Shura State Council). *Tatweer* was designated by the Prime Minister as the Advisor to the Committee. This Committee is responsible for setting up the constitutionally-required Federal Civil Service Commission and implementing a civil service reform strategy. In addition, the PMO created a new Administration Development Unit which is in agreement with a PMO-wide capacity development plan, including IT, to be developed in collaboration with *Tatweer*. High ranking staff of the PMO/DPMO/COMPSEC benefited from a strategic planning workshop organized by *Tatweer*, which prompted the request for *Tatweer's* support in developing strategic plans for their departments.

Accomplished Activities:

Support to MOP/PMO/COMSEC Scorecard on Planned Activities (April - June 2007)	
Planned Activities and Accomplishments	Scorecard
Prime Minister's Office	
Provide urgent assistance to Deputy Prime Minister's Office/Economic Affairs (Barham Saleh): Procure full IT system for new offices	PARTIAL
Provide assistance to Deputy Prime Minister's Office/Services (Salam Al-Zuba'e)	YES
Assist GOI in establishing Federal Civil Service Council	YES
Provide workshops and follow-up in strategic planning, decision-making, decentralization, change management	YES
COMSEC	
Rapid improvement in leadership and decision-making for senior officials: Initially, two workshop/courses for 20 officials each, one at Dubai School of Management; continued follow-up & TA	YES
Improve Inter-Ministerial communication and coordination: Initially, Communication Training for 20 officials; followed by various workshops and TA	YES
Assist COMSEC to develop a Capacity Development Plan, and implement appropriate items of plan	YES
Ministry of Planning	
Coordinate with Procurement Assistance Center (PAC)	YES
Streamline approval of capital projects process: Training will be provided to officials from each of MoA, MoWR, and other line ministries in use of the forms for requesting budgets to fund capital projects.	YES
Develop (with the Ministry) their Capacity Development Plan	YES
Develop (with COSIT) an IT strategic plan: Strategic focus on improving national statistics and laying foundation for ISO 9001:2000 certification	YES



Context and Obstacles Encountered:

Support to the DPMO EA hinges on ICT equipment, which has been delayed. This process is on again, and activities will resume fully once this procurement is completed.

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 December 31, 2007. The NCCMD team successfully conducted its own self-assessment, and went on a study tour to Jordan to learn about best practices in establishing a government performance agency. On return, NCCMD has used analyses and recommendations of the self-assessment process to develop an action plan to be implemented with *Tatweer* support. The NCCMD is conducting the first phase of self-assessment in three ministries, with one complete and the ministry staff trained.

Accomplished Activities:

Institutional Self-Assessment Scorecard on Planned Activities (October-December 2007)	
Planned Activities and Accomplishments	Scorecard
Institutional Self-Assessment	
NCCMD self-assessment completed: NCCMD's self-assessment will include an action plan to implement specific organizational improvements.	YES
Actions recommended from NCCMD self-assessment initiated	YES
NCCMD supports self-assessments in other ministries: NCCMD and <i>Tatweer</i> will support self-assessments in up to 3 ministries between July and December 2007	NO
SUMMARY - BEHIND SCHEDULE: Staff of the NCCMD were supported by <i>Tatweer</i> on a study tour to Amman, Jordan, where they were trained in the self-assessment methodology. They formed the Self-Assessment Team that will conduct and train other ministry staff in the self-assessment process. Analyses of the self-assessment data and recommendations arising have been reviewed and actions identified. Furthermore, NCCMD has started self-assessment in 3 other ministries and completed one.	



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 December 31 2007. *Tatweer* is providing training curricula to be reviewed and adapted by NCCMD for their own training courses. NCCMD participated in special training courses introducing the ISO 9000/2000 as management tools. As part of continued support to the NCCMD, *Tatweer* has provided equipment, furniture and books to the NCCMD offices in Baghdad, Mosul and Basrah. The satellite offices in the two regions are now fully furnished with VSAT equipment and computers.

Accomplished Activities:

NCCMD Capacity Development Scorecard on Planned Activities (October-December 2007)	
Planned Activities and Accomplishments	Scorecard
NCCMD Central Office Training Capacity Strengthened	
Pair NCCMD with international public management organizations and provide assistance to attend international conferences	PARTIAL
Assist NCCMD to develop a funding/staffing strategy for NCCMD and satellite training centers	PARTIAL
Provide staff development training in Iraq and abroad: In Self-Assessment, Strategic Planning, Advocacy, Monitoring & Evaluation, including certification as Master Trainers	YES
Support NCCMD in establishment of Government Performance Agency	PARTIAL
Assist new regional centers with facility upgrades, IT and training equipment, curriculum development, staff development	YES
Expand training delivery from three centers: In cooperation with PRTs.	PARTIAL



<p>SUMMARY - NOT ON SCHEDULE BUT IN PROCESS: <i>Tatweer</i> facilitated a study tour where NCCMD was linked with two organizations in Jordan, and NCCMD staff members have participated in a number of <i>Tatweer</i> direct training courses. The regional centers are also functional with upgrades. Work is now being focused more on the internal organization of NCCMD, which is where the funding/staffing strategy will be addressed.</p>	
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Context and Obstacles Encountered:

Considering the fact that it took a while for interaction with NCCMD to gain traction, there has been progress in activities and implementation, although behind schedule. The NCCMD is open and cooperative, and is moving at high speed to work with *Tatweer* towards professional and institutional capacity development within the framework of the joint vision statement. One obstacle is the limited size of the NCCMD staff and leadership, resulting in many competing pressures on their time.

Establish Regional Training Centers in Public Administration

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

Status as of December 31 2007. The NCCMD has established satellite training centers in Basrah and Mosul that are receiving assistance from *Tatweer*, especially in terms of facility refurbishment and equipment. In Erbil, the Regional Ministry of Planning had intended to establish its training institution and facility, but was unable until now to do so. In all three of these cities, the *Tatweer* project also operates a regional project office for the delivery of training. In **Erbil**, the *Tatweer* training program continues to expand its training reach within the region, and accounts for a high proportion of the enrollees in *Tatweer* training. Currently, facilities in the region are being expanded to accommodate the increased number of participants attending. From **Mosul**, still under severe security restrictions, *Tatweer* sends a steady stream of Ninewah civil servants to be trained in Erbil, while arranging for several classes in IT to be delivered in Mosul itself. These are considered by all as outstanding accomplishments given the circumstances. In **Basrah**, the Southern Region appears to have taken shape. More ministries and all provinces in the region are represented in the training courses delivered by the center. The NCCMD has also deployed staff to the center, and despite the security situation, training continues.

Accomplished Activities:

<p align="center">Establish Regional Centers Scorecard on Planned Activities (October-December 2007)</p>	
<p align="center">Planned Activities and Accomplishments</p>	<p align="center">Scorecard</p>
<p>Training Expanded to Three Regions</p>	
<p>Basrah Regional Training Centers Established</p>	
<p><i>Tatweer regional office operational:</i> The <i>Tatweer</i> regional advisor will coordinate with the PRT, regional GoI officials, and NCCMD/AI-Quds in establishing the program.</p>	<p align="center">YES</p>
<p>Office furniture, equipment and training provided to NCCMD and AI-Quds: Equipment and furniture. Training for NCCMD and AI-Quds will take place over several months.</p>	<p align="center">PARTIAL</p>



SUMMARY – ON SCHEDULE: The regional offices are operational with equipment, furniture and IT needs, but this relates to NCCMD only. Al-Quds is still in process.	
Basrah regional center delivers competency training in core skill areas: 500 trained at competency levels across core areas. This includes training delivered by direct <i>Tatweer</i> staff, as well as sub-contractors and grantees.	PARTIAL
SUMMARY – NOT ON SCHEDULE IN TERMS OF NUMBERS: 215 participants were trained at competency level	
Basrah regional center delivers advanced level training: 100 trained at advanced levels across core areas.	YES
SUMMARY – EXCEEDED TARGET: 113 trained at advanced levels across core areas.	
Basrah regional center delivers TOT training: 50 trained in TOT across all core areas.	YES
SUMMARY – MET TARGET: 46 trained in TOT across all core areas	
TOT graduates roll out training in their directorates: 150 GoI directorate staff trained by TOT graduates.	YES
SUMMARY – EXCEEDED TARGET: 172 GoI directorate staff trained by TOT graduates.	
Mosul Regional Training Centers Established	
<i>Tatweer regional office operational:</i> <i>Tatweer</i> regional advisor will coordinate with the PRT, regional GoI officials, and NCCMD/Al-Quds in establishing the program.	YES
Office furniture, equipment and training provided to NCCMD and Al-Quds: Equipment and furniture. Training for NCCMD and Al-Quds will take place over several months.	PARTIAL
SUMMARY – ON SCHEDULE: The regional offices are operational with equipment, furniture and IT needs, but this relates to NCCMD only. Al-Quds is still in the process.	
Mosul regional center delivers competency training in core skill areas: 300 trained at competency levels across core areas. This includes training delivered by direct <i>Tatweer</i> staff, as well as sub-contractors and grantees.	PARTIAL
SUMMARY – NOT ON SCHEDULE IN TERMS OF NUMBERS: 87 trained in competency level courses	
Mosul regional center delivers advanced level training: 50 trained at advanced levels across core areas.	PARTIAL
SUMMARY – NOT ON SCHEDULE IN TERMS OF NUMBERS: 38 trained in advanced level courses	
Mosul regional center delivers TOT training: 30 trained in TOT across all core areas.	PARTIAL
SUMMARY – NOT ON SCHEDULE IN TERMS OF NUMBERS: 20 trained in ToT across all core areas	
TOT graduates roll out training in their directorates: 100 GoI directorate staff trained by TOT graduates.	NO
SUMMARY – NOT ACCOMPLISHED: There have been no training by ToT graduates.	
Erbil Regional Training Center Established	



Erbil regional center facilitates <i>Tatweer's</i> delivery of competency level training in core areas: 500 trained at competency levels. This includes training delivered by direct <i>Tatweer</i> staff, as well as sub-contractors and grantees.	YES
Erbil regional center delivers advanced level training: 100 trained at advanced level courses across core areas	YES
Erbil regional center delivers TOT training: 50 trained in TOT across all core areas.	PARTIAL
TOT graduates roll out training in Kurdish regional government ministries: 150 Kurdish ministry staff trained by TOT graduates.	YES
Feasibility study for Erbil regional institute for public management: Draft and vet a concept paper regarding options for funding degree and certificate granting educational organizations in the region.	NO
Erbil regional center develops assistance plan with Kurdistan ministries	NO
Initial actions to implement ministry assistance plan	NO
SUMMARY – NOT ACCOMPLISHED: <i>Tatweer</i> was guided <u>not</u> to undertake major technical assistance programs to the ministries of KRG.	

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 December 31, 2007. Following a long and careful competitive procurement process, *Tatweer* selected two organizations to provide training to the 15 provinces of Iraq, and one NGO grantee to provide training to the three provinces of the Kurdish Region. The grantee in the KRG had yet to begin training by the end of this quarter, but appears ready to begin training early next quarter. Problems with the two sub-contract awardees are delaying finalization of the contract in one instance and delaying the implementation in the other instance. This situation may or may not find solution.

Accomplished Activities:

Grants and Contracts Program Scorecard on Planned Activities (October - December 2007)	
Planned Activities and Accomplishments	Scorecard
Grants & Contracts to Expand Public Administration Training Capacity	
Grants Program	NO
Training Expansion Sub-Contracts	NO



III. PROJECT MANAGEMENT

I. Personnel

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

Long-Term Personnel:

Administration:

- Inge Fryklund, Chief of Party
- Wylie Williams, Deputy Chief of Party/Administration
- Douglas Treadwell, Project Management unit
- Tom Petocz, Procurement Specialist
- Isaac Nkoroi, Senior Grants Advisor
- Ibrahim Rasool, Senior Accountant, Erbil
- Husna Akgun, Administration/Logistics Advisor
- Calvin Madzorera, Controller
- Earle Johnson, Director of Procurement
- Temple Jagha – Senior Advisor Monitoring and Evaluation
- Imad Kamil – Public Relations Director

Professional Development:

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

Institutional Development

- Richard Huntington, Deputy Chief of Party/ Institutional Development
- Munther Share'e, Team Leader - PMO/DPMO/COMSEC
- Zohair Mohsen, Team Leader - Ministry of Agriculture
- Ali Allabadi, Team Leader - Ministry of Water Resources
- Robert Kirkman, Senior Advisor, Ministry of Water Resources
- Azad Mohammadi, Advisor, Ministry of Water Resources
- Saad Muhey, Team Leader - Ministry of Municipalities & Public Works
- Jawad Rishq, Team Leader - NCCMD
- Mohammed Nasir, Advisor to the Ministry of Planning
- Bushra Abbasi, Team Leader- Ministry of Health
- Nael Shabaro, Team Leader – Ministry of Planning
- Mostafa A. El-Erian, Senior Legal Advisor PMO
- Corinne Audibert , Team Leader, Ministry of Justice
- Dan Lowery, Team Leader, Ministry of Finance
- Nancy Sharpe, Team Leader, Ministry of Human Rights
- Touhami Rhaiem, Advisor, PMO/COMSEC
- Quan Dinh, Senior Advisor, PMO/CONSEC
- Emilio Matuk, Senior Advisor, Ministry of Planning



Special Cross-Cutting Consulting Units for Ministry Institutional Development

- Muntaha Haddad, Senior Advisor for Leadership/Communication
- Lance “Chip” Borman, Anti-Corruption Advisor
- Faisal Abdel Nasr, Senior Fiscal Management Advisor
- Ibrahim Kassab, Senior Human Resources Management Advisor
- Ali Kazan, Senior Advisor for Project Management

Tatweer Energy Group

- Bob Krause, Director, Tatweer Energy Group
- Brian Ward, Oil Specialist
- Hassan Kasseba, Electricity Advisor
- Basil Haddad, Procurement Specialist

Information Technology/Cross-Ministry Consulting Group

- Robert Hernandez, Director IT Services
- Charles Long – Senior IT Advisor
- Ray Montgomery, Senior Advisor for IT Management
- Bassim Hilmi, Senior IT Advisor
- William Casti, Senior IT Advisor
- Slobodan Kosanovic, Senior IT Manager

Short-Term Personnel:

- Larry Cooley – President of MSI and Tatweer Projector Director
- Andrew Kaiser, Senior Advisor for Organizational Development
- Martin Mayerchak, Organizational Development Advisor
- Geraldine Gibbons, Organizational Development Advisor
- Robert Ross, Senior Advisor for Project Management/Contracting

2. Management Systems and Procurement

Management and Monitoring Systems. Project expansion and a contract amendment necessitated review of the project performance management plan (PMP). Consequently, *Tatweer* is reviewing and revising the PMP, while developing a new work plan for CY 2008. The timing appears right, to make sure that the work plan and the PMP are in-sync. The work plan and the revised PMP will be submitted to USAID in January.

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 for 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.



There were a number of important initiatives including the institution of a procurement tracking system, process maps for procurement procedures, and the use of project books to manage and document major projects for ministries. A Project Management Unit was created to manage ministry projects.

Administrative and Personnel. As with procurement, efforts focused on putting in place systems and procedures for management and for establishing standard operating procedures for personnel management. Examples included obtaining Iraqi visas and MNF-I badges for all expats, and developing spreadsheets for tracking leave schedules. Local national staff were reviewed to ensure proper classification and pay.

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 and programs. On the Mansour Compound, the notable acquisition was the Sherman House, a villa to be used for office space. Remodeling was done during November and December, and the facility was scheduled for occupancy the first week of 2008. The initial Karada Compound facility, acquired in June 2007, was the “ADF” building. By October 2007, it was filled to capacity, with office and residential space for the Professional Development Division. Seven training rooms and a computer lab on the basement and ground levels accommodated the training program. In November, foreseeing an expansion of programming, the project acquired the Rimal Hotel, a 57-room hotel on the Karada property. All expat staff will be housed in the Rimal, and the ADF building residential space will be converted to office space early in the New Year. Staff began moving to the Rimal the last week of the quarter. In anticipation of the needs of the 18 people to be hired by January 31, 2007, under the “energy surge,” the project continued to look for additional space. In December 2007, two additional properties became available on the Karada Compound. Two villas were leased, one of which will be used to house the newly named Tatweer Energy Group; occupancy is expected in early February 2008. It will provide offices for approximately 22 expat staff plus local staff supporting the project. The Marble Hotel was leased at the same time. With minor rehab, it will be ready for occupancy mid February 2008. With the Marble, *Tatweer* will be able to offer residential training programs, obviating the need for trainees in some courses to undertake the risks of travel to the compound every day.

4. Security and Transportportation

Security incidents were minimal during the quarter, although the environment continues to require that all movements be with PSD escort. The main challenge was providing PSD transport to the expanding roster of advisors. With two other USAID-funded projects on the Mansour Compound, competition for resources increased. One dedicated PSD team serves the Karada Compound. The project is planning to add a second dedicated PSD team to Karada during the first quarter of 2008, and is discussing with the other projects the possibility of adding a seventh (cost-shared) team to Mansour. The winter months meant that transportation was even more restricted. PSDs discourage travel after dark, so meetings in the IZ had to end by 5:00 PM.

5. Context and Obstacles Encountered

Security continues to present a daily obstacle to doing development, but the project has become increasingly inventive in finding ways to work with counterparts. The quarter saw a major expansion in the number of “local advisors,” Iraqi staff (many quite senior) who work several days a week inside a ministry on project implementation, spending only a day or two at Mansour. While ministry personnel have always visited the Mansour Compound, Karada is in closer proximity to key counterparts such as



NCCMD, COSIT and the Ministry of Planning. Ministry personnel have been willing to meet regularly at Karada.

Minor difficulties continued to consume time. Despite the efforts of USAID, project staff members (including the COP) were unable to obtain Embassy badges. Any trip to the Palace or to USAID required a wait for an escort, and when an escort was not available, it was sometimes impossible to attend a meeting. Some training is conducted at the Rashid Hotel in the IZ, but since the April 2007 bombing, checkpoint security has been increased. In the absence of Embassy badges, a wait of 45 minutes (both entering and leaving) is not uncommon.

6. Planned Administrative Activities for the Next Quarter

The next quarter will concentrate on completing implementation of a number of administrative initiatives started during the reporting quarter. These include an employee manual, database for employee information and procurement tracking systems. Administration of the Karada Compound and the management of a residential trainee facility will be major challenges.



ANNEX I:

QUARTERLY PERFORMANCE INDICATOR UPDATE

Output Indicators:

Output 1.2 Number of Civil Servants Trained (October through December 2007)

Civil Servants Trained in Core Administrative Functions	2,779
Male	1,766
Female	1,012
Number of Classes Offered	140
Number of Class Enrollments	3,373
Male Enrollees	2,153
Female Enrollees	1,219

The above data indicate that 3,373 trainees completed 140 training courses during this quarter. This represents 2,779 individuals, since some individuals enroll in more than one course (usually the advanced level of the same subject).

ENROLLMENT BY COURSE (OCTOBER-DECEMBER 2007)

Program/Course	Classes	Enrollees		
		Total	Male	Female
Project Management	26	585	397	187
Fundamentals of Project Management	23	537	377	159
Project Management Case Studies	1	5	3	2
ISO 9000	2	43	17	26
Fiscal Management	34	890	560	330
Budgeting: Preparation, Execution, Controlling and Reporting	12	259	172	87
Government Procurement	21	589	363	226
Practicum in Capital Budget Forms	1	42	25	17
Human Resources Management	12	292	194	98
Job Analysis, Job Descriptions, Specifications and Standards	12	292	194	98
Information Technology Management	12	226	97	129
ICDL	9	192	89	103
Vendor Supply	1	12	5	7
VISIO	2	22	3	19
Leadership and Communication	39	1000	649	351
Communications 1	30	832	552	280



Communications 2	1	13	10	3
Business English: Correspondence Writing.	1	23	6	17
Business English: report writing.	1	22	6	16
Organizational Self-Assessment and Transformation Program	1	17	11	6
Strategic Planning	2	38	32	6
Governorate Communication	1	14	11	3
Change Management	1	22	13	9
Business English -Special Purposes (ESP)	1	19	8	11
Anti-Corruption	15	335	228	107
Anti-Corruption Inspector General Workshop	15	335	228	107
Special Programs	2	45	28	17
Contract & Project Management	2	45	28	17

PARTICIPANTS/ENROLLMENT BY MINISTRY/INSTITUTION

Region	Ministry	Enrollees
BAG	Basrah Governorate	19
BAG	Council of Ministers Secretariat (COMSEC)	33
BAG	Deputy Prime Minister's Office (DPMO)	2
BAG	Diyala Governorate	2
BAG	Erbil Governorate	1
BAG	Maissan Governorate	11
BAG	Ministry of Environment	1
BAG	Ministry of Agriculture	402
BAG	Ministry of Communication	6
BAG	Ministry of Education	18
BAG	Ministry of Electricity	62
BAG	Ministry of Finance	50
BAG	Ministry of Health	195
BAG	Ministry of Higher Education	42
BAG	Ministry of Human Rights	93
BAG	Ministry of Industry	7
BAG	Ministry of Interior	10
BAG	Ministry of Justice	105
BAG	Ministry of Natural Resources	1
BAG	Ministry of Oil	98
BAG	Ministry of Planning & Development Cooperation	212
BAG	Ministry of Tourism	2
BAG	Ministry of Trade	27
BAG	Ministry of Water Resources	235
BAG	Ministry of Youth & Sports	6
BAG	Municipalities & Public Works	233
BAG	Others	10



BAG	Prime Minister's Office (PMO)	4
BAG	Tameem Governorate	4
BAG	Wassit Governorate	4
KRG	Construction/ Housing	55
KRG	Dohuk Governorate	47
KRG	Diyala Governorate	1
KRG	Erbil Governorate	110
KRG	Ministry of Environment	1
KRG	Ministry of Agriculture	116
KRG	Ministry of Communication	6
KRG	Ministry of Education	160
KRG	Ministry of Electricity	16
KRG	Ministry of Finance	68
KRG	Ministry of Health	64
KRG	Ministry of Higher Education	117
KRG	Ministry of Human Rights	14
KRG	Ministry of Industry	4
KRG	Ministry of Justice	42
KRG	Ministry of Natural Resources	36
KRG	Ministry of Oil	2
KRG	Ministry of Planning & Development Cooperation	64
KRG	Ministry of Tourism	36
KRG	Ministry of Trade	21
KRG	Ministry of Transportation	3
KRG	Ministry of Water Resources	153
KRG	Ministry of Work	8
KRG	Municipalities & Public Works	248
KRG	Others	12
KRG	Prime Minister's Office (PMO)	9
KRG	Sulaimania Governorate	57
KRG	Tameem Governorate	1

ENROLLMENT BY COURSE LEVELS (OCTOBER-DECEMBER, 2007)

Course Level	Classes	Enrollees		
		Total	Male	Female
Competency	50	1095	665	430
Advanced	18	361	259	102
Expert	4	64	48	16
Training of Trainers	8	132	91	41
Competency (by TOT Trainer)	59	1690	1060	629



Output 1.3 Number of Scholarships Awarded: Cumulative: 100
Cumulative Work plan Target was 100

Output 2.1 Number of civil servants trained in assessment methodologies: Cumulative: 17
Cumulative Work plan 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
37% reported 'sometimes' or 'frequently' last quarter, data from the post training surveys for this quarter are being analyzed
- **Project Indicator 1.2:** Percentage of former trainees responding that performance is improving in their ministry/unit regarding their operational area (post-training survey)
33% from the last quarter, data from the post training surveys for this quarter are being analyzed

Project Result 2: Capacity for performance improvement institutionalized

- **Project Indicator 2.1:** Number of ministries or national institutions completing capacity development plans
7 completed, 2 in process; on schedule to meet work plan target for Dec 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 different Department and Directorate levels as a result of training, coaching, and mentoring.
- **Project Indicator 2.3:** Number of Ministry Capacity Assessments completed by an Iraqi performance monitoring unit
Agency is still 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
At the end of FY 2007, NCCMD had 1375 trainees trained, a little short of the 1,500 target. However, at the end of the work plan year – Dec 2007, NCCMD had trained 1,795.
- **Project Indicator 3.2:** Number of trainees at regional training centers
Regional centers exceeded target of 300 for FY 2007 with 1,415 enrollees, for Oct-Dec 2007 quarter, regional centers had 1,397 enrollments.

