



Tatweer: Iraq National Capacity Development Project

Larry Cooley

*USAID Democracy and Governance Partners Conference
June 12-13, 2008*

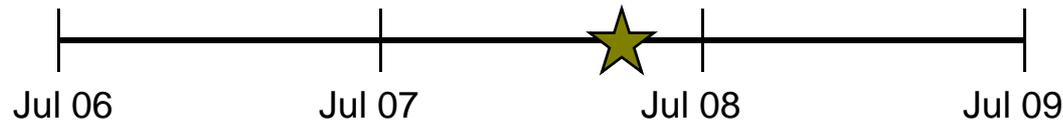


A Bit of Context

- Iraq was once the “gold standard” for public administration in the Middle East
- Its bureaucracy suffered from a 27-year “perfect storm”:
 - Iran/Iraq War
 - Sanctions
 - Invasion, Occupation and Major System Reform
 - Severe and Continuing Violence
- It’s currently caught in a Catch 22:
 - Foreshortened time frame
 - Weak and unformed leadership
 - Multiple agendas

Quick Facts

- Tatweer is USAID's largest Public Administration project since Vietnam
- Mid way through a three year project:



- Current professional staff: 77 USN and TCN (60% Arabic speaking) and 160 Iraqi professional staff
- Offices in Baghdad (Red Zone), Mosul, Erbil and Basra

Tatweer's Three Principal Results

- Fill an immediate skill gap by training 20,000 Iraqi public servants in budgeting, procurement, personnel administration, strategic planning, project management, leadership, communications, and IT skills
- Assist Ministries and Executive Offices in identifying and addressing their most pressing systemic and structural problems, particularly those related to budget execution, decentralization, and transparency
- Institutionalize mechanisms for meeting the public sector's ongoing training and system reform needs

Tatweer Teams Work With...

Executive Offices

- Prime Minister's Office (PMO)
- Deputy Prime Ministers (2)
- Council of Ministers Secretariat (ComSec)
- Office of the President

Ten Line Ministries

- Planning
- Oil
- Electricity
- Health
- Agriculture
- Municipalities & Public Works
- Water Resources
- Justice
- Human Rights
- Migration & Displacement

Illustrative Results to Date

- Training provided to 15,000 civil servants and 300 trainers from all 18 Provinces
- Capacity Development Plans established by key Ministries and Executive Offices
- Standardized curricula developed for all subject areas
- Working group established by Prime Minister and charged with developing a Civil Service Commission and new Civil Service Law
- Training facilities upgraded in National and regional training centers, and in line Ministries

Results (continued)

- Organization charts, job descriptions, process maps, and internet connectivity developed for key departments, agencies and Ministries
- 180 candidates selected for overseas Masters Degrees in public administration
- Procedures clarified and streamlined for review of new capital projects
- High priority projects expedited – e.g., commissioning new turbines and gas treatment plant; improving steel purchase and oil services contracts

Major Issues

- The 4th leg of a 4-legged table
- Transition from Occupation to Sovereignty; the implications of being demand-driven
- Central government's role in decentralization
- Marrying rebuilding and reform
- Integrating short-term results and longer-term capacity-building