



**unitar**

United Nations Institute for Training and Research

# UNITAR-JICA Capacity Development Programme for Republic of Iraq Government Officials

*16–29 March 2013  
Hiroshima | Tokyo*

UNITAR Hiroshima Office



**Knowledge to lead**



## Foreword

### ABOUT UNITAR

The United Nations Institute for Training and Research (UNITAR) was established in 1965 as an autonomous body within the United Nations and is headquartered in Geneva, Switzerland. The mandate of UNITAR is to enhance the effectiveness of the work of the United Nations and its Member States in the fields of peace and security and in the promotion of economic and social development. UNITAR designs and conducts worldwide some 230 different training activities per year for more than 80,000 beneficiaries, including diplomats and other government officials, non-governmental representatives and local authorities.



The UNITAR Hiroshima Office, by virtue of the resonance of its location, has an inherent strength in the areas of post-conflict reconstruction as well as the broader themes of international peace and security. The Office has a particular focus on capacity building for post-conflict reconstruction.

### ABOUT JICA

The Japan International Cooperation Agency (JICA) is an independent governmental agency that coordinates official development assistance (ODA) for the Government of Japan. It is chartered with assisting economic and social growth in developing countries, and the promotion of international cooperation.



### ABOUT THE MINISTRY OF OIL

The Ministry of Oil (MoO) is responsible for the country's oil and gas industry including encouraging investments, operation of infrastructure, planning, and recommending and overseeing policies.



The Ministry also operates and manages 16 state-owned oil companies and five training centers or institutes focused on the oil and gas industry. Iraq is blessed with vast reserves of oil and natural gas, and is one of the most promising, still largely undeveloped, sources of hydrocarbon resources in the world. After decades of underinvestment due to conflict and sanctions, Iraq is actively seeking international investment and expertise to help in the development of its oil and gas sectors. From efforts to harness associated gas from southern oil fields to the launching and negotiation of Iraq's first post-war oil and gas bid rounds, Iraq has begun the process of substantial reengagement with investors from around the world.

- Republic of Iraq National Investment Commission

UNITAR would like to thank the Japan International Cooperation Agency, Ministry of Oil of the Republic of Iraq, and all supporting stakeholders for this successful collaboration.



## ■ Introduction

As Iraq enters further into the transition period, an important opportunity exists to increase partnerships with the international community to help work towards effective capacity development within the country. Efforts must be focused upon the specific reconstruction needs of the society and the provision of technical cooperation and public sector capacity building, supported by policies that guide the long-term social and economic reconstruction of Iraq.



In particular, efforts to rehabilitate the economy, restore infrastructure, ensure effective central and provincial governance, and provide adequate social welfare, must be accompanied by a focus on the training of those within the Civil Service of Iraq.

With these parameters in mind, UNITAR and JICA, in collaboration with MoO, developed this new programme to deliver specialized training for Civil Servants at MoO.

## ■ Description

Initially discussed as a five-month training Fellowship Programme, it was agreed between all partners that a shorter international study-trip would serve as a pilot project, with further cycles to be discussed following in-depth evaluation.

The programme was split into two thematic areas: (i) the UNITAR-led Leadership, Project Planning, and Action Plan Development sessions took place in Hiroshima, Japan, between 18 and 25 March, and (ii) the JICA-led provision of study-tours and technical presentations on Japan's role in the post-conflict reconstruction of Iraq between 26 and 28 March in Tokyo.



Interactive presentations were delivered in Hiroshima, linking the themes of the programme. Topics included:

- Japanese Culture
- Public Sector Leadership: The Fundamentals
- Leading People
- Leading Teams
- Leading Project Planning
- Identifying and Integrating Stakeholders
- Action Plan Development
- The Effective Management of Change
- Post-war Reconstruction in Japan and Hiroshima
- The Civil Service and Post-Conflict Reconstruction



The Hiroshima component also included a reception held in honour of the programme, hosted by the Prefectural Government of Hiroshima. A representative group of participants also visited with the Governor of Hiroshima Prefecture, the Honourable Hidehiko Yuzaki, with the Governor expressing his thanks to UNITAR and JICA for bringing this important delegation to the City, before wishing the participants well in the post-conflict reconstruction of their country.

The group visited the Hiroshima Peace Memorial Museum and Park, which allowed them to analyse the events of August 6 1945, as well as the policies and process enacted since in the post-conflict reconstruction of the City. In addition, explanations were made regarding the Park and the ways in which the Japanese Municipal, Prefectural, and National Authorities have worked to memorialise tragedy and pass lessons on to future generations. Participants also had an audience with a *hibakusha*, or Atomic-bomb survivor, who outlined her experiences on and since that day, as well as the personal and community-level means in which recovery has been achieved.

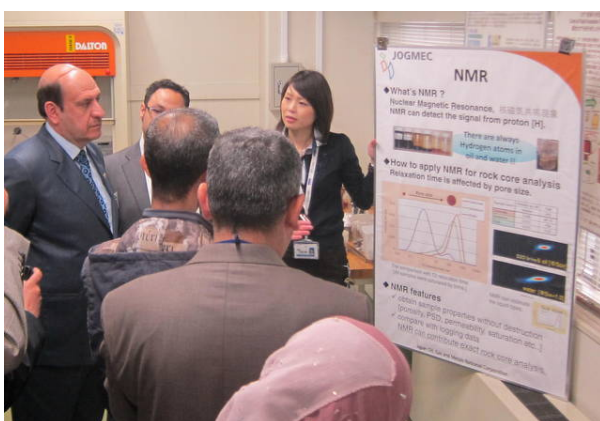
#### STUDY TOUR: ITSUKUSHIMA SHINTO SHRINE

So as to outline the history and culture of Japan, and tying this to the post-conflict development of the nation, participants were taken to Miyajima Island, and its attendant Itsukushima Shinto Shrine, a UNESCO World Heritage Site.

A visit was also made to the Hiroshima Prefectural Training Center, where participants received presentations on the roles and responsibilities of a decentralised Civil Service in Japan. This was augmented by questions and answer periods.

Following the time in Hiroshima, the programme moved to Tokyo, with a Study Tour taking place at the Idemitsu Kosan Groups' Refinery in Aichi Prefecture en route. The Study Tour saw the group welcomed by the Deputy Manager of the Refinery, who oversaw several presentations on the history and current production statistics for both the plant, and Japan in general. A tour of the plant then took place, followed by an in-depth question and answer session.

Upon arrival to Tokyo on the Bullet Train, or *Shinkansen*, the group travelled to the Embassy of the Republic of Iraq to Tokyo, and were greeted by the Ambassador, His Excellency, Lukman Faily, a long-time supporter of UNITAR and an important link in the development of this programme.



Ambassador Faily, made a presentation focused on the themes of the workshop, namely leadership and managerial skills, relating them to the realities on the ground in Iraq. This then prompted a further question and answer session, before the participants were invited to a dinner held in their honour. UNITAR thanks once again the esteemed Ambassador and his staff for their gracious hosting of this important event.

The first full day in Tokyo saw the group move to the Japan Oil, Gas and Metals National Corporation (JOGMEC) Technology and Research Center to examine the research and

development behind Japanese efforts to secure and maintain a stable supply of oil, natural gas, and non-ferrous metal and mineral resources.

Following an initial presentation and tour of the facilities, incorporating research labs and others secure areas, the participants met with representatives of Japanese companies working on the reconstruction of Iraq; Toyo Engineering, and Yokogawa Electric Corporation. This allowed for detailed discussions from both sides about present and future requirements and



needs in Iraq, as well as the limitations and opportunities that exist.

The final day of the programme included a representative group of participants visiting the Ministry of Foreign Affairs of Japan, before the group in its entirety visited the Ministry of Economy, Trade and Industry (METI) to discuss Japan's Oil Policy, incorporating some elements of the post-conflict reconstruction of Iraq.

This was followed by the programme wrap-up and evaluation session taking place at JICA Headquarters in Tokyo.

#### **MATERIAL:**

Participants were provided with binders at the outset of the programme, which included the following documentation:

- Agenda
- Logistical information
- Hiroshima introduction and outline
- All presentations
  - English
  - Arabic
- Practical exercise guidelines
- Evaluation forms

While all presentations were delivered in either English or Japanese, all material was also translated into Arabic, and English-Arabic/Japanese-Arabic interpreters were also present for the duration of the programme.

#### **BENEFICIARIES:**

The 26 participants of the programme were all senior technicians specializing in various fields including engineering, geology, and chemistry, and are working in different oil and refinery companies, of MoO. The selection process was undertaken by MoO, and focused on those senior staff whose roles are increasingly necessitating skills and training in Human Resources and project development. A complete list of participants is available in Annex III.

#### **METHODOLOGY**

##### **INTERACTIVE LECTURES:**

Presentations were made by Resource Persons examining the themes of the session from a broad theoretical perspective down to case studies examining real world implementation. These lectures were augmented by small group exercises and frequent questions and discussion from the floor, which served to contextualise the issues being examined.

##### **AFTER-ACTION REVIEWS:**

Representing a key component of UNITAR's methodology, after-action reviews take place within groups, discussing the main issues raised in the previous presentations, as well as the specific frames of reference as applied to these by participants.

##### **STUDY TOURS:**

Underscoring the theoretical introductions and analysis presented, Study Tours form an integral part of the training methodologies utilised by UNITAR.

Study Tours undertaken as part of this programme included:

- Hiroshima Peace Memorial Museum and Park
- An audience with a *hibakusha*, or Atomic Bomb Survivor

#### **STUDY TOUR: NAKA WARD INCINERATION PLANT**

Highlighting the importance of stakeholder integration and community engagement by the Public Service, the Naka-ward Incineration Plant in Hiroshima City was an important Study Tour in the agenda.

Making up one of the key architectural components of the Hiroshima City 2045 plan, this large-scale plant incorporates public spaces and is open to the community in which it exists.





- Naka Ward Incineration Plant
- Miyajima Island and the Itsukushima Shinto Shrine World Heritage Site
- Hiroshima Prefectural Staff Training Center
- Aichi Refinery, Idemitsu Kosan Group
- Japan Oil, Gas and Metals National Corporation (JOGMEC) Technology and Research Center
- Ministry of Economy, Trade and Industry (METI)

#### PRACTICAL EXERCISES:

So as to allow for deeper, practical understanding of the material offered, several practical exercise sessions were also incorporated into the programme. In particular, elements of the Action Plan Development and Leading Teams presentations involved participants breaking into working groups to analyse and discuss the information and methodology offered, and to test it, before reporting back to the full group and Resource Persons.



## Conclusions and Next Steps

#### EVALUATION DATA:

As outlined in Annex I, a full 100% of respondents found the programme “very useful”, with 83% indicating that they would recommend it to a colleague. From a total of 11 % of participants who felt that they possessed high to moderately high “...skills fundamentally important to leadership in the public sector” before the programme, 100% of respondents felt that they had gained such skills through the programme. Similarly, with regard to *the fundamentals of action plan development and the integration of stakeholders*, those indicating that they had a high to moderately high understanding grew from 6% of total respondents to 94% by the end of the programme.



With regard to the methodology utilised in the programme, including interactive lectures, after-action reviews, practical exercises, and study visits, 100% of respondents indicated that they “strongly agree” or “agree” that it was useful. The trainers/facilitators of the programme were seen as effective at presenting information and stimulating participant involvement by 100% of respondents.

Overall, the responses received were overwhelmingly positive. Some comments received, however, indicated that the workload for the programme was too heavy. UNITAR will work in future iterations of the programme to more effectively utilise the time available. In addition, several requests were made for increased real-world examples and practical exercises, so that participants may work to incorporate the training offered into their own contexts. Once again, UNITAR will work toward increasing the amount of time allowed for group work and discussion in future programmes.



#### NEXT STEPS:

Following discussions with participants, it has been decided that UNITAR will hold a one-day follow-up seminar with all participants some 6-8 weeks following the conclusion of the programme. This will allow for interaction and discussion to facilitate real-world implementability of the training offered. In addition, further tools will be made available so that participants may have the skills to undertake an Organisational Needs Assessment, so that they may work with their teams to identify and tackle organisation/department specific issues.

To augment the initial programme and follow-up seminar, and to help ensure sustainability of the developed skills, a second workshop is being discussed, intended to take place in Istanbul later in 2013.



#### CONTACT INFORMATION:

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United Nations Institute for Training and Research



## ■ **Annex I: Evaluation Data**

## 2013: EVALUATION

The evaluation method employed for the UNITAR-JICA Capacity Development Programme for Republic of Iraq Government Officials was two level evaluation questionnaires: Participant Self-Assessment questionnaire which allowed participants to evaluate their individual (pre-existing) knowledge, skill and competencies on the subject matter so as to create awareness about participant learning needs and help enhance their learning levels. Participant feedback questionnaire captured individual reactions to the overall quality of the programme and allowed for their feedback to be heard and incorporated in the future programme. Both questionnaires were made available to all participants from the beginning of the session, covering the individual learning needs as well as the application process, pre-session build-up and the session itself.

The overall purpose of the evaluation was: to analyse the relevance and direction of the overall content of the programme; and the performance of the UNITAR Hiroshima Office as a whole in delivering the programme. Major findings of the programme are analysed and recommendations will be incorporated when planning for next programme.

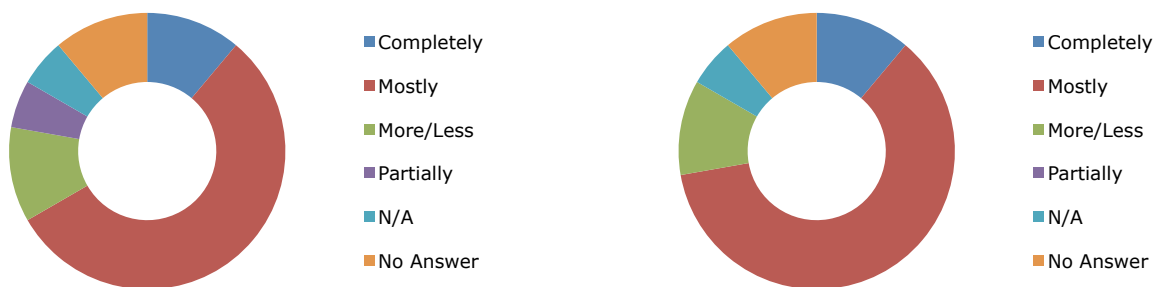
The participant feedback evaluation questionnaire examined the following areas in detail:

- Pre-Event Information
- Learning Objectives
- Value, Relevance and Intent to Use
- Methodology
- Satisfaction with the Quality of Facilitator
- Applicability of After Action Review and Practical Exercises
- Overall Satisfaction of the Event

## MAJOR FINDINGS AND RECOMMENTATIONS

### PRE-EVENT INFORMATION

Please rate the degree to which information circulated prior to the Session was:



Useful (in terms of making an informed decision)

Accurate (in terms of matching what took place)

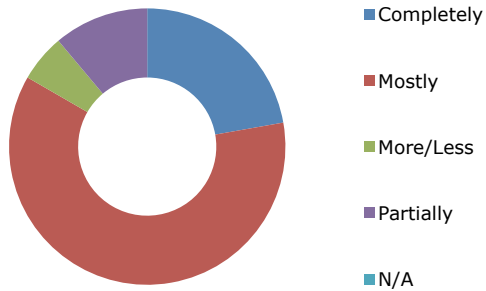


## LEARNING OBJECTIVES

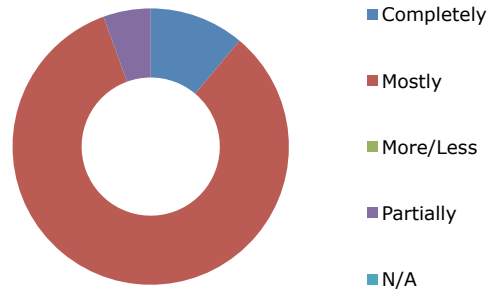
The participants have successfully completed the course work and awarded with Certification of Completion. The great majority of participants agreed that they achieved the learning objectives. Following are the detail description of participants' reaction to the questions.

### LEARNING OBJECTIVE I:

Gain skills fundamentally important to leadership in the public sector:



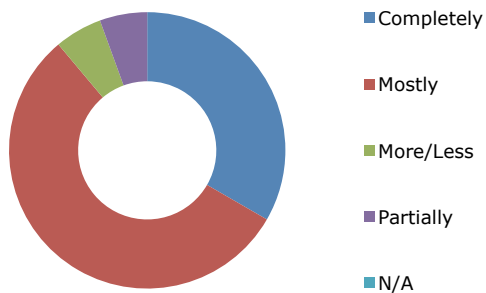
Relevance of objective to your learning needs



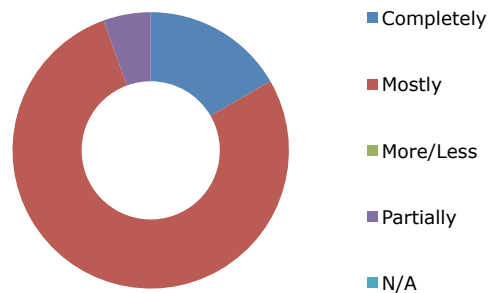
Extent to which you met learning objective

### LEARNING OBJECTIVE II:

Have a deeper understanding of the nature of teams and how to lead them:



Relevance of objective to your learning needs

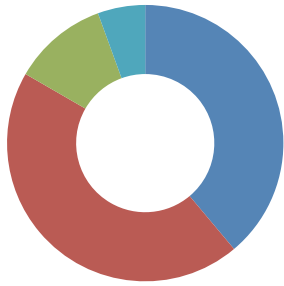


Extent to which you met learning objective

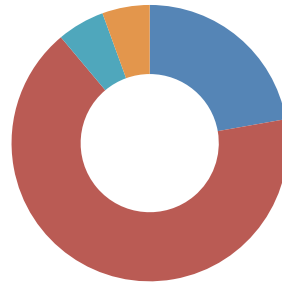


**LEARNING OBJECTIVE III:**

Have a better understanding of the fundamentals of action plan development and the integration of stakeholders:



- Completely
- Mostly
- More/Less
- Partially
- N/A



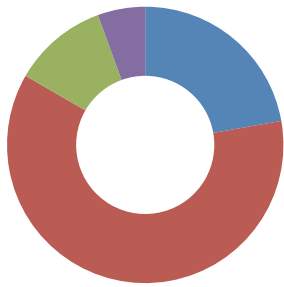
- Completely
- Mostly
- More/Less
- Partially
- N/A

Relevance of objective to your learning needs

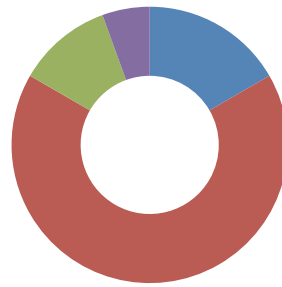
Extent to which you met learning objective

**LEARNING OBJECTIVE IV:**

Have an understanding of the effective management of change:



- Completely
- Mostly
- More/Less
- Partially
- N/A



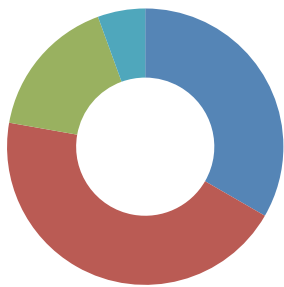
- Completely
- Mostly
- More/Less
- Partially
- N/A

Relevance of objective to your learning needs

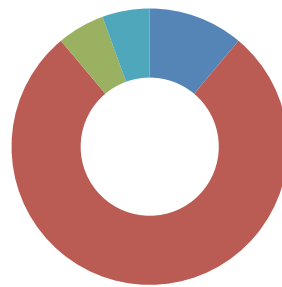
Extent to which you met learning objective

**LEARNING OBJECTIVE V:**

Have a basic understanding of leading project planning:



- Completely
- Mostly
- More/Less
- Partially
- N/A



- Completely
- Mostly
- More/Less
- Partially
- N/A

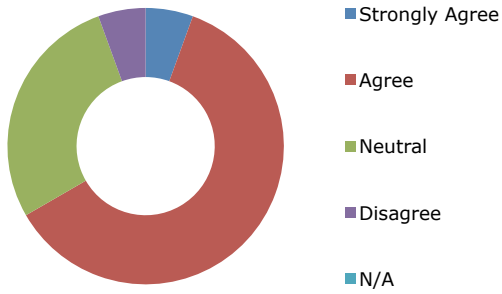
Relevance of objective to your learning needs

Extent to which you met learning objective

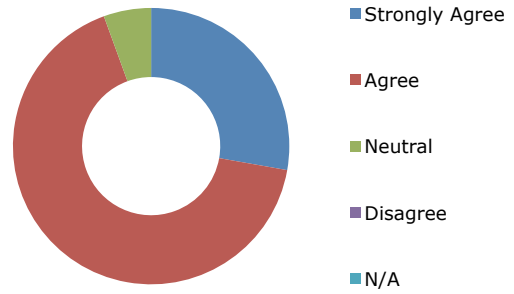


**VALUE, RELEVANCE AND INTENT TO USE:**

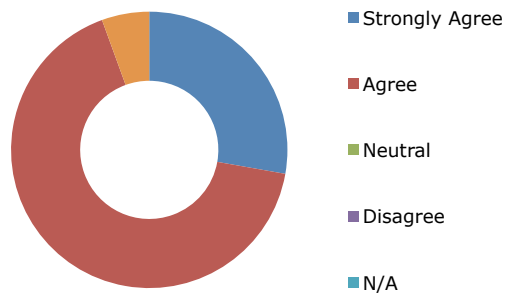
Please rate the following statements using the numerical scale from strongly agree (5) to disagree (1).



The information presented in this workshop was new to me



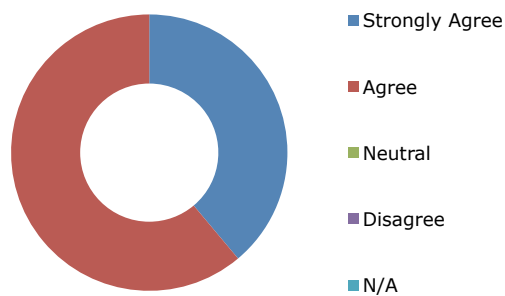
The content of the workshop was relevant to my job



It is likely that I will use the information acquired

**METHODOLOGY:**

The methodology used in this workshop included lecture, study tours and practical exercises



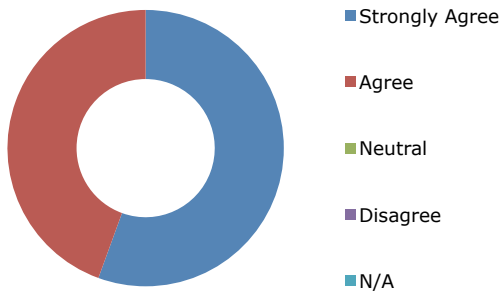
The event's methodology was useful given the learning objectives



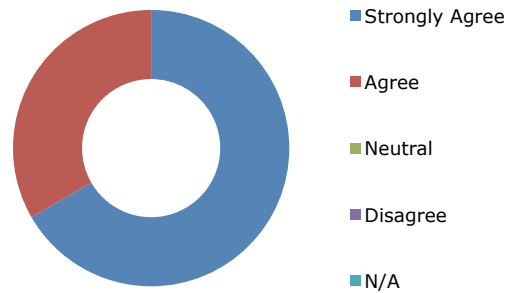


OVERALL SATISFACTION OF THE QUALITY OF FACILITATORS:

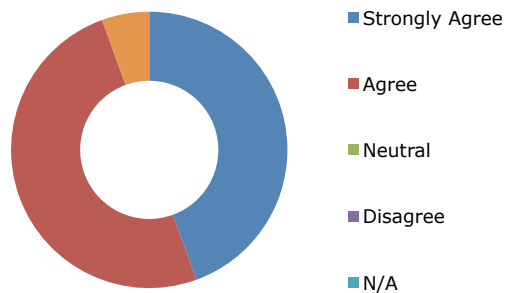
Please rate the following statements using the numerical scale from strongly agree (5) to disagree (1).  
The trainer(s)/facilitator(s) was (were) effective at:



Presenting information



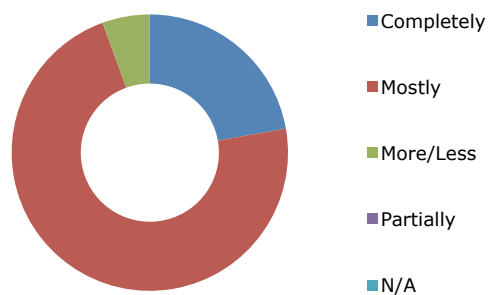
Responding to questions of participations



Stimulating participant involvement

APPLICABILITY OF AFTER ACTION REVIEW AND PRACTIAL EXERCISES:

The assessment of learning included After Action Reviews and Practical Exercises:

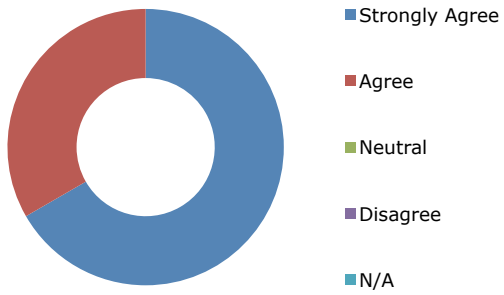


How useful was (were) the method(s) in helping you to achieve the learning objectives?

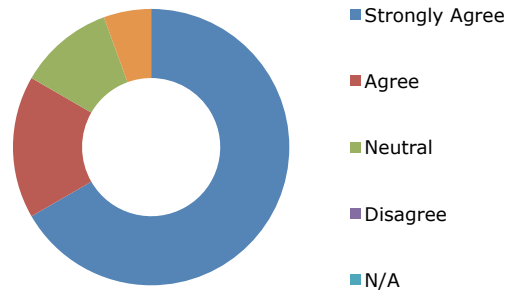


OVERALL SATISFICTION OF THE EVENT:

Please rate the following statements using the numerical scale from strongly agree (5) to disagree (1):



Overall, the workshop was very useful



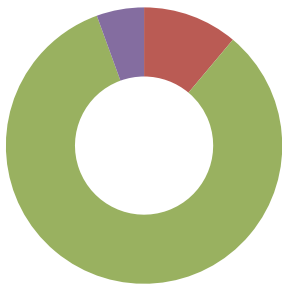
I will recommend this workshop to a colleague



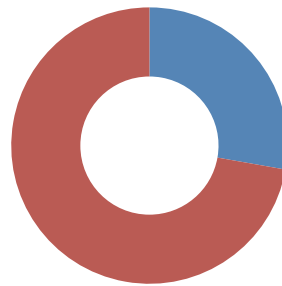
**PARTICIPANT SELF-ASSESSMENT QUESTIONNAIRE**

LEVEL OF KNOWLEDGE, SKILL, AND COMPETENCIES IN RELATION TO EACH LEARNING OBJECTIVE BEFORE AND AFTER THE TRAINING:

Please rate the following statements using the numerical scale from high (5) to low (1):  
 Have skills fundamentally important to leadership in the public sector.



- High
- Moderate
- Average
- Some
- Low

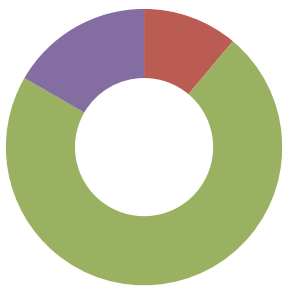


- High
- Moderate
- Average
- Some
- Low

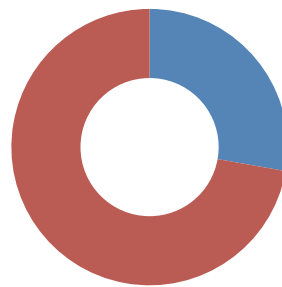
Rate your skill before the programme

Rate your skill after the programme

Please rate the following statements using the numerical scale from high (5) to low (1):  
 Have a deeper understanding of the nature of teams and how to lead them.



- High
- Moderate
- Average
- Some
- Low

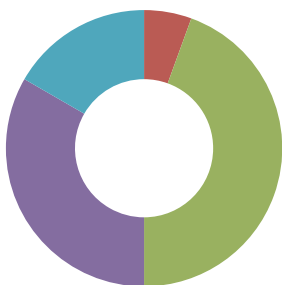


- High
- Moderate
- Average
- Some
- Low

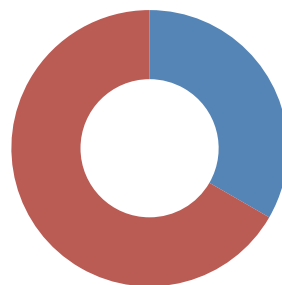
Rate you skill before the programme

Rate your skill after the programme

Please rate the following statements using the numerical scale from high (5) to low (1):  
 Have a better understanding of the fundamentals of action plan development and the integration of stakeholders.



- High
- Moderate
- Average
- Some
- Low



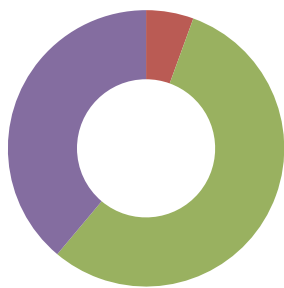
- High
- Moderate
- Average
- Some
- Low

Rate you skill before the programme

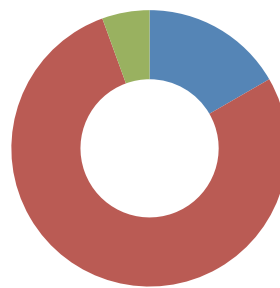
Rate your skill after the programme



Please rate the following statements using the numerical scale from high (5) to low (1):  
Have an understanding of the effective management of change.



- High
- Moderate
- Average
- Some
- Low

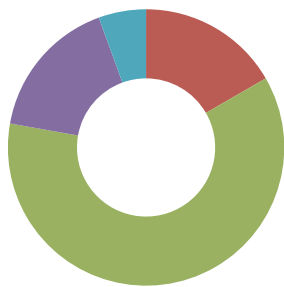


- High
- Moderate
- Average
- Some
- Low

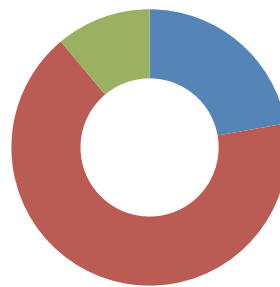
Rate you skill before the programme

Rate your skill after the programme

Please rate the following statements using the numerical scale from high (5) to low (1):  
Have a basic understanding of leading project planning.



- High
- Moderate
- Average
- Some
- Low



- High
- Moderate
- Average
- Some
- Low

Rate you skill before the programme

Rate your skill after the programme

## ■ **Annex II: Participant Data**



**Participant List**

#	FIRST NAME	SURNAME	GENDER	FUNCTIONAL TITLE	DEPARTMENT	EMPLOYER
1	ABDULRAHMAN HALAL TUAAMA	KINANA	M	Senior Chief Engineer	South Refinery Co.	Ministry of Oil
2	MAJED M.HUSSEIN	ALSHAWAF	M	Chief Chemist	South Refinery Co.	Ministry of Oil
3	ADIL MUHE ALDEEN ABDULBAQI	AL-NAJJAR	M	Chemist	South Refinery Co.	Ministry of Oil
4	SALAH HASAN MANSOOR	AL-ZAMIL	M	Senior Engineer	Midland Oil Co.	Ministry of Oil
5	JINAN QASIM ALI	ZALZALA	F	Senior Chief Engineer	Reservoir and Field Development Directorate	Ministry of Oil
6	SAMEER NOORI ALI	AL-JAWAD	M	Assist Chief Geologist	Reservoir and Field Development Directorate	Ministry of Oil
7	FIRAS A . KADHEM	ALSHAHIR	M	Chief Engineer	Licensing and Contracting Directorate	Ministry of Oil
8	HUSSEIN ALI ABD ALRAHMAN	AL-HASOON	M	Chief Engineer	Licensing and Contracting Directorate	Ministry of Oil
9	MOHAMMED JAFER NOORI ABDOLKUDER	ALUAEBY	M	Manager	South Oil Co.	Ministry of Oil
10	ZUHAIR MOHAMED NASIR	AL-BANAA	M	Chief Engineer	South Oil Co.	Ministry of Oil
11	AHMED M. ABID	AL-HILFI	M	Assist Chief Engineer	South Oil Co.	Ministry of Oil
12	KHALID ABDULLAH AHMED	TAY	M	Chief Engineer	North Oil Co.	Ministry of Oil
13	CHATEEN JAMAL RAFIQ	RAFIQ	M	Senior Geologist	North Oil Co.	Ministry of Oil
14	JASEM FADHEL HAZAA	HAZAA	M	Assist Manager	North Gas Co.	Ministry of Oil
15	LAYTH FAHAD MAHMOOD	AL-ASADI	M	Senior Engineer	SCOP	Ministry of Oil
16	DHUHA SALIH MAHDI	MAHDI	F	Chief Researcher	SCOP	Ministry of Oil
17	HUSAM A . ABDEL-HUSAIN	ABDEL-HUSAIN	M	Assist Chief Engineer	Midland Refineries Co.	Ministry of Oil
18	RAMIZ MAHDI JAWAD	SHUBBAR	M	Assist Chief Physicist	Midland Refineries Co.	Ministry of Oil
19	NOORI M. ABEESH	AL-BEHADILI	M	Senior Engineer	Midland Refineries Co.	Ministry of Oil
20	HASAN HAMEED FARHAN	FARHAN	M	Senior Engineer	Midland Refineries Co.	Ministry of Oil
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22	GHASSA ALI AHMED	AHMED	M	Assist Chief Engineer	Technical Directorate	Ministry of Oil
23	MOATASEM MUWFAQ JAMEEL	AL-OBAIDI	M	Assist Chief Chemist	Technical Directorate	Ministry of Oil
24	BAHAA ZAKI MOHAMMED	AL-AZZAWI	M	Chief Observer	Inspection Office	Ministry of Oil
25	SADEQ JAAFAR ABDULRAZZAQ	AL-DOORI	M	Senior Chief Engineer	Training and Development Directorate	Ministry of Oil
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