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# **Terms of Reference for General Directorate of Capital Investment Budget**

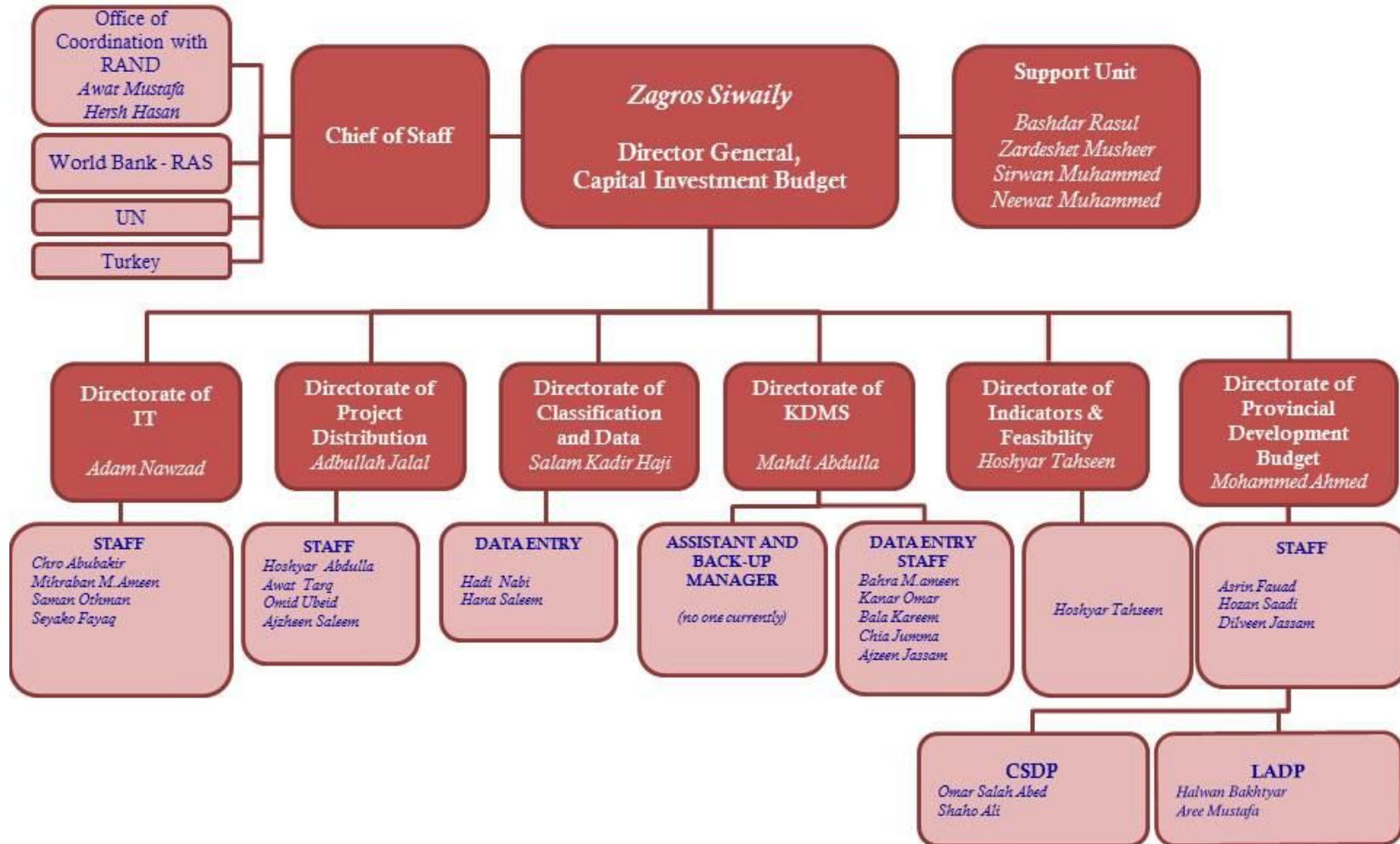
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# General Directorate of Capital Investment Budget



# General Directorate of Capital Investment Budget

Director General: Zagros Fatah Siwaily  
Email: zagros25@hotmail.com

## Ministry of Planning

### Mission

Direct economic development of the Kurdistan Region by setting priorities for capital investment budget and approving funding for Line-Ministries projects; promote modernization of the KRG by creating and maintain comprehensive system for data collection on current and past capital investment projects; enhance government transparency by disseminating project-related information to the Prime Minister, Parliament, Line Ministries, Council of Ministers, and the general public; coordinate capital investment activities and cooperate with international organizations and private sector to realize developmental goals and direct assistance to the key social and economic areas

### Activities of the General Directorate

- Collects, maintains, and disseminates information about all capital investment projects in the Kurdistan Region
- Prepares Capital Investment Budget and prioritizes funding allocations to projects
- Interacts with Line Ministries and Governorates
- Conducts bimonthly roundtables with Line Ministries and other stakeholders

### Contribution to the Achievement of Economic Development Goals

- Modernizing information-management system and allocation of the capital investment budget
- Promoting sustainable economic development via capital investment projects that emphasize efficiency, equity, reduction of gender disparities, and consistency with the development strategy
- Enhancing the transparency of project financing and accountability on both local and regional levels
- Supporting investment in facilities and infrastructure with high efficiency and return

### Constraints on Current Operations and Future Growth

- Line Ministries do not always have staff capable of entering project related information
- As the staff of the General Directorate expands, a larger building might be needed
- Achieving some of milestones requires cooperation from Line Ministries

### Goals

Increase MoP oversight functions; modernize data collection and data sharing across Line Ministries; increase consistency of capital investment projects with the strategic development goals; expand in-house data analysis capabilities; achieve sustainability of ongoing efforts; connect with peers in the central government and in other countries

### Milestones

#### Phase 1 (dates)

Transfer input of data about projects to the corresponding Line Ministries and increase citizens' access to the information about projects

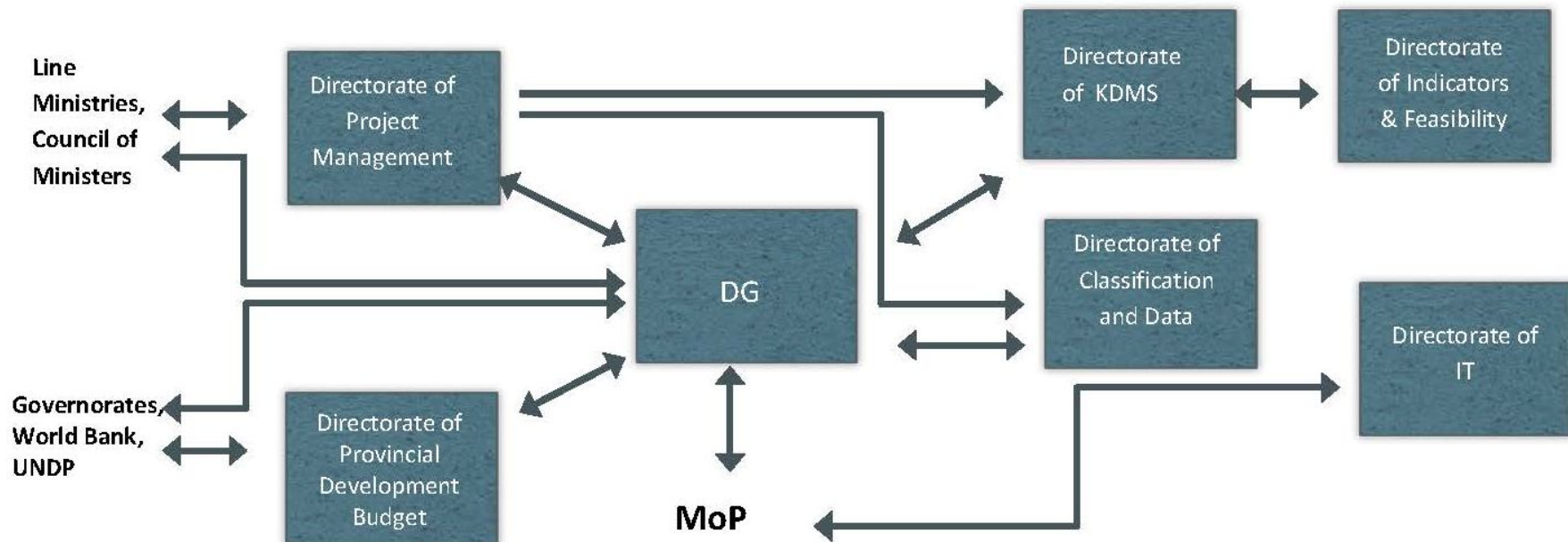
#### Phase 2 (dates)

Increase MoP role in prioritizing projects based on strategic goals

#### Phase 3 (dates)

Establish capabilities for rigorous data analysis; increase cooperation with peers in the central government and in other countries

# General Directorate of Capital Investment Budget: Workflow Chart



The GD-CIB serves as a critical link in the flow of information between the MoP, Line Ministries, and international organizations. The General Directorate assists the MoP with preparing annual capital investment budget, collects and disseminates data, and interacts with Line Ministries, Governorates, and international organizations.

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# General Directorate of Capital Investment Budget

## Director General : Zagros Fatah Siwaily

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Ministry of Planning

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### Responsibilities

- Reports to Minister of Planning (MoP) and ensures that he has access to the most up-to-date information about capital investment projects
- Oversees the preparation of capital investment budget and other reports
- Ensures that the General Directorate has well-trained staff and analytical capabilities to guide the MoP and Line Ministries on prioritizing among projects and managing them efficiently
- Hires the General Directorate staff and makes decisions regarding additional training
- Interacts with Line Ministries, international organizations, and other relevant stakeholders
- Provides vision for the future development of the General Directorate

### Annual Activities

- Hires staff and identifies training opportunities
- Prepares capital investment budget and identifying strategic goals
- Conducts stakeholder outreach
- Attends professional development workshops
- Manages the budget of the Directorate

### Monthly Activities

- Interacts with Line Ministries to identify high priority projects and to improve data collection
- Interacts with international organizations to improve Directorate's data management and analytical capabilities
- Preparing reports to Parliament for the MoP
- Reviews and approves project funding requests submitted by Line Ministries

### Weekly Activities

- Provides day-to-day supervision and assigns tasks to the Directorate staff
- Interacts with MoP
- Responds to data requests submitted by MoP, MoF, and other stakeholders



Bio

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# General Directorate of Capital Investment Budget

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## Staff

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## Ministry of Planning

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### Chief of Staff

#### Responsibilities

- Assists DG with daily activities and ensures uninterrupted work of the General Directorate
- When DG is absent, makes decisions regarding daily activities of the General Directorate

#### Activities

- Interacts with DG and assists him with managing staff
- Assists DG with identifying gaps in staff skills and recommends potential training opportunities
- Implements special projects assigned by DG
- Interacts with international organizations and other stakeholders
- Oversees the activities of the Office of Coordination with RAND and other international organizations
- Follows up on the implementation of the activities set up by DG for directorates
- Assists DG with planning and organizing bi-monthly roundtables with stakeholders

Insert Photo

*Vacant*

### Support Unit

#### Responsibilities

- Assist DG with daily activities and special projects

#### Activities

- The scope of activities depends on the stages of the budget cycle, DG schedule and workload of the General Directorate
- Activities include providing administrative support to DG by typing letters, maintaining calendar, answering phone calls, delivering mail, tracking incoming and outgoing mail
- Assisting with event planning

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Zardeshet Musheer

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Sirwan Muhammed

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Neewat Muhammed

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# Office of Coordination with International Organizations

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## Ministry of Planning

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### General Directorate of Capital Investment Budget

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[zheenal mukhtar215@gmail.com](mailto:zheenal mukhtar215@gmail.com)

[Hersh78@msn.com](mailto:Hersh78@msn.com)

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## Staff

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### Mission

Coordinate the development and research activities of international organizations and think-tanks; support implementation of economic and social development programs in partnership with other governments; identify new funding opportunities and new cooperative approaches to regional development

Zheen Al-mukhtar

### Responsibilities

- Manages the Turkey-Kurdistan Regional Development Program
- Coordinates the activities of UN-KRG Joint Program 2020 Facility Fund
- Provides on-the-ground support to RAND researchers
- Supports World Bank-Reimbursable Advisory Services programs

Insert Photo

### Activities

- Translates document related to special projects
- Sets up meetings with stakeholders and international contractors
- Provides assistance with project related tasks
- Updates DG on project status
- Assists DG with identifying priorities for future research projects

Hersh Hasan

### Contribution to the Achievement of Economic Development Goals

- Developing cultural and professional ties with external parties to promote international cooperation on economic development of the Kurdistan Region



# Directorate of Provincial Development Budget

Director: Muhammad Ahmad  
Email: [muhammad.abdulqadir@krg.org](mailto:muhammad.abdulqadir@krg.org)  
Telephone: 0662515100

## Mission:

Promote provincial development; enhance transparency of Provincial Development Fund transfers by maintaining and disseminating an up-to-date registry of ongoing projects; improve governance of projects funded from provincial capital investment budgets by expanding data availability for them; identify and collect other relevant data and indicators; enhance the capacity of Governorates by coordinating international development activities

## Activities of the Directorate

### Collection, Management, and Dissemination of Data

- Maintains an up-to-date register projects funded from the Provincial Development Fund
- Serves as a clearinghouse of information about ongoing projects in Governorates
- Collects data on projects in disputed areas outside Kurdistan Region

### Project Monitoring and Analysis

- Prepares regular reports on the state of project implementation
- Identifies additional data sources to expand MoP's project evaluation capacity and in-house data analysis

### Capacity Building

- Assists Governorates with developing in-house expertise on project prioritization and management
- Coordinates UNDP activities related to provincial development

## Contribution to the Achievement of Economic Development Goals

- Promoting equity in access to public services and in the quality of infrastructure across Governorates
- Encouraging congruence between developmental goals of the Governorates and the KRG
- Increasing transparency and efficiency of provincial development projects

## Constraints on Current Operations and Future Growth

- Current staffing level is insufficient: at least one additional English-speaking assistant is needed
- Production of reports is time consuming because data are not entered in KDMS or PIMS
- The *de jure* distribution of authority between KRG and provinces governorates is ambiguous and it limits the directorate ability to collect data on projects funded from provincial budgets
- There is no formal mechanism for systematic collection of financial data about projects
- Larger office is needed

# Ministry of Planning

## General Directorate of Capital Investment Budget

### Goals

To increasing transparency of provincial development projects and make them more consistent with the KRG development goals

### Milestones

#### Phase 1 (dates)

Start entering project data into KDMS; start collecting data on projects funded by Governorates; compile a list with points of contacts for each Governorate

#### Phase 2 (dates)

Achieve official recognition of the directorate

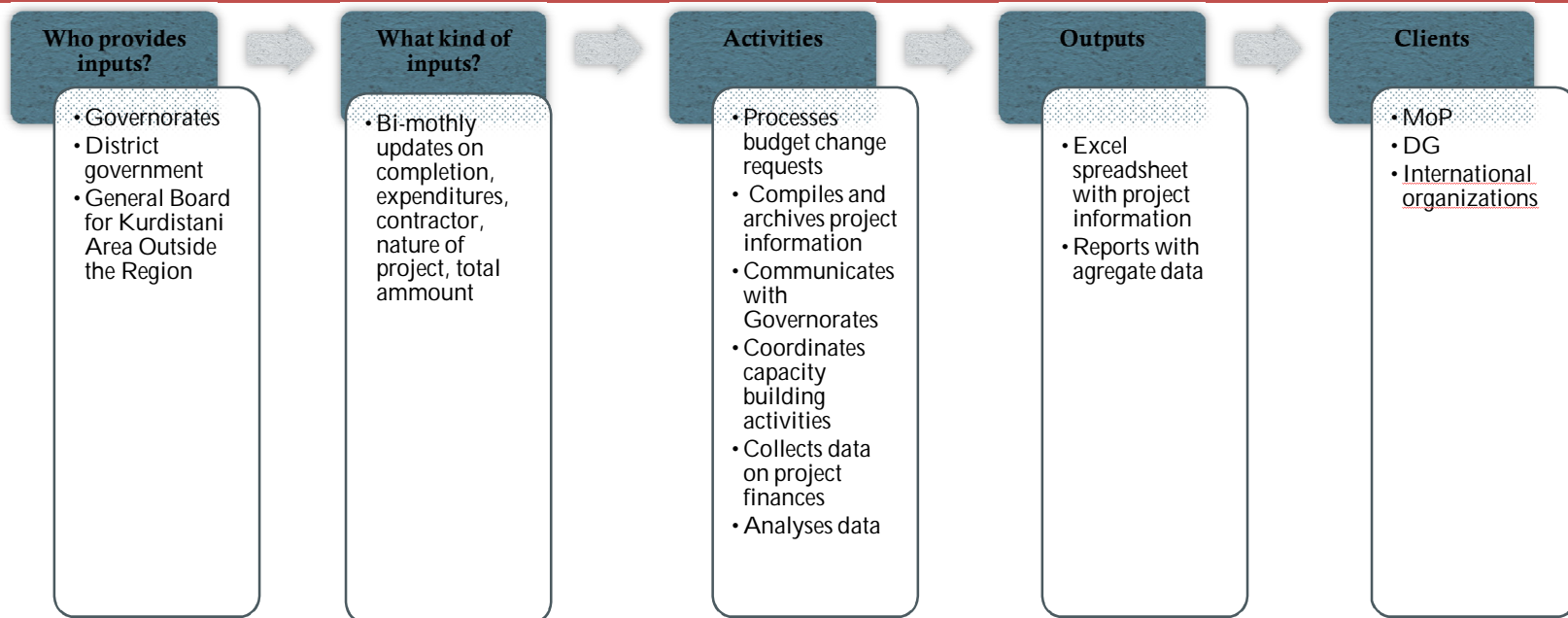
#### Phase 3 (dates)

Formalize ways for receiving financial data on projects; improve information dissemination process; expand analytical capacity of the directorate

## Due Dates for Major Reports

TBD	Project Status Report for MoP
Mid-January	MoP quarterly internal status report
Mid-November	Investment Budget Final Report
Mid-December	Updated list of completed projects for previous FY

# Directorate of Provincial Development Budget: Workflow Chart



In the beginning of the budget cycle the directorate registers new projects funded by Provincial Development Fund and other sources. During the budget year, the directorate receives bi-monthly updates from governorates on ongoing projects, updates its list of projects based on this information, reviews project documentation and notifies Governorates about project status. The directorate serves as a liaison for UNDP and facilitates capacity building projects in Governorates.

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# Directorate of Provincial Development Budget

**Director: Muhammad Ahmad**

Phone: 0662515100

E-mail: [muhammad.abdulqadir@krg.org](mailto:muhammad.abdulqadir@krg.org)

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## Ministry of Planning

**General Directorate of Capital Investment Budget**

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### Responsibilities

- Ensures accurate and uninterrupted registration and tracking of all projects funded from the Provincial Development Fund
- Works to expand directorate's data processing and analytical capabilities
- Coordinates UNDP capacity building activities
- Provides timely information and analysis of ongoing project activity
- Manages and ensures professional development of the directorate staff

### Annual Activities

- Prepares annual reports on aggregate trends in provincial spending, project completion rates, and identifies priority areas for fund allocation
- Coordinates UNDP capacity development workshops and training of local and provincial officials

### Monthly Activities

- Works with Governorates to expand the collection of data on projects funded from provincial capital investment budgets
- Works with KDMS directorate to start entering project data into KDMS
- Reviews and maintains documentation for each project
- Identifies additional relevant data sources and ensures the completeness of information submitted by Governorates
- Produces periodic reports for MoP
- Interacts with UNDP and local officials
- Reviews bi-monthly updates sent by Governorates
- Interacts with Governorate and MoF officials to improve data reporting

### Weekly Activities

- Responds to MoP requests for information
- Handles finding requests and notifies officials at Governorates about MoP decisions

### Daily Activities

- Supervises paperwork flow
- Assigns tasks to staff



Mr. Muhammad A. Ahmad joined the KRG in 2004 and worked as an officer in Ibrahim Al-Khalil border complex then joined MoP in 2007 and since then has worked as the Head of Human Development Division in Duhok Statistical Office and Liaison Officer for General Directorate of Development and Coordination. Mr. Ahmad has also coordinated Phase II of CSDP. He has been actively involved in expanding leadership opportunities for the Kurdish youth and peace building in post conflict communities. He is a founder and a director of Iraq/Mesopotamia Debate Initiative that trains students and public officials how to engage in policy debate to promote a sense of community and peace. Mr. Ahmad holds M.A. in International Cooperation Studies-Peace and Conflict Studies from Tokyo University of Foreign Studies, High Diploma in Public Policy and Management from KDI School of Public Policy and Management, and B.S. in Business Administration from the University of

Duhok. He has completed numerous seminars and workshops and published scholarly articles on Kurdish identity in Turkey.

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# Directorate of Provincial Development Budget

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## Staff

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### Responsibilities

- Updating register of projects and archiving project documentation for projects funded from the Provincial Development Fund
- Preparing project related correspondence
- Assisting with UNDP provincial development activities
- Performing other administrative tasks for DG and the directorate director

### Current Activities

- Maintains a list of project updates
  - Asrin: Slemani
  - Delvin: Garmiyān and Kurdistan areas outside the region projects
  - Hozan: Erbil and affected border areas projects
  - Muhammad: Duhok
- Archives project documents
- Provides administrative assistances to DG and Director
- Assists with preparing letters of approval for Governorates

### Future Activities

- Enter data in KDMS

### Additional Activities

- Asrin makes weekly purchases of equipment and supplies for the Directorate

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## Ministry of Planning

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### General Directorate of Capital Investment Budget

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Asrin Fauad

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Delvin Jassam

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Hozan Saadi

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# Office of CSDP

**Director: Omar Salah Abed**

**Email:** [omar.abit@gmail.com](mailto:omar.abit@gmail.com)

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## **Mission:**

Manage the World Bank Consultative Service Delivery Program (CSDP) that seeks to strengthen the capacity of local governments; coordinate developmental projects funded by foreign donors and identify future financing opportunities; improve cooperation with granting parties and local stakeholders, and build up relationships with new parties

## **Activities**

- Interacts with the World Bank and supervises program activities in Governorates
- Identifies relevant stakeholders and conducts outreach
- Works with local communities to achieve program objectives
- Collects data for assessing program effectiveness
- Prepares reports on program activities
- Manages program budget
- Identifies and applies for additional sources of funds
- Handles project related documentation
- Prepares annual work plans, reports and financial statements to home office and donors
- Identifies new developmental projects financing opportunities
- Conducts activities to improve cooperation among stakeholders and granting agencies
- Improves data coordination techniques
- Ensures that program finance and administrative activities follow donor procedures and policies
- Handles project related documentation

## **Contribution to the Achievement of Economic Development Goals**

- Improving program management to increase returns on investment
- Strengthening local governments' project management capacity by sharing expertise on the best implementation and management strategies
- Introducing innovative approaches to regional development and program implementation

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# Ministry of Planning

**General Directorate of Capital Investment Budget**

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Mr. Omar Salah Abed is an expert in international program administration and community development. For more than five years, he has managed projects for the World Bank and UNDP that focused on local capacity building, improvement of infrastructure and economic development. He holds MA in statistics from Middle East Technical University in Turkey, BCL in Law from Cihan University, Erbil, and B.S. in Statistics from Salah Alden University in Erbil

Insert Photo

Saho Ali



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# Office of LADP

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**Director: Halwan Bakhtyar**

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Email: [halwan.bakhtyar@undp.org](mailto:halwan.bakhtyar@undp.org)

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## Mission

Strengthen the capacity of local governments by overseeing implementation of Local Area Development Program (LADP) co-funded jointly by UN and KRG. Foster partnership between local stakeholders and international organizations

## Responsibilities

- Coordinate activities related to the UNDP Budget Execution Support and LAD Programs

## Activities

- Identifies all relevant stakeholders, conducts outreach, solicits their input and keeps them informed about ongoing program activities
- Prepares reports on program activities and achievement of policy goals
- Trains government officials on how to use modern approaches to project management and project budgeting
- Collects data for assessing program effectiveness
- Prepares reports on program activities
- Manages program budget
- Handles project related documentation

## Contribution to the Achievement of Economic Development Goals

- Ensuring that UNDP programs align with the Regional Development Goals and ensures smooth transition between the programs
- Facilitating program implementation and strengthening ties with international organizations

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# Ministry of Planning

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**General Directorate of Capital Investment Budget**

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Halwan's bio

Insert Photo

Aree Mustafa



# Directorate of Indicators and Feasibility

**Director: Hoshyar Tahseen**

## Mission:

Conduct cost-benefit and feasibility analysis of projects proposed by Line Ministries; forecast the demand for the infrastructure in the future; conduct impact evaluation of completed projects in order to maximize the social benefits and improve economic and social development.

## Activities of the Directorate

- Reviews completed and proposed projects to determine their feasibility and contribution to the economic development
- Identify programs for evaluation, collects relevant data and develops methodological approaches for the feasibility and impact evaluation
- Interacts with the Directorates of KDMS, Classification and Data, and Project Distribution to develop indicators for cost-benefit analysis
- Identifies data sources for those indicators
- Prepares reports for MoP
- Assists DG with other tasks

## Contribution to the Achievement of Economic Development Goals

- Ensuring project feasibility and ex post evaluation to achieve alignment with economic development goals of the region
- Providing input to policymakers for improving, developing, and reviewing capital investment policies to maximize their social and economic impact
- Identifying high priority sectors and best practices in project management

## Constraints on Current Operations and Future Growth

- Insufficient staff
- Line Ministries are unwilling to introduce feasibility assessment when they review projects

# Ministry of Planning

## General Directorate of Capital Investment Budget

### Goals

Expand DG-GIB analytical capabilities by providing reliable forecast of future population growth and demand for public infrastructure; introduce the practice of feasibility and cost-benefit analysis for major projects

### Milestones

#### Phase 1 (dates)

Expand directorate staff

#### Phase 2 (dates)

Start producing annual forecasts of future infrastructure need; develop a methodology for cost-benefit assessment

#### Phase 3 (dates)

Work with Line Ministries to introduce the practice of feasibility review and cost-benefit assessment

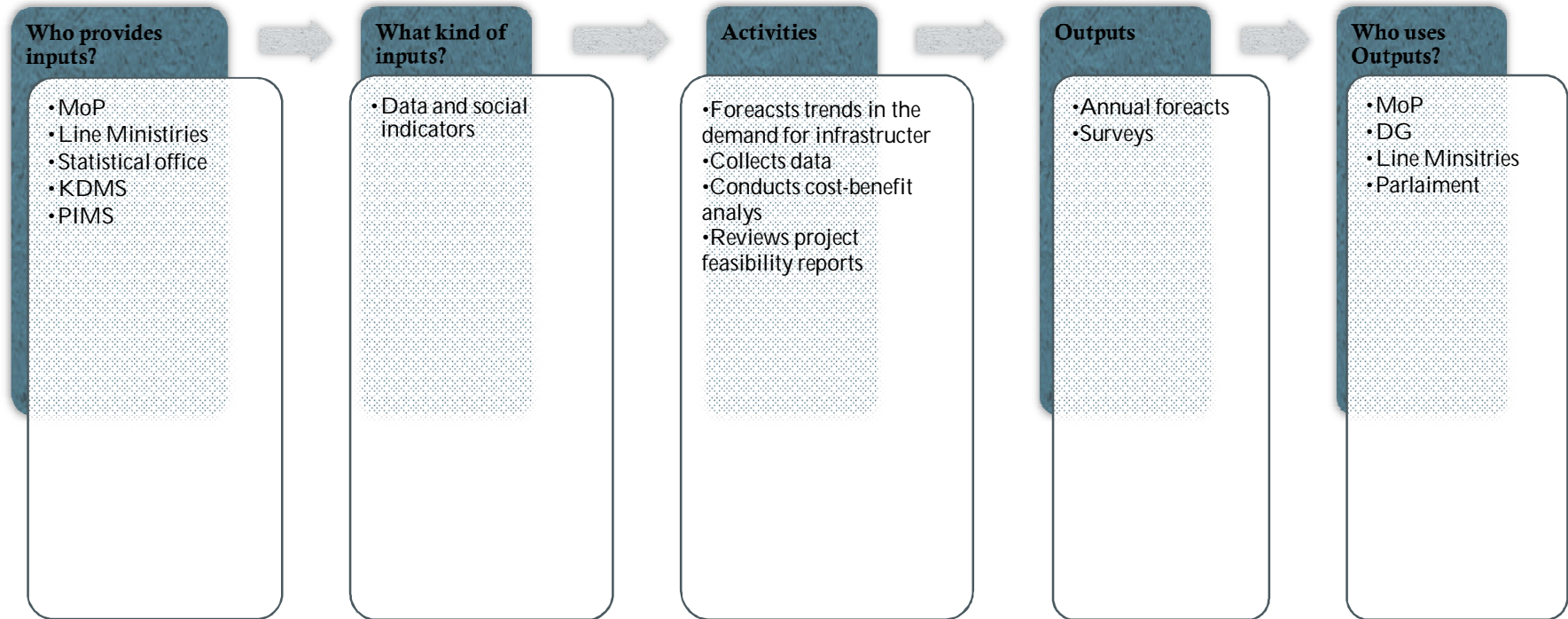
## Due Dates for Major Reports

Date	Report Name
TBD	Report 1
TBD	Report 2
TBD	Report 3

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# Directorate of Indicators & Feasibility: Workflow Chart

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The directorate produces annual forecasts on population growth and demands for infrastructure from data shared by the Statistical office, Line Ministries, KDMS and its own survey data.

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# Directorate of Indicators & Feasibility

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**Director: Hoshyar Tahseen**

Email: [hoshyart@gmail.com](mailto:hoshyart@gmail.com)

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## Future Responsibilities

- Reviews project feasibility reports submitted by Line Ministries
- Forecasts population growth and demand for future infrastructure
- Conducts cost-benefit assessment of projects
- Manages the directorate staff
- Ensures that staff are sufficiently trained
- Develops a strategy for achieving milestones

## Future Annual Activities

- Attends professional development workshops
- Produces an annual report with 5 year trends in the demand for infrastructure

## Future Monthly Activities

- Interacts with Directorates of KDMS, Classification and Data, and Line Ministries to collect relevant data
- Provides bi-monthly status reports to DG
- Develops capacity to conduct cost-benefit assessment of projects

## Future Weekly Activities

- Reviews feasibility studies submitted by Line Ministries
- Conducts cost-benefit assessment of project upon MoP request

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**Ministry of Planning**  
**General Directorate of Capital**  
**Investment Budget**

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Hoshyar's Bio

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# Directorate of Indicators & Feasibility

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## Ministry of Planning

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### Staff

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### General Directorate of Capital Investment Budget

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#### Statistician/Economist

##### Responsibilities

- Analyses population trends and forecasts the demand for future infrastructure
- Conducts cost-benefit assessment of projects

TBD

##### Activities

- Assists Director with cost-benefit assessment of selected projects
- Estimates population growth models
- Identifies relevant data sources
- Writes reports and provides policy recommendations to MoP
- Designs survey instruments and sampling procedures
- Oversees collection of data
- Trains staff to analyze data

#### Data Analyst

##### Responsibilities

- Assists the Directorate Statistician with all aspect of data collection, data entry, and data analysis

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##### Activities

- Uses Excel and/or Stata to provides ongoing support with statistical analysis
- Enters new data
- Assists with designing survey instruments
- Assists with data analysis

Ardawan Add last name

# Directorate of KDMS

[contact information for the directorate: Fax, Phone, Web site, email]

Director: Mahdi Abdulla

## Mission

Serve as a source of the most comprehensive up-to-date data on capital investment projects and social indicators; to support MoP decision-making, in-house analytical capabilities, and project-tracking functions

## Activities of the Directorate

*Maintaining, updating, and improving KDMS data base:*

- Seeks to minimize the time lag between the timing when the project status is changed and the time when the project appears in KDMS
- Seeks to improve the quality of KDMS architecture, IT infrastructure required for supporting KDMS, and data visualization and analytical capabilities of KDMS

*Improving the quality of inputs and outputs*

- Generates customized reports about ongoing and completed projects to assist the MoP with developing reports and prioritizing among the projects
- Seeks to merge social indicators to projects in corresponding sectors

*Expanding staff proficiency*

- Works on expanding KDMS uses and capabilities and staff proficiency
- Provides training to staff at Line Ministries on using KDMS
- Notifies Line Ministries about KDMS updates and retrains their staff

## Contribution to the Achievement of Economic Development Goals

- Fostering the transparency in project funding and enhancing the MoP capacity to set developmental goals and monitor their fulfillment

## Constraints on Current Operations and Future Growth

- Frequent rotations of personnel at Line Ministries diminish the value of provided training
- The directorate lacks a strategy for making KDMS sustainable over time
- Current staffing level is insufficient and it is hard to recruit staff with required skills due to wage differences between public and private sectors
- Slow internet connection and IT infrastructure may impede the use of KDMS outside of MoP

# Ministry of Planning

## General Directorate of Capital Investment Budget

### Goals

Expand uses and users of KDMS, identify additional data sources, make KDMS sustainable in a long run, systematize training activities

### Milestones

#### Phase 1 (dates)

Improve the current version of KDMS, increase proficiency of the directorate staff; develop performance evaluation process

#### Phase 2 (dates)

Outsource data input to Line Ministries; scale up training efforts; develop a venue for disseminating the information about regular updates about KDMS

#### Phase 3 (dates)

Release a publicly version of KDMS and make it self-sustainable, increase citizens' engagement with KDMS

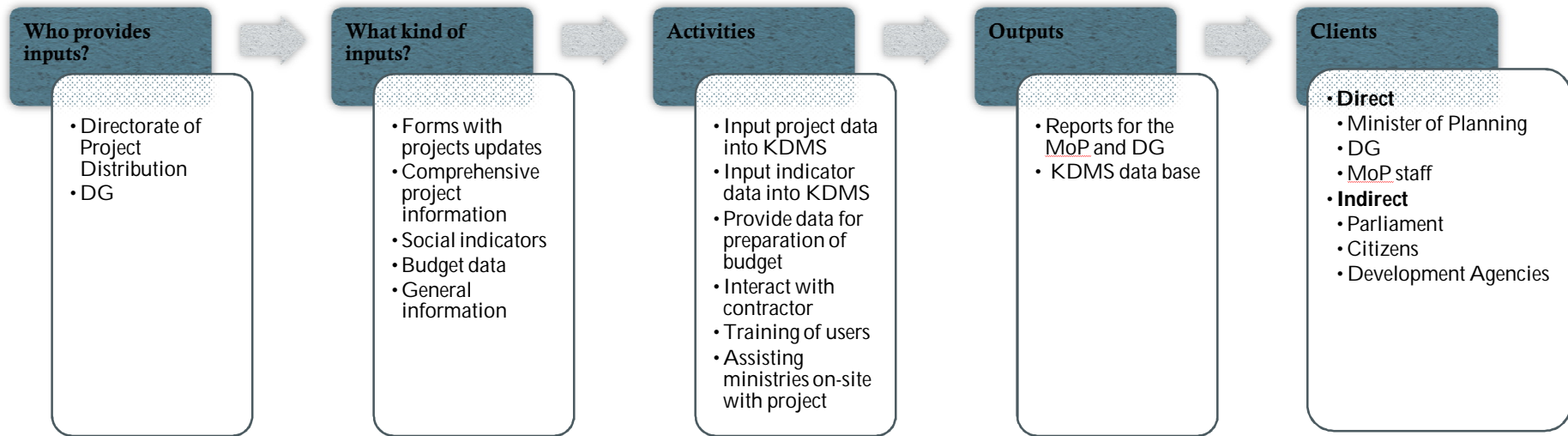
## Due Dates for Major Reports

First day of each month	Project Status Report for MoP
Mid-January	MoP quarterly internal status report
Mid-November	Investment Budget Final Report
Mid-December	Updated list of completed projects for previous FY

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# Directorate of KDMS: Workflow Chart

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The KDMS directorate converts information about projects submitted by Line Ministries into informational products that facilitate decision-making by the Minister, DG, Parliament, and Line Ministries, and also promotes the transparency of KRG. Information products are of two types: KDMS database and customized reports that contain aggregate data. Currently, the aggregate reports have much wider dissemination outside of the MoP, than direct access to KDMS.

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# Directorate of KDMS

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**Director: Mahdi Abdulla**

**Email: [mahdi\\_mop@yahoo.com](mailto:mahdi_mop@yahoo.com)**

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**Ministry of Planning**  
**General Directorate of Capital**  
**Investment Budget**

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## Responsibilities

- Collects and provides all necessary data for monthly project status reports and investment budget
- Ensures that KDMS is functional and is updated
- Serves as the main point of contact for Synergy
- Communicates updates to other directorates and ministries
- Manages the directorate staff
- Ensures that KDMS data are of high quality
- Ensures that staff are sufficiently trained
- Ensures redundant capabilities to prevent disruption in service when staff are out of office

## Annual Activities

- Attends professional development workshops and training
- Requests changes and new fields to Synergy
- Supervises implementation of changes in KDMS
- Trains new staff

## Monthly Activities

- Identifies the need for additional training and recommends training options to DG for approval and implementation
- Provides monthly status reports to DG on data entry and data quality
- Supports Directorate of Indicators and Feasibility in preparing monthly investment budget summaries and other reporting
- Produces output for periodic reporting documents (e.g., ministry summary sheets, MoP Dashboard, budget strategy)

## Weekly Activities

- Interacts with Synergy to improve functioning of KDMS and troubleshoots any technical issues
- Provides custom reports for DG and MoP

## Daily Activities

- Supervises data entry and assigns data entry tasks
- Produces and saves standard reports based on KDMS data



Mr. Mahdi Abdulla has been working for the MoP since 2006, first as Portal Manager and then as the Director of Information Knowledge Directorate, at the Directorate of the Development, Cooperation, and Coordination. Mr. Abdulla received his B.S. in Software Engineering at Salahaddin University, Erbil. As a part of his post-graduate education he completed numerous professional development seminars, including Project Management, Project Screening and Appraisal, Network Security, Government Data Management and e-governance. He is fluent in Farsi and English.

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# Directorate of KDMS

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**Ministry of Planning**  
**General Directorate of Capital**  
**Investment Budget**

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## Assistant Director: Vacant

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### Responsibilities

- Ensures that KDMS is functional and is updated when the director is on leave
- Assists the director with special projects and daily activities
- Assists the director with training directorate and Line Ministries staff
- Conducts stakeholder outreach to increase buy-in for KDMS among other directorates
- Assist director with developing strategy for making KDMS sustainable
- Promotes KDMS within MoP

### Annual Activities

- Attends professional development workshops and training
- Organizes workshops with potential users of KDMS to increase their awareness
- Writes annual progress reports
- Assist with training staff outside of the MoP
- Organizes training workshops
- Prepares training materials

### Monthly Activities

- Participates in professional development workshops and training
- Organizes workshops with potential users of KDMS to increase their awareness
- Assists the director with developing ways to input Council of Ministers follow-up reports

### Weekly Activities

- Approves input changes to KDMS when the director is not available
- Produces custom reports for internal stakeholders
- Updates and inputs data into KDMS
- Supports the director in quality control of data input

### Daily Activities

- Assists the director with other tasks



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# Directorate of KDMS

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## Staff

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### Responsibilities

- Ensures timely and accurate input of data
- Assists Director with preparation of reports

### Annual Activities

- Generates output for Investment Budget
- Generates list of completed projects
- Attends professional development training

### Monthly Activities

- Generates output for monthly project status report

### Weekly Activities

- Inputs data into KDMS
- Produces custom reports for internal use
- Prepares project related correspondence
- Assists DG and Director with other tasks

### Other Staff

Abdulmoheman (on leave)

Emad Farouq (on leave)

Khalid Rahman (on leave)

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# Ministry of Planning

## General Directorate of Capital Investment Budget

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Ajzeen Jassam

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Chia Jumma

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Bala Kareem

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Bahra M.ameen

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Kanar Omar

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Ardawan

# Directorate of Classification and Data

**Director: Salam Kadir Haji**

## Mission:

Maintain electronic register (Project Information Management System) of capital investment projects implemented by Line Ministries; assist MoP with preparing reports based on to PIMS; to respond to DG data requests

## Activities of the Directorate

- Maintains and updates PIMS data base
- Ensures network security and network administration
- Prepares reports for the MoP based on PIMS
- Ensures that data are up to date and are of good quality

## Contribution to the Achievement of Economic Development Goals

- Facilitates the development of social and economic polices by providing timely information to key decision makers on the trends in project spending and implementation

## Constraints on Current Operations and Future Growth

- Slow Internet connection may impede remote access to PIMS
- There is nobody who could provide back-up for Kak Salam

# Ministry of Planning

**General Directorate of Capital Investment Budget**

## Goals

Automate preparation of tables and graphs for MoP; start adding visual data to PIMS; increase the number of PIMS users; provide secure remote access

## Milestones

### Phase 1 (dates)

Design templates for responding to MoP requests

### Phase 2 (dates)

Expand MoP staff familiarity with PIMS and conduct the assessment of network security requirements for remote access to PIMS

### Phase 3 (dates)

Develop and implement a strategy for inputting visual data into PIMS

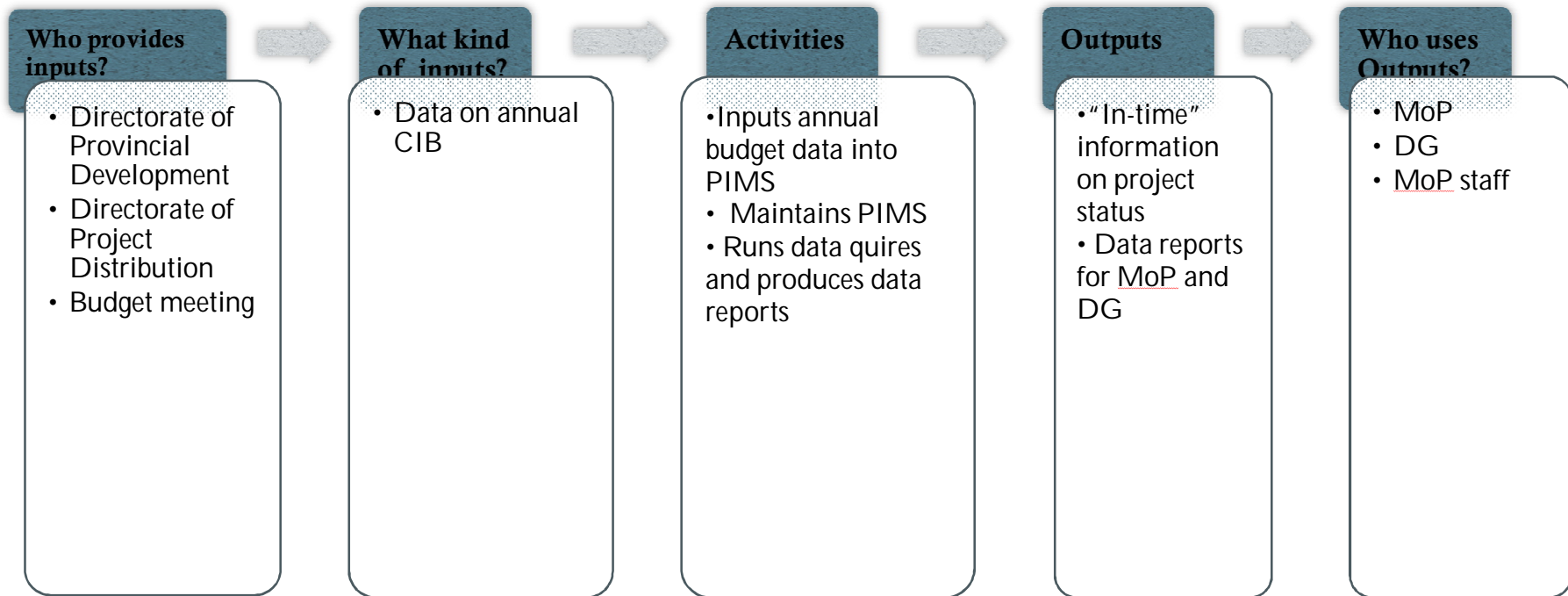
## Due Dates for Major Reports

Date	Report Name
TBD	Report 1
TBD	Report 2
TBD	Report 3

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# Directorate of Classification and Data: Workflow Chart

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The directorate inputs data on current projects into PIMS; updates project information and facilitates access to this information for MoP, DG, and MoP staff.

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# Directorate of Classification and Data

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**Director: Salam Kadir Haji**  
**Email: [salamqh@hotmail.com](mailto:salamqh@hotmail.com)**

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## Ministry of Planning

**General Directorate of Capital Investment Budget**

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### Responsibilities

- Ensures that PIMS is functional and is updated
- Manages the directorate staff
- Ensures that staff are sufficiently trained
- Ensures redundant capabilities to prevent disruption in service when staff are out of office
- Produces reports for MoP

### Annual Activities

- Attends professional development workshops and training
- Makes changes in the design of PIMS
- Trains new staff

### Monthly Activities

- Identifies the need for additional training and recommends training options to DG for approval and implementation
- Provides monthly status reports to DG
- Produces output for periodic reporting documents (e.g., ministry summary sheets, the MoP Dashboard, budget strategy)

### Weekly Activities

- Provides custom reports of the investment budget as requested by the DG and MoP

### Daily Activities

- Supervises data entry and assigns data entry tasks
- Produces and saves standard reports based on PIMS data



Mr. Salam Kadir Haji has been working for the MoP since 2004 designing, developing, implementing and supporting new data systems for internal use. He designed PIMS database for DG-CIB, Database for follow up documents of Council of Ministers, Real Estate Debit and Agricultural Debit Database. Mr. Kadir Haji holds B.S. in Civil Engineering from Salahaddin University and is proficient in C++, VB NET, VB, VBA, SQL Server, MS Access and other programming languages and applications. He is fluent in English.

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# Directorate of Classification and Data

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## Staff

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### Responsibilities

- Ensures timely and accurate input of data
- Assists Director with preparation of reports

### Annual Activities

- Generates output for capital investment budget
- Generates list of completed projects
- Attends professional development training

### Monthly Activities

- Generates output for monthly project status report

### Weekly Activities

- Inputs data into PIMS
- Produces custom reports for internal use
- Prepares project related correspondence
- Assists DG and Director with other tasks

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## Ministry of Planning

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### General Directorate of Capital Investment Budget

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Insert Photo

*Hadi Nabi*

Insert Photo

*Hana Saleem*

# Directorate of Project Distribution

Director: Adbullah Jalal

## Mission:

Review capital invest projects of the Line Ministries and make recommendations for funding allocation and re-budgeting based on project feasibility and relation to the strategic goals; conduct a follow-up assessment of major strategic projects implemented by Line Ministries and MoP; share engineering expertise with DG-CIB staff

## Activities of the Directorate

- Reviews requests to change projects budgets from Line Ministries
- Forwards project-related documentation to KDMS and Dept. of Classification and Data
- Interacts with Line Ministries
- Receives and archives audits from the Council of Ministers
- Conducts follow-up assessments of MoP and strategic projects
- Reviews and authorizes all DG-CIB purchase requests

## Contribution to the Achievement of Economic Development Goals

- Ensuring that proposed projects meet the developmental goals set by the MoP
- Identifying and disseminating knowledge on best project management strategies

## Constraints on Current Operations and Future Growth

- The directorate should consider increasing the use of Council of Ministers reports for identifying aggregate trends in project implementation
- Since the quality of Council of Ministers' follow-up reports varies greatly across projects, the directorate could consider working with the Council to develop a unified methodology for conducting follow-up reports
- The directorate needs better computers, printers, and extra filing cabinets

# Ministry of Planning

## General Directorate of Capital Investment Budget

### Goals

Integrate Council of Ministries reports into DG-CIB internal decision-making; increase the Directorate's role in conducting monitoring of strategic projects; expand directorate's staff

### Milestones

#### Phase 1 (dates)

Work with the Dept. of KDMS to design methodology for coding Council of Ministers reports and start entering them into KDMS; develop a procedure for integrating Council of Ministers reports in internal review of projects

#### Phase 2 (dates)

Work with Council of Ministers to improve the methodology and the quality of information contained in the follow-up reports

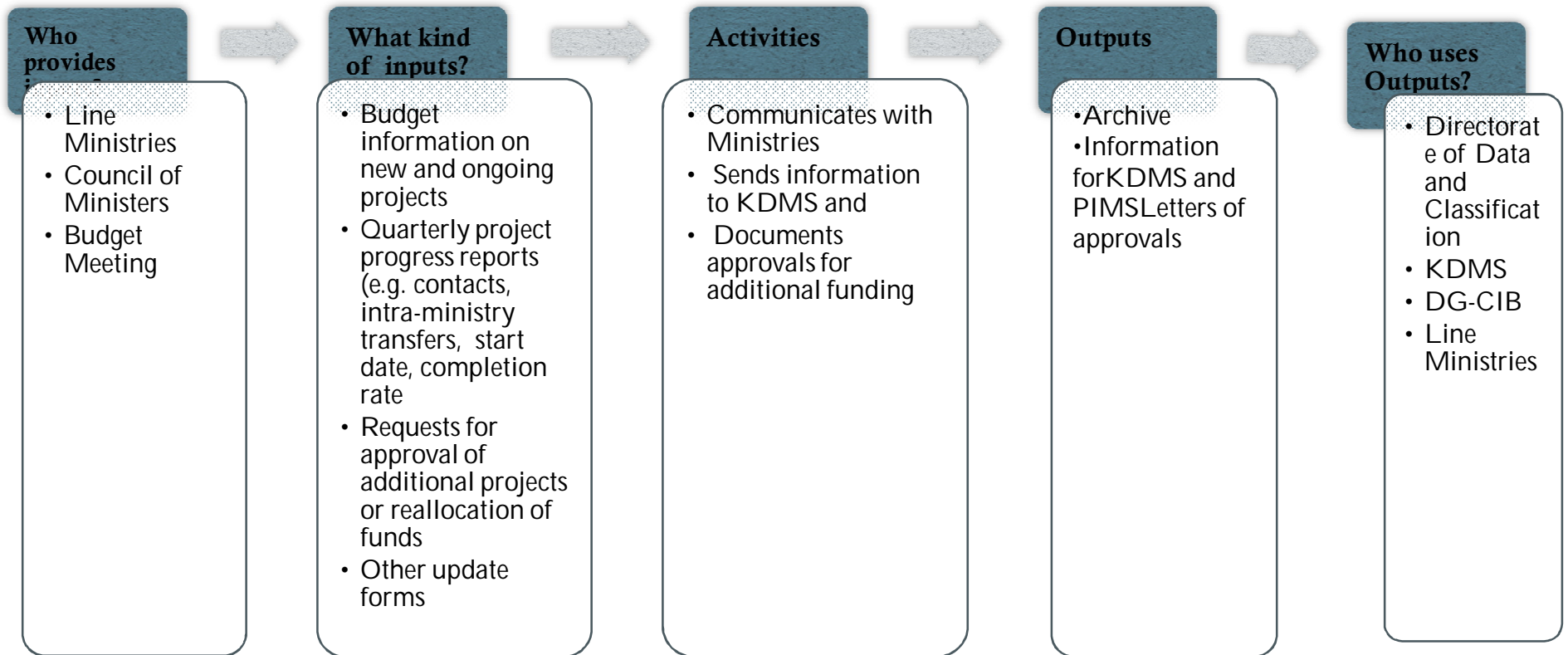
#### Phase 3 (dates)

Start conducting follow-up assessment of MoP and strategic projects implemented by Line Ministries

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# Directorate of Project Distribution: Workflow Chart

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The Directorate reviews and approves all incoming requests for funds from Line Ministries and oversees implementation of selected capital investment projects.

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# Directorate of Project Distribution

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**Director: Abdullah Jalal**  
**Email: [Abdullah.jaziz@yahoo.com](mailto:Abdullah.jaziz@yahoo.com)**

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**Ministry of Planning**  
**General Directorate of Capital Investment Budget**

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## Responsibilities

- Receives and reviews additional funding requests from Line Ministries and makes recommendations to DG on how to respond to them
- Receives, reviews, and archives Council of Ministers reports
- Manages the directorate staff
- Ensures that staff are sufficiently trained
- Forwards information about project updates to KDMS directorate and Directorate of Data Classification

## Annual Activities

- Attends professional development workshops and training sessions
- Trains new staff
- In the future will be conducting follow-up visits of strategic projects

## Monthly Activities

- Interacts with Line Ministries
- Provides monthly status reports to DG on project implementation
- Reviews project update reports submitted by Line Ministries and identifies projects that are at risk of not being completed on time

## Weekly Activities

- Reviews and makes recommendations to DG about funding requests submitted by Line Ministries
- Manages directorate staff
- Reviews Council of Ministers reports

## Daily Activities

- Supervises directorate staff
- Responds to phone calls and e-mails from Line Ministries and contractors



Mr. Abdullah Jalal has been working for the KRG for more two decades and has held positions at the Ministry of Municipalities working as Asphalt Inspector, Minister Office conducting planning and follow-up reviews. Mr. Jalal joined the General Directorate, MoP in 2007 and has been working for the Directorate of Project distribution as Head Engineer and Director. Mr. Jalal has B.S. in Electronic Engineering from the University of Sulaimaniya.



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# Directorate of Project Distribution

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## Staff

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### Head Engineer

#### Responsibilities

- Ensures timely and accurate review of project updates and funding requests submitted by Line Ministries
- Makes recommendations to DG regarding project feasibility
- Assists DG and Director with other tasks

#### Activities

- Attends professional development training sessions
- Interacts with Line Ministries and Contractors
- In the future will be conducting site visits and will prepare follow-up reports of the strategic projects
- Reviews Council of Ministers reports
- Reviews funding requests submitted by Line Ministries and makes recommendations to DG
- Forwards information to the Directorate of KDMS and Directorate of Classification and Data
- Serves as on the Purchase Authorization Committee and approves purchases or equipment and supplies for DG-CIB

### Engineer

#### Responsibilities

- Ensures timely responses to requests for funding and project updates submitted by the Ministry of Construction and Housing, and the Ministry of Transportation and Communication

#### Activities

- Maintains project documentation
- Prepares reports with project status updates
- Serves on the Purchase Authorization Committee and approves purchases or equipment and supplies for DG-CIB
- Conducts site visits, authorizes any changes related to the project and prepares follow-up reports of MoP projects
- Reviews requests for finding from Line Ministries, tracks down project history and prepares responses
- Produces custom reports for internal use based on KDMS data
- Interacts with contractors

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## Ministry of Planning

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### General Directorate of Capital Investment Budget

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Insert Photo

*Hoshiyar Abdulla*

Insert Photo

*Awat Tarq*

## Engineer

### Responsibilities

- Ensures timely responses to requests for funding and project updates submitted by Line Ministries
- Assists director and DG with other tasks

### Activities

- Maintains project documentation
- Prepares reports with project status updates
- Reviews and archives Council of Ministers follow-up reports
- Forwards project updates to the KDMS and Directorate of Classification and Data
- Produces custom reports for internal use based on KDMS data
- In the future will assist with developing a methodology for coding Council of Ministers reports
- In the future will conduct site visits of the strategic projects

Insert Photo

*Omid Ubeid*

## Data Entry Staff

### Responsibilities

- Ensures timely updates of project related information and archives project documentation

### Activities

- Enters project related information into KDMS
- Prepares all project related forms for the Director
- Types letters notifying Ministries about project status

Insert Photo

*Ajzheen Saleem*

# Directorate of IT

Director: Adam Nawzad

## Mission:

Support IT infrastructure of the MoP and provide technical assistance to the MoP staff; administer MoP networks and ensure their security

## Activities of the Directorate

- Maintains and upgrades IT infrastructure for the entire MoP
- Provides technical assistance to the MoP staff with Microsoft Office and Windows and repairs hardware
- Maintains servers
- Provides for cyber security of the MoP networks
- Administers networks
- Maintains the MoP web site
- Collects Google Analytics data on web site traffic to MoP site and produces monthly reports

## Contribution to the Achievement of Economic Development Goals

- Enhancing and supporting IT infrastructure required for government modernization and transparency

## Constraints on Current Operations and Future Growth

- Wage differentials between private and public sector make it difficult to recruit and retain personnel with required skills. The directorate especially needs staff proficient in network security and Cisco systems
- The directorate staff needs regular training to keep up with rapid technological advances in network administration and security
- The directorate needs additional training and resources to prepare for the introduction of e-governance
- Slow internet connection may impeded future uses of video communication
- Current server capacity is not sufficient for hosting KDMS within DG-CIB
- Additional training in Google Analytics might be needed

# Ministry of Planning

## General Directorate of Capital Investment Budget

### Goals

Improve Kurdish fonts, improve DG-CIB web site, collect Google Analytics for DG-CIB, improve network security, prepare DG-CIB for e-governance

### Milestones

#### Phase 1 (dates)

Improve the MoP web site, start collecting Google Analytics data on web-site traffic to DG-CIB

#### Phase 2 (dates)

Conduct assessment of required IT investments and IT skills for preparing DG-CIB for the introduction of e-governance

#### Phase 3 (dates)

Develop implementation plan and identify the sources of funding for supporting e-governance program

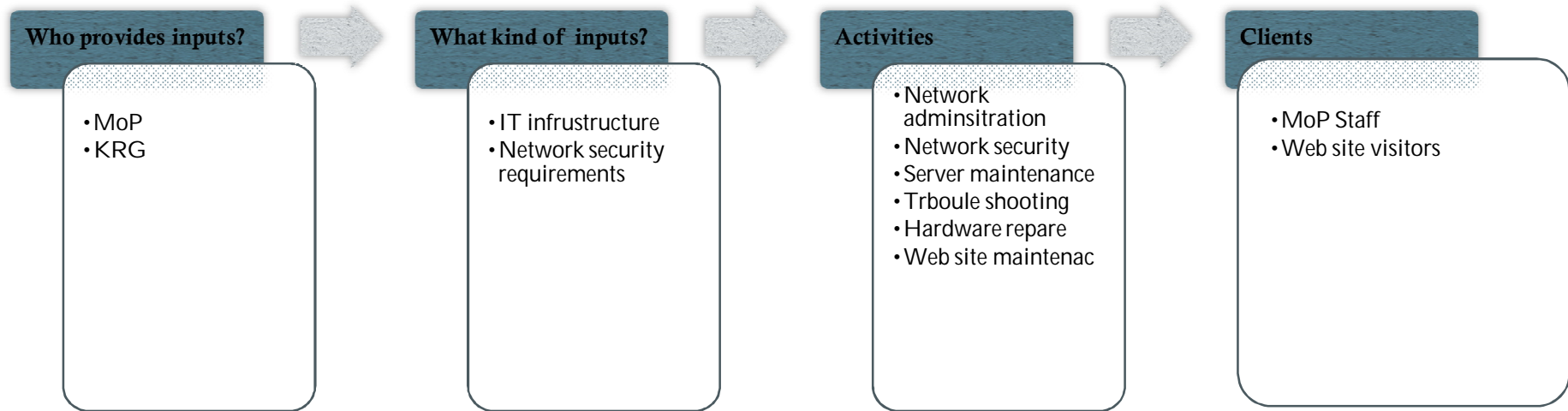
#### Phase 4 (dates)

Coordinate e-governance initiatives between DG-CIB and MoP

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# Directorate of IT: Workflow Chart

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The IT directorate maintains networks, servers, hardware, and software for the entire MoP; facilitates dissemination of up-to-date information about the ongoing activities by maintaining MoP web site; providing troubleshooting for Windows 7 and Microsoft office.

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# Directorate of IT

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## Director Adam Nawzad

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### Responsibilities

- Ensures that IT infrastructure is functional and is meeting the MoP communication and data storage needs
- Accountable for the delivery of all technology related projects including developments of new web sites and software and hardware
- Serves as the main point of contact for all Directorates at the MoP
- Identifies and communicates best practices in IT use to all MoP directorates
- Makes decisions on short and long term uses of technology within the MoP
- Manages the directorate staff
- Ensures that staff are sufficiently trained
- Ensures redundant capabilities to prevent disruption in service when staff are out of office or hardware is not functioning
- Serves as the primary point of contact for outside bidders and vendors
- Develops a strategy for implementing e-governance at MoP

### Annual Activities

- Attends professional development workshops and training
- Submits IT infrastructure upgrade requests to MoP
- Supervises implementation of IT infrastructure upgrades
- Trains new staff and summer interns

### Monthly Activities

- Interacts with MoP staff to assess and respond to IT needs
- Identifies the need for additional training and recommends training options to DG for approval and implementation
- Provides bi-monthly status reports to DG on IT needs

### Weekly Activities

- Provides day-to-day supervision and assigns tasks to the directorate staff
- Interacts with outside vendors
- Responds to troubleshooting requests of the entire directorate

[Insert Photo]

Mr. Adam Nawzad joined the MoP as a manger and network administrator in 2013 and has contributed to improving networking environment and computing infrastructure of the General Directorate. He is proficient in both wire and wireless network management, Visual Basic, C#, and C++. Mr. Nawzad holds B.S. in Computer Science from Cihan University. He is fluent in English and Arabic.

### Network Administrator

#### Responsibilities

- Maintains computing environment by identifying network requirements, installing upgrades, and monitoring network performance

#### Activities

- Establishes network specifications by analyzing workflow, access, information, and security requirements
- Designs router administration, including interface configuration and routing protocols
- Evaluates network performance
- Maintains network performance by monitoring, analyzing, and troubleshooting network problems
- Secures network by developing network access, monitoring, control, and evaluation
- Prepares users by designing and conducting training programs and providing support
- Repairs and/or replaces computer hardware
- Installs software

### Network Security Administrator

#### Responsibilities

- Ensures integrity of data and prevents unauthorized access to the network

#### Activities

- Designs, configures, deploys, and maintains security infrastructure
- Analyzes problems, recommends solutions, products, and technologies to meet MoP objectives
- Protects MoP information and infrastructure from unauthorized access
- Implements firewall solutions to properly secure data
- Recommends best security practices
- Assists in incident response for any breaches, intrusions, or theft
- Monitors systems for any anomalies, proper updating, and patching
- Maintains system documentation

Insert Photo

*Saman Othman*

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*Seyako Fayaq*

Vacant

Insert Photo

*Mihraban M.Ameen*

## Cisco Wireless Network Administrator

### Responsibilities

- Proficient in Cisco ASA, Cisco Routing and Switching, Cisco LAN AND WAN and is responsible for maintaining and troubleshooting Cisco wireless networking environment

### Activities

- Provides ongoing maintenance and management of the wireless Wi-Fi infrastructure
- Analyzes and provides recommendations in the resolution of wireless network problems in a timely and accurate fashion
- Installs network equipment and cabling
- Documents network changes, policies and procedures and drawings

Insert Photo

*Chro Abubakir*

## Web Designer/Developer

### Responsibilities

- Designs and updates web sites of the MoP and directorates within the MoP

### Activities

- Writes the programming code
- Tests the web site and identifies any technical problems
- Uploads the site onto a server and registers it with different search engines
- Uses Google Analytics to monitor web-site traffic

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## Memos on Goals and Constraints by Directorate

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### Office of Coordination with International Organizations

#### Memo on Goals and Constraints of the DG-CIB

##### Achieving Sustainability of Ongoing Work

The General Directorate is engaged in an unprecedented data collection effort in order to make the KRG more transparent and facilitate economic development of Kurdistan. It is very important to ensure that this effort continues even if the leadership of the DG-CIB changes. TORs are important step in this direction. Additional measures could include building the support of Parliament to guarantee commitment for the flow of funding in the future and the expansion of DG-CIB powers to reject capital investment projects that do not meet the development goals of the region.

Ensuring redundancies in staff skills is another possible way for ensuring sustainability. The Directorate has to compete with the private sector to attract and retain high-skilled individuals. Training several staff members to perform key task across directorates can mitigate the consequences of high turnover.

##### Making Training More Systematic

Since the General Directorate provides generous training opportunities to its staff, it should seek to increase returns on staff training. One possible way to achieve this goal is to encourage staff who attended workshops to give debrief presentations to DG and those who could not attend the workshop. The Directorate could become more proactive in identifying upcoming training opportunities for its staff and should also develop a formal procedure for how to count training when evaluating staff performance. For example, when deciding the salary action, the procedure could clarify whether workshops should be counted the same was as training that leads to a certificate or a degree.

##### Infrastructure is the Constraint

The General Directorate should consider moving into a larger building as its staff expands.

### Office of LADP

#### Memo on Goals and Constraints

The directorate seeks to increase governorates' cooperation on sharing data on projects funded from the provincial capital investment budgets. Perhaps, this can be achieved by demonstrating to Governorate officials the value added of KDMS data. KDMS training could be integrated with other capacity building activities in Governorates.

The directorate needs at least one English-speaking assistant who could to interact with UNDP.

The directorate should seek to establish a formal way of exchanging information about project finances with the MoF.

Steps should be taken to expand directorate's capacity to perform the following activities:



- evaluate whether projects funded by the Provincial Development Fund and governorates meet KRG strategic development goals
- assess the quality of data shared by governorates

If DG decides to bring CSDP under the Directorate of Provincial Development, measures should be taken to prevent UNDP and CSDP activities from interfering with data collection and data management functions of the directorate because the directorate staff does not have any control over the timing of UNDP and CSDP activities.

## Directorate of Indicators & Feasibility

### Memo on Goals and Constraints

Consider hiring a senior statistician or an economist to perform forecasts and cost-benefit analysis of projects.

Ardawan could be trained to use Stata or another relevant statistical package to assist the economist with data analysis. He has a strong interest in continuing work on regional economic development and is willing to attend any relevant training opportunities or IT-classes.

## Directorate of KDMS

### Memo on Goals and Constraints of the Directorate of KDMS

#### Expand uses and users of KDMS

The directorate should expand the number of users who can log-in into KDMS data base by training relevant MoP staff on how to extract aggregate-level information of KDMS.

The directorate could also consider developing a version of KDMS with multiple interfaces for different type of users and improve measures for protecting sensitive information shared by contractors and Line Ministries. The Directorate should develop a systematic procedure for determining what type of users have access to what type of information contained in KDMS.

#### Systematize Training Activities

More systematic approach to providing KDMS training to Line Ministries should be developed. It seems that Line Ministries use an ad hoc approach when selecting their staff members who will receive KDMS training. Some of these people are overqualified; others leave immediately after completing the training. The Directorate should work with Line Ministries to develop a strategy for sustaining staff with required skill levels at Line Ministries. KDMS Directorate should also develop ways to provide quality assurance of data entered by other Ministries. Line Ministries should find ways to reimburse the KDMS Directorate for providing training and technical support.

#### Identify additional data sources

The Directorate should develop a methodology for constructing indicators from the Council of Ministers follow-up reports of completed projects. The quality and the type of the information included in each report varies across projects and across engineers. Since CoM reports do not follow the same structure, the Directorate should develop a systematic coding procedure to enable systematic comparison across projects and across ministries.

#### Develop strategy for making KDMS sustainable in a long run

The directorate could focus on how to increase external sources of financing for KDMS.

#### Staffing Issues

Current staffing levels are insufficient for achieving long term KDMS. The directorate needs an assistant director capable of networking with Line Ministries and generating buy-ins from stakeholders.

KDMS also needs a person with a strong background in data visualization and info-graphics to increase the value of KDMS for MoP reports. This person should have some IT background and interest in working with different indicators. Ardawan (with former Poverty Evaluation Directorate) could be a potential person to receive this training seems to have right background and interest to pursue this training. After KDMS becomes publicly available online, the Directorate should create Google Analytics account to track the number of visitors to KDMS site. As the number of KDMS increases, the demand for technical support will increase. The Directorate should start training staff who could answer questions related to KDMS over the phone.

## Directorate of Classification and Data

### Memo on Goals and Constraints of the Directorate of PIMS

An overlap between PIMS and KDMS activities ensures uninterrupted access to data. After the input of project data into KDMS will be outsourced to Line Ministries, internal input of data in PIMS could continue in order to ensure means for verification of the quality of data entered by Line Ministries.

#### Staffing Issues

Kak Salam is the only person who know how to use the database.

## Directorate of Project Distribution

### Memo on Goals and Constraints for the Directorate of Project Distribution

*Integrate Council of Ministers reports into DG-CIB decision making process*

The directorate staff agrees that the quality of Council of Ministers reports varies and it makes the reports difficult to use for assessing the quality of output. I reviewed several reports to assess their quality and found them difficult to interpret or use for cross-project comparison since they do not provide sufficient information to estimate monetary costs of detected problems. For example, the most recent report submitted by the Ministry of Construction Housing on housing project for low-income families although it noted that the height of each floor was lower than the standard established by the KRG, did not specify by how much. It also noted defects with the electric wiring, but did not specify in how many rooms and on which floors. The reports on different projects cannot be compared with each other. For CoM reports to be useful, a more systematic approach should be developed to enable cross-project and cross-ministry comparison. The MoP should consider working with CoM on developing this approach.

*Move beyond thinking about project management to seeing a bigger picture*

The directorate staff has in-depth knowledge of project management and implementation and would like to be engaged in project oversight. However, in addition to project management functions, the directorate should have the capacity for assessing the relevance of each project to KRG strategic goals. The directorate staff should be encouraged to develop skills required for understanding how each project fits the larger picture.

*Improve Equipment*

Some staff members pointed out that it would be helpful to have better quality printers and faster internet connection. Awat pointed out that it would be helpful to have a lap-top computer that she could take home when she needs to work overtime. It also seems that there is a shortage of filing cabinets.

#### Staffing Issues

Staffing levels seemed to be adequate for ongoing activities, however, it is not clear whether this will remain the case when the directorate will start conducting site visits of the strategic projects. Ajzheen expressed interest in IT training, such as data visualization or web design or other courses that require knowing Java script because she knows this language.

## Directorate of IT

### Memo on Goals and Constraints of the IT Directorate

#### Improve Kurdish fonts

On multiple occasions, Kurdish font does not appear properly in Word documents. The directorate should resolve the issue ASAP.

#### Improve DG-CIB web site

The DG-CIB web site lags behind the one of MoP. The IT directorate should redesign the DG-CIB web site and update the information about DG. The website should be more interactive and encourage greater communication between visitors and DG-CIB. The site should contain a link to KDMS.

#### Collect Google Analytics for DG-CIB

Google Analytics data are currently collected only at the MoP level. Similar reports should be compiled for DG-CIB.

#### Improve network security

The directorate does not have network security administrator.

#### Prepare DG-CIB for e-governance

The directorate should develop a roll out plan for e-governance. Kak Mohammad could advise on developing this strategy because he has a publication on adopting e-governance in KRG.

#### Staffing Issues

Wage disparities between public and private sectors make it difficult to retain the directorate personnel.