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Chamber of
Commerce and
Industry (IACCI)**

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**Training and Development Resources
Initiative for Business in Iraq**

April, 2007

*World Chambers Competition, WCF
Best Skills Development Program*

Executive Summary

IACCI established in the United States as a non for profit chamber of commerce in May 2003 by a group of Iraqi Americans, hence the name, with the vision to establish presence in post Saddam Hussian Iraq and help build the new Iraq. As we all know Iraq is suffering from violence, instability and severe inflation, flight of business to other countries with there experience and capital. Hoever, all along IACCI continued to push ahead with its mission growing to over 350 emplyees and offices in US, Amman-Jordan, and offices in the capital Baghdad and other major cities in Iraq and and some 7000 paying members with some 400 Gold Plus members with a \$5,000 membership. We are proud of our accomplishments and we see a difficult but certainly bright future for Iraq. Our entry for ICC completion is in the best skills development area with our major push through TADRIB Iraq, is an extension of the Iraqi American Chamber of Commerce and Industry's (IACCI) vision and mission www.i-acci.org, IACCI training initiatives are well-known in Baghdad and throughout other parts of Iraq that IACCI operates in as "TADRIB Iraq" – Training and Development Resources Initiative for Business in Iraq, TADRIB is an Arabic word meaning "training,". TADRIB Iraq's overarching goal is to provide "training and development for all Iraqis that leads to increased employability and overall economic growth." www.tadribiraq.org

IACCI has been training for approximately three years. During this time, it has completed over 550 courses given to Iraqi private individuals, university students, heads of companies, ministry and state company officials, IACCI members, and company staff. Included in this figure are 120 courses given to unemployed persons in partnership with USAID contractors Louis Berger Group (VEEG) and International Relief and Development "IRD" (CSP), 15 courses with the partnership of International Organization of Migration "IOM", and over 275 courses given for over 24 industrial companies owned by the Ministry of Industry in partnership with the US Military.

The vision of TADRIB Iraq to raise the capacity of the Iraqi private sector to conduct business with global skills, IACCI has found, however, that raising the private sector capabilities necessitates attention given to the public sector as well to ensure that cooperation between the two will be mutually beneficial and not of a competitive nature and therefore, TADRIB sees Iraqi public sector official alongside the Iraqi private-sector businessperson come to stand on equal footing with their international counterparts. Having been cut off from the rest of the world for such a long period of time, Iraq lacks familiarity with certain practices, languages, and communication skills that have become central and essential to conducting business in the world today. IACCI aims to equip Iraqi trainees with the necessary communication, computer and business skills needed to raise and instill true and lasting confidence in what are and will become the key players in the rebuilding of Iraq's economy.

The total number of students trained to date by IACCI reaches to over 10,000 in just three years of work. IACCI has trained in 15 Iraqi ministries and regularly contracts with private and state companies to train mid- and senior-level managers.

Commerce and industry as well as governmental and non-governmental organizations (NGO) have been active in capacity building in Iraq by providing training, education, jobs and economic growth. The Iraqi American Chamber of Commerce and Industry addresses a wide range of issues and programs, including trade facilitation, training including vocational and educational programs, data management, evaluation and survey instruments, women's empowerment and training, and the development of the private sector by facilitating relationships between international and Iraqi investors, Iraqi companies and the Iraqi Ministries including regional and local level offices.

Since the beginning of the US presence in 2003, there have been a number of attempts to establish business centers and civil society institutions to assist the evolution of the Iraqi business community away from a government-controlled mentality toward privatized business initiatives.

The role played by these kinds of organizations is essential in leading the way for change and for strengthening the Iraqi business private sector. The successful establishment of these types of institutions requires an administrative body characterized by a combination of a number of key elements: extreme knowledge of and sensitivity to cultural climate of Iraq, extensive familiarity with

both western and eastern business practices, concrete capabilities with an entrepreneurial sense to implement programs and projects, ability to operate and maintain accessibility in an environment that is not secure or stable and finally, and dedicated commitment to succeed. The IACCI has an accomplished network of experts and consultants able to conduct training and education for all levels of society in addition to business application workshops. This network of consultants, experts and professional trainers includes specialties in computer technology, English and other language courses, conflict resolution with Iraqi ethnic-religious approaches, cross-cultural communications, and peace building programs. The various vocational trainings include sewing and apparel, construction, masonry, electrical engineering, materials handling, retail, and educational development with local and western frameworks.

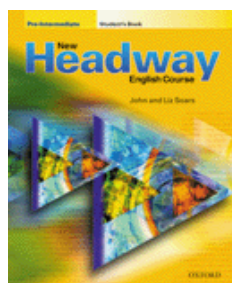
Over the course of the last year, IACCI has successfully maintained execution of the following projects:

- ✓ **Best Practice Business Seminars for Iraqi Ministry of Industry State Owned Enterprises (SOE's)(\$1.3 Million).** This project was initiated in November of 2006 with the goal of training the administration staff of over 23 SOE's in and surrounding the Baghdad area. Participants have received training in 16 of the IFC Business Edge modules as well as basic computer operations. The goal of the 6-month program is to boost the capacity of the factory leadership to employ more efficient and complex business practices to process orders that will result in the re-hiring of thousands of unemployed persons.
- ✓ **Iraq Vocational Education and Training Program (\$1.2 Million).** IACCI has conducted detailed assessments and mobilization plans for 8 vocational training centers throughout Iraq belonging to the Iraqi Ministry of Labor and Social Affairs. The assessments and plans resulted in the purchase of millions of dollars of equipment for the centers as well as extensive renovations to prepare them for maximum efficient use to train unemployed persons in productive skills.
- ✓ **Baghdad International Airport (BIAP) Business Center (\$250,000).** IACCI is contracted with the US Military Civil Affairs to operate the BIAP business center, leveraging the safe environment that the BIAP area provides to promote trade and economic development in Baghdad. www.iraqbiz.info
- ✓ **Task Force for Business Stability Operations (TFBSO) in Iraq (known as the "Brinkley Team") Support (\$3.5 million).** IACCI has supported the efforts of the TFBSO beginning in 2006 with the collection and provision of detailed information on the SOE's in which IACCI has actively consulted and trained to assist in the development of business and assistance for these companies.
- ✓ **English Training for Iraqi Officials (\$380,000).** IACCI is providing training to key employees in over 13 Iraqi ministries and key government offices with IRMO of the US Embassy. This project is underway and will involve training over 2500 officials in the English language before July of 2007 as a part of a capacity-building effort focusing now on raising the capabilities of the Iraqi government to perform effectively.
- ✓ **Municipal Council Training in Baghdad (\$500,000).** IACCI has been contracted to provide training in basic public administration for newly-hired permanent Baghdad neighborhood council employees covering all of Baghdad and the surrounding areas.

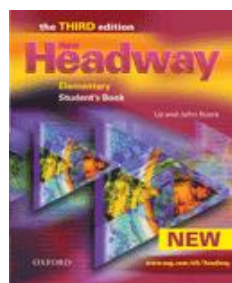
TADRIB Training Curricula and Programs

ENGLISH AND COMPUTER COURSES

For English language courses, IACCI uses the New Headway series published by Oxford University Press. For any computer courses, the ICDL –International Computer Driver License curriculum -will be used. Original material is provided for English and Computer courses.



Oxford New Headway Pre-Intermediate and Intermediate-level



ICDL computer book



BUSINESS PRINCIPLES – IFC “BUSINESS EDGE” PROGRAM

IACCI utilizes the Business Edge curriculum provided by the International Finance Corporation (IFC) of the World Bank Group for the provision of this training. As of September, 2006, IACCI has been offering all 35 different professional courses that are known as the “Business Edge” series, in partnership with the International Finance Corporation (IFC) as IFC’s exclusive training provider in Iraq. As of March, 2007, over 4,500 small business owners, aspiring professionals, and state-company employees have been trained in the Business Edge program. It is administered by a dedicated staff of 60 persons, of which 50 are instructors. The initial goal of the Business Edge curriculum since its inception and widespread successful implementation in south-east Asia is to increase the capacity of small businesses to be able to receive financial assistance and manage this assistance responsibly.

- ✓ Solving Problems
- ✓ Managing Time
- ✓ Making Communication Work
- ✓ Leading Change
- ✓ Leading your Team

Human Resource Management Courses

- ✓ The Owner-Manager And The Human Resource Function
- ✓ Job Analysis
- ✓ Job Descriptions, Specifications, and Standards
- ✓ Recruiting, Job Search, and Selection
- ✓ Wage and Salary System
- ✓ Appraising Performance

Quality Management Courses

- ✓ Understanding Quality
- ✓ Achieving Quality
- ✓ Auditing Quality
- ✓ Controlling Physical Resources
- ✓ Planning and Controlling Work
- ✓ Office Management

Marketing Series Courses

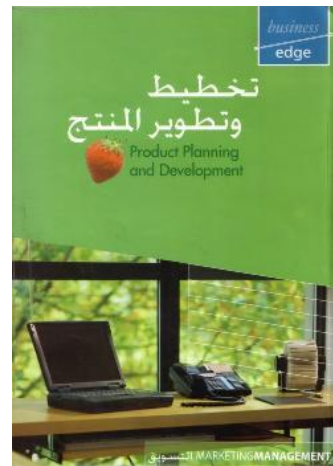
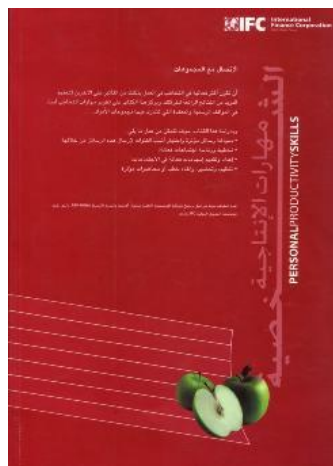
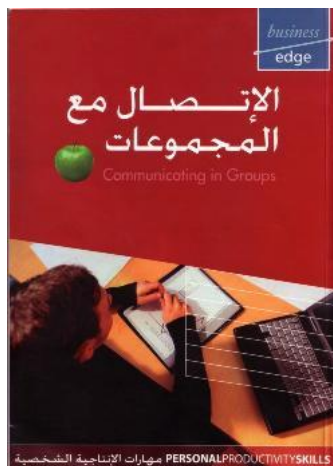
- ✓ Introduction to Marketing Concepts
- ✓ About Customers: Gathering information
- ✓ Gathering Information on Purchasing Processes and Trends
- ✓ Target Markets
- ✓ Product Planning and Development
- ✓ Pricing and Pricing Strategy
- ✓ Promotion and Advertising
- ✓ Building Public Relations
- ✓ Caring for the Customer

Finance and Accounting Courses

- ✓ Controlling Costs
- ✓ Working with Budgets
- ✓ Accounting for non-Accountants
- ✓ Making a Financial Case

Personal Productivity Skills

- ✓ Managing with Authority
- ✓ Becoming more Effective
- ✓ Delegating Effectively
- ✓ Motivating People
- ✓ Communicating in Groups
- ✓ Making and Taking Decisions



Communicating in Groups – Personal Productivity Skills;
front and back of workbook

Product Planning and Development - Marketing

TADRIB IFC Business Instructors are provided with a teacher's manual from IFC and presentations material. Projector is used to display slide material, given logistics considerations and availability of equipment. Ideal duration for each individual IFC course is 10 hours, covered in 2 5-hour days of training. To-date, over 4,250 students has been trained on business principles using Business Edge. An additional 5,000 minimum are scheduled for the coming year. From this variety of particular skill sets, IACCI uses combinations of certain courses that will move the trainee to the goal of a particular project or training program, depending on to which profession he/she is aspiring, for accomplishing the goal of opening/expanding a business or finding a job in a company or government office. Participants will receive a student book for each course, original material that IACCI received direct from IFC. The course student book will be provided in Arabic. Presentation of the material in the book is very orderly and easy for students to grasp, utilizing diagrams and charts that help to illustrate the material being presented. Two of the books are pictured here below, one in the marketing series and the other in the personal productivity skills series.

TADRIB Advantages, Impacts IACCI and Business Community

IACCI's strategy is to offer its members and its training clients a number of benefits that will not always be available from other training providers. IACCI cites the following eleven reasons as to why training with IACCI is to the advantage of the client/trainee:

- 1- **Classroom Size**, IACCI offers size classroom environment where students get the opportunity to interact with their instructor as much as they need to help them understand and use all classroom instructions and use what they learned to improve their skills.
- 2- **Instructors**, IACCI instructors are some of the best in the industry with minimum of five years of experience and we pay top rate salaries to attract the best around and we continue to train them so they can improve their instruction skills and knowledge base.
- 3- **Training Material**, IACCI uses only original training material without making illegal copies and selects the best books and training aides available from around the world.
- 4- **Flexible Schedule**, IACCI takes the time to understand our client's needs and availability and we then offer very flexible scheduling that suits our customer's needs. In some cases we go to clients sites to offer training if client's requirements are such that training on site is preferable.
- 5- **Reporting**, IACCI prides itself on a timely and accurate reporting to its clients on the progress and development of its class and students and offer a variety of evaluations for after course feedback on the usefulness and utility of the course and helpfulness of the instructor. All of this is done with absolute anonymity to safe card the freedom in soliciting response from the students.
- 6- **Certification**, IACCI offers full certification for all courses if and when appropriate and in all cases students receive IACCI certification.
- 7- **Customization**, IACCI will work with clients to trailer make the courseware, delivery and budget to fit your needs and requirements, no organization in Iraq can make this claim
- 8- **Proven Record**, in the last three years IACCI has trained thousands of students all over Iraq and we did it one student at a time and we worked with all Iraqi ministries and foreign organizations.
- 9- **Early Entrance**, This has since seen a deep penetration into numerous companies in the private sector along with departments of ministries. In addition this has lead to the universities opening up to IACCI's training, making arrangements for IACCI trainers to begin instructing on site at three universities in Baghdad, a project currently underway.
- 10- **Public Relations**, PR team consisting of 7 full-time professionals dedicated to marketing our courses, a team of 3 telemarketing specialists that are fully dedicated to calling members daily to promote training opportunities among our members, and a sales & marketing department consisting of 7 persons promoting training courses among other services that IACCI offers to its members.

Training Projects and Clientele

Under the banner of TADRIB Iraq, IACCI has and continues to regularly contract with numerous associations to offer training all over Iraq, several USAID contractors and Multi National Forces, as well as other international organizations in addition to marketing training products directly to Iraqi ministries and business persons. Here below is a description of the kinds of clientele that IACCI works with.

Training in Partnership with USAID Prime Contractors

IACCI has partnered with five USAID Prime Contractors in offering training to Iraqi businessmen and women: Volunteers for Economic Growth Alliance (VEGA), working under the PSDI contract; Louis Berger Group, working under the Vocational Training and Employment Generation contract; Izdihar (LBG/TSG) working under the Private Sector Growth and Employment Generation contract; BearingPoint, working under the Iraq Economic Governance II contract; and International Relief and Development (IRD) working under the Community Stabilization Program contract.

VEGA – BAGHDAD BUSINESSES (\$45,000)

The first partnership with VEGA included offering of training courses to members of a local Baghdad Rasheed District chamber of commerce in contracting and procurement.

LOUIS BERGER – UNEMPLOYED PERSONS (\$290,000)

IACCI entered into a sub-contracting arrangement with Louis Berger Group (LBG) to provide training to Iraqi workers and students to enable to secure employment in the future

IZDIHAR (LBG/TSG) – IRAQI STOCK EXCHANGE AND ASSOCIATIONS (\$150,000)

IACCI was contracted in the summer of 2006 to train the Iraqi Stock Exchange employees, Iraqi Association of Security Dealers and Iraqi Securities Commission in computer skills, financial management, IACCI completed the training of approximately 165

BEARINGPOINT – IRAQI CENTRAL BANK EMPLOYEES (\$250,000)

IACCI was hired by BearingPoint, working under the Economic Governance contract to train Central Bank employees in an effort to increase productivity where dealing with international and English-speaking counterparts is concerned.

INTERNATIONAL RELIEF AND DEVELOPMENT – UNEMPLOYED PERSONS AND SMALL BUSINESS OWNERS (\$10,000,000)



IACCI is currently a team member with USAID prime contractor International Relief and Development (IRD), working on the Community Stabilization Program (known as “CSP”) involving generating employment and the creation of new businesses in strategic cities and areas in Iraq. IACCI is the Business Development implementing partner in CSP, operating under the name “NAJAH.” This includes business training and the distribution of a number of small and micro grants to new and existing business to promote employment generation. Current and complete activities with CSP include the following:

- Training of 290 unemployed persons in the Rusafa District of Baghdad in ESL, IT, and Business Skills.
- Training of 875 unemployed persons in the Kadhemiya, Adhemiya, Mansour, Jihad/Bayaa, and Dora districts in Baghdad in Business Planning, Secretarial Skills, Accountancy Skills, and PR/Sales skills. Goal of the program is to make possible the employment of a minimum of 35% of the trainees. Runs alongside a \$5 Million grant program also administered by IACCI.
- Training of 1000 unemployed persons in Kirkuk in Business Planning, Secretarial Skills, Accountancy Skills, and PR/Sales skills. Goal of the program is to make possible the employment of a minimum of 35% of the trainees.
- Training of 400 unemployed persons in Business Planning and award of grants to approximately 77 persons in AL-Anbar province (Ramadi and Fallujah).
- Training of an additional 600 unemployed persons in the Karrada, 9 Nisan, Sadr City and surrounding districts in Baghdad in Business Planning, Secretarial Skills, Accountancy

Skills, and PR/Sales skills. Goal of the program is to make possible the employment of a minimum of 35% of the trainees.

Training in Partnership with Multi-National Forces - Iraq

IACCI is a prime contractor with US Government, carrying out a number of projects that involve training and consulting efforts for both the US Department of State (Embassy) and the Coalition Forces. Over the course of the last year, IACCI has successfully maintained execution of the following projects:

- **Best Practice Business Seminars for Iraqi Ministry of Industry State Owned Enterprises (SOE's) (\$1.3 million).** This project was initiated in November of 2006 with the goal of training the administration staff of over 23 SOE's in and surrounding the Baghdad area. Participants have received training in 16 of the IFC Business Edge modules as well as basic computer operations. The goal of the 6-month program is to boost the capacity of the factory leadership to employ more efficient and complex business practices to process orders that will result in the re-hiring of thousands of unemployed persons
- **Iraq Vocational Education and Training Program (\$1.7 Million).** IACCI has conducted detailed assessments and mobilization plans for 8 vocational training centers throughout Iraq belonging to the Iraqi Ministry of Labor and Social Affairs. The assessments and plans resulted in the purchase of millions of dollars of equipment for the centers as well as extensive renovations to prepare them for maximum efficient use to train unemployed persons in productive skills. Center locations were in Kirkuk, Mosul, Basra (2), Nasriya, Najaf, Kut, and Iskandiriya.
- **English Training for Iraqi Officials (\$370,000).** IACCI is providing training to key employees in over 13 Iraqi ministries and key government offices with IRMO of the US Embassy. This project is underway and will involve training over 2500 officials in the English language before July of 2007 as a part of a capacity-building effort focusing now on raising the capabilities of the Iraqi government to perform effectively
- **Municipal Council Training in Baghdad (\$380,000).** IACCI has been contracted to provide training in basic public administration for newly-hired permanent Baghdad neighborhood council employees covering all of Baghdad and the surrounding areas. Training on this project is expected to commence within the coming months.

Training in Partnership with Internationally Funded Organizations

IACCI / TADRIB has worked with a number of internationally funded organizations that have invested their resources in undertaking training of private and public sector key persons in Iraq.

INTERNATIONAL ORGANIZATION FOR MIGRATION (IOM) (\$87,000)

IACCI entertained a very successful partnership with IOM for the year of 2005-2006. TADRIB was a partner in 2 different training programs, the first of which was the Capacity Building Program CBP to the beneficiary of the Ministry of Displacement and Migration and the second was the Capacity Building Management and Migration Program CBMMP to the beneficiary of Ministry of Interior (residence, passport and nationality) in Baghdad and Basra.

UNITED STATES INSTITUTE FOR PEACE (USIP) (23,000)

In the Spring of 2006, IACCI offered a course for USIP in effective methods of Monitoring and Evaluation, which instructed in basic principles that were later applied to track more than 40 organizations that were the recipients of grants from USIP in Baghdad and the rest of Iraq.

CENTER FOR INTERNATIONAL PRIVATE ENTERPRISE (CIPE) (\$52,000)

The Center for International Private Enterprise funded the development of a media and financial management training program for IACCI beginning in January of 2006.

TADRIB Training Direct with Iraqi Ministries and IACCI Members

IACCI/TADRIB has at different times actively marketed directly to Iraqi ministries and IACCI business members. Over 1000 persons have been trained through direct contracting with Iraqi Ministries and large companies, such as the Dar Al-Salam Bank. In addition, IACCI, for a period of time, welcomed walk-ins and actively worked to put IACCI members into training programs, using a number of package incentives to encourage member participation.

Certification, Reports, Evaluation, Sample Certificate

IACCI, when contracted to any funding organization, submits weekly regular reports and final comprehensive reports with excel sheets of attendance through out the course to the sponsoring organization. These reports cover everything related to the course, including students' names and comments for each students, grades, attendance, summary for the course, outstanding students, problems faced, observations and comments. Following the completion of a course, IACCI provides students with feedback forms to that include evaluations of the instructor, training venue, curriculum, and overall organization of the training course.

Customers

Ministry of Oil
Ministry of Oil (SOMO)
Ministry of Oil / Exploration Co.
Ministry of Trade
Ministry of Water Resources
Ministry of Water Resources / Qanat
Nasr
Orascom
Samood
State Company for Information
Technology
That Al-Sawari
The Leather Industries Co.
Tobacco Industries Co.
Unemployed Persons
Various Local NGO's
Vegetable Oil Co.
Wool Industries Co.
Zawraa Co.

Mechanical Industries
Ministry of Agriculture
Ministry of Electricity
Ministry of Environment
Ministry of finance
Ministry of Health
Ministry of Housing and Construction
Ministry of Human Rights
Ministry of Industry
Ministry of Industry / Electrical Industries
Ministry of Industry / Industrial
Improvement
Ministry of Industry and Minerals
Personnel
Ministry of Industry HQ
Ministry of Industry/ Geological Survey
Ministry of Justice
Ministry of Municipalities & Public
Works

Hand-Made Carpet Co.
Heavy Industries (Dora)
Iraqi Cement Co.
Al-Mansoor Co.
Al-Rawa'a Inst.
Al-Zawra Co.
Automobile Ind Co.
Commercial Bank of Iraq
Construction Industries Co.
Cotton
Dar Al-salam Bank
Design and Building Consulting Co.
Electrical Industries
Furat Chemical Co.
Industries
Leather & Tobacco Co.
Leather Co.
Mansour
Mechanical Ind. Co.

Courses and number of student graduates

IFC Business Edge Courses Taught To-Date, Course Dates: November, 2006 to March, 2006 held in numerous locations in Baghdad, Erbil, Kirkuk, Taji (North of Baghdad), Iskandiriya (South of Baghdad) and Hilla, Number of students graduated **4294**

Independently Contracted Courses Taught in Iraqi Ministries and Large Iraqi Companies, Course Dates: January, 2004 to May, 2006 held in Iraqi Ministries, Number of students graduated **1032**

Courses Taught to State-Owned Enterprises in Partnership with Multi-National Forces – Iraq (MNF-I), Course Dates: November, 2006 to May, 2007 held in locations in Baghdad, Taji, and Iskandiriya (Babil Province), Number of students graduated **6732**

Courses Taught to Ministry of Displacement and Migration as well as Directorate of Residence Affairs (MOI) in Partnership with International Organization for Migration (IOM), Course Dates: September, 2005 to Summer, 2006 held in locations in Baghdad and Basra , Number of students graduated **365**

Courses Taught to IACCI Member Businesses and Private Persons , Course Dates: January, 2005 to May, 2006 ,Number of students graduated **362**

Courses Taught to Unemployed Persons in Partnership with Louis Berger Group – USAID, Course Dates: May, 2005 to September, 2005 held in numerous locations in Baghdad, Erbil, Rawandouz, and Hilla, Number of students graduated **2912**

Courses Taught to Iraqi Ministries and Government Agencies in Partnership with Iraqi Reconstruction Management Office (IRMO) Course Dates: September, 2006 to April, 2007 held on-site in locations in Baghdad, Number of students graduated **350**

Courses Taught to Unemployed Persons and Small Business Owners in Partnership with International Relief and Development (IRD) - USAID Course Dates: September, 2006 to March, 2007 held in numerous locations in Baghdad Number of students graduated **342**

Courses Taught to Iraqi Stock Exchange and Capital Markets Associations in Partnership with Izdihar (LBG/TSG) - USAID Course Dates: May, 2006 to July, 2006 held in TADRIB Iraq Training Center and CEDID in Baghdad Number of students graduated **166**



Business Edge Class at MIM



ICDL at TADRIB



New building of TADRIB Iraq



ICDL at MIM



ESL at Ministry of Electricity



Headway courses At TADRIB



TADRIB Iraq



Certificate

The Iraqi American Chamber of Commerce and Industry and with the coordination of CIPE which is a non profit affiliate of the US Chamber of Commerce certifies that

Fulan Al-Fulani

successfully completed the Financial Management course on April, 2006 with an overall score of 90%. The goal of TADRIB Iraq is to improve overall capacity for economic development for the private and public sector in Iraq.

Ayad M. Khaiska
Program Coordinator
Center for International Private

Raad Ommar CEO - IACCI

www.tadribiraq.org



Center for International Private Enterprise

