



Capabilities Statement



“Impossible is Nothing!...”

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Capacity Building in Iraq through Commerce and Industry
The Iraqi American Chamber of Commerce – Capabilities Statement

Introduction

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.

Mission Statement

IACCI's primary mission is two-fold: A) the creation of new business through networking forums, and B) building the capacity of key Iraqi private and public sector elements that are necessary to growing the overall national capacity to support a vital private sector in Iraq.

IACCI aims to invigorate the small business community (SME's) and State Owned and Mixed Enterprises (SOE's) in Iraq by bringing businesses together and moving them forward in a proactive and constructive manner. In doing this we are promoting open-market economy and a democratic political system in Iraq. This will ensure that access to the market is open and fair.

IACCI promotes transparency, accountability and that the rule of law is enforced in Iraq. A strong business community is based on business associations having an audible voice in the policy-making process. This will contribute to the growth of participatory civil society and the development of a regulatory and policy environment conducive to private enterprise.

Goals

1. Promote open-market economy in Iraq through a competitive system where the rules are the same for all participants, corruption is eliminated and transparency and accountability are strengthened.
2. Build simplified compliance systems for small businesses by fostering the participation of business groups in the day-to-day process of government decision-making and developing laws and institutions necessary for an open market-oriented economy.
3. Facilitate access to and establish consistent long term relationships between the private sector and the Iraq Ministries for the purpose of progressive commerce and trade implementation and practices.
4. Serve as a catalyst concerning the reactivation of the professional associations and guilds including the Iraqi Industrial Federation, the Contractors Union and the Federation of Iraqi Chambers of Commerce by conducting free and fair elections to promote the emergence of representative intermediaries.
5. Encourage entrepreneurial climate and culture in addition to expanding access to business and economic information necessary for informed decision-making.
6. Development and fundraising for specific projects in support of the organization of networking events, professional development education, training, policy related events and other crucial projects as needed, to support and compliment the goals of IACCI, its members and the private sector community in Iraq.
7. Promote the development of certain public sector elements that are key to the success of the establishment of an environment that allows the private sector to flourish in Iraq. This is done through training and awareness programs.
8. To assist and establish long term US policy orientation towards Iraq on Congressional, White House and Governmental Agency levels including delegate visitation.
9. Facilitate access to an economic focused relationship between the private sectors of Iraq and the international community through "Free Trade" magazine (IACCI's premier commerce and industry trade publication), educational seminars and programs, events including the EXPO Trade Show, cross-cultural activities and high level economic programs for the benefit of expanded long term sustainable growth, investment and expansion of the commerce, technology, industry, civil society and private sectors in Iraq.
10. Build Iraqi American Chamber of Commerce and Industry as a sustainable long term Iraqi NGO organization

IACCI Organization

Sustainability is our driving force, therefore the core of our business revolves around our paying members, approaching 9000 strong, from the simple government membership of \$10 annually to our Gold Plus membership of \$5000 for large companies, and our revenue generating tradeshows, we aim to get over 50% of our revenue. The rest comes from contracts with USAID, Gol, MNC-I, MNF-I CIPE and others, this revenue enhances our capabilities and allow growth and expansion, but always we look for ways to sustain our contracts past the completion date, for example we always have our own generated revenue for TADRIB by offering courses t the genral public or to Gol.

IACCI today has over 500 full time staff and often the staff increases substantially in special projects like Job fair Iraq which required increasing staff by over 250 across Iraq and our new project TATWEER (MSI) which will train 6000 civil staff in 15 governorates which will add 70 trainers and support staff in 2008.

IACCI is a fully staffed organization with Finance, Public Relations, Press, Media-Graphics, HR, Maintenance, Security, Special Projects, Tradeshow and Conference, Membership, Grants, Employment Centers, Business Centers, Translation etc.

Expertise

Since 2003, the Iraqi American Chamber of Commerce has expanded to become a highly respected, professional, full service organization approaching 9,000 Iraqi and international membership including Iraqi Ministries and local governments. This networking is crucial to the capability of providing sustainable services. From the beginning, IACCI has implemented capacity building components within the organization itself to include staff training and development, especially with young people. The staff has grown from a small group back in 2003 to over 500 full time employees. This number swells to over 1000 or more during special projects such as the trade show "EXPO", Job Fair Iraq and other equally large projects. IACCI has seven offices in Iraq, a branch in Jordan and an office in the United States. IACCI's expertise in Iraq:

1. Strategic planning and logistics
2. Iraq Ministries Public Relations and Advocacy
3. Grants management
4. Program design and implementation
5. Resource development and management
6. Networking both governmental and trade including NGO
7. "Train the Trainer" programs
8. Civil Society and Iraqi business training and education
9. Cross-cultural communication and facilitation
10. Financial planning and training
11. International and indigenous public relations
12. Capacity building through seminars, conferences and delegations
13. Technical assistance
14. Engineering design and management
15. Construction project design and implementation
16. Job Creation including Iraqi Job Databank and Career Development Counseling
17. Media, marketing, advertising and graphic arts
18. Public Relations and Media Relations
19. Publication development and publishing
20. IT programming, design and training
21. IACCI Training and Development Resources Initiative for Business in Iraq (TADRIB Iraq)
22. Employment Centers, Adhamiya, Hay Our, Kadhemiyah, Mansour and soon over 10 more Employment centers in Baghdad
23. Business Centers, BIAP BC and Ramadi BC
24. Our own tradeshow facility in Sulymaniah with 10,000 SM show facility on 25 Doman land and soon BIAP Convention and Visitor Center

Economic Development and Coordination

Coordination on a local level between governments, international and Iraqi organizations, businesses and civil society is the key to sustainable growth and rebuilding of Iraq. Iraq is a recovering country, sensitive to pluralistic ethnic and religious groups, political entities and outside elements influencing economic growth. This resulted in the need for an indigenous leader and role model. The Iraqi American Chamber of Commerce has become a key central organization of co-operative companies, organizations and governmental agencies working together successfully in rebuilding Iraq through business development, training of a diversity of workers, program development and management through a natural synergy. The US and Coalition forces (Provincial Reconstruction Teams –PRT’s) working in Iraq heavily consult with IACCI on economic development projects and matters related to business generation in Baghdad and all over Iraq.

The Iraqi American Chamber of Commerce is best known for its reputation and work in providing business development support and a networking foundation to all levels of the economic society including the Iraqi Ministries, the regional and local governments and the remarkable diversity of industries throughout Iraq including, but by no means limited to the following:

Wholesale Trade of Durable and Nondurable Goods, Heavy Construction equipment, Special Trade Contractors, Miscellaneous Store Retailers, Crop Production, Truck Transportation, Real Estate, Scientific and Technical Services, General Merchandise Stores, Automotive (new dealer and service industries), Food Manufacturing, Electrical Equipment, Appliance, and Component Manufacturing, Utilities, Furniture and Home Furnishings Stores, Plastics and Rubber Products Manufacturing, Hospitals and Health care industry, Animal Production?, Wood Product Manufacturing, Building, Developing, and General Contracting, Fabricated Metal Product Manufacturing, Water Transportation, Warehousing and Storage, Machinery Manufacturing, Apparel Manufacturing, Printing and Related Support Activities, Broadcasting and Telecommunications, Information Services and Data Processing Services, Computer and Electronic Product Manufacturing, Textile Mills, Textile Product Mills, Clothing and Clothing Accessories Stores, Transportation Equipment Manufacturing.

IACCI leverages its relationships with the Iraqi ministries, with whom it has been interfacing since the beginning of its formation. In addition the IACCI has strong relations with the US Government agencies in the I-Zone, the US and Coalition military and their contractors, the other foreign commercial missions, and the Iraqi business associations. Currently, IACCI is providing assistance with the execution of economic development projects at the Baghdad International Airport as well as in and around Baghdad (including Taji and Iskandiriya), Kirkuk, Mosul, Al-Anbar Province (Ramadi), and throughout southern Iraq with these agencies. The Chamber also works with regional and local governments (the Kurdistan Regional Government), non-governmental organizations, communities, military and security forces, hospitals and schools, including universities, in order to make positive changes through economic development on a civil society level.

Project Management

IACCI has extensive experience in its last four years of operations in a volatile Iraq. Project management has included the management of large-scale training programs, grant programs, arranging and organizing logistics for major events involving numerous different parties - private sector and government over a geographic scope spanning the entire country, extensive training both educational and vocations, international trade and development, and renovation and facility building.



One excellent example was the Kurdistan DBX international trade show and conference held in Erbil, Iraq in 2005, and in Sulaymaniyah, Iraq in 2006 and recently in November 2007. At the events, there were approximately 94,000 people in attendance over a three day period who visited over 600 exhibitors in each event. Challenges involved in the Kurdistan DBX Trade Show and Conference were numerous. IACCI was able to take into consideration and find solutions for:

1. Provision of the venue, when there was no suitable venue to be found in either Erbil or Sulaymaniyah, however, we signed a cooperative agreement with Sulaymaniyah Chamber of Commerce, they offered a long lease for 25 donam land and we build the facility, 10,000 SM show room that can house 600 exhibitors
2. Provision of adequate suitable accommodations, when the number of people that the hosting city can accommodate is extremely limited (not more than 300 rooms at 4-star level), we improvise using students dormitories and other means
3. Transportation of international attendees coming from outside of Iraq to allow them to reach the venue, (this is in a situation where the international airport had not been accredited until just weeks before the event was scheduled to take place)
4. Obtaining visa for international visitors
5. Working with customs clearance and border crossings
6. Security provision for some 5000 participants located in multiple venues throughout the host city, when all of the country was experiencing random attacks of terrorist insurgents.

IACCI's result for the above lay in effective organization and problem solving with multiple parties involved in the production of the event. The following are some examples of the ability of the Chamber on organizing and problem solving:

1. The exhibition hall for the event was constructed under direct supervision of IACCI Executive Vice President and engineer, in a record time of two months, involving importation of materials from neighboring Turkey and organization of over 100 laborers.
2. In coordination with the Kurdistan Regional Government, IACCI was able to secure the use of over 500 rooms for the trade show participants in the brand new housing complex constructed for use of the Salahaddin University for its students.
3. With regards to transportation, IACCI was able to negotiate with Kurdistan Regional Airlines to change their flight schedules to accommodate direct flights from Dubai to Erbil and later Sulaymaniyah that coincided with the opening dates of the event.

4. Finally, regarding security, IACCI coordinated with the Kurdistan Regional Government to ensure that intense security measures were in place at each of the venues for the event, including sniffing-dogs for explosives and modern electronic detection equipment. The Kurdistan Peshmerga army was mobilized to protect the cities of Erbil and later Sulaymaniah, entrance points into the governate, roadways, and all venues.

This was a challenging accomplishment yet characterizes IACCI's capacity to coordinate the diversity of team players needed to build such a huge event and included vocational training of workers.

Trade event projects continue with upcoming events for Fall of 2009 and major events planned for Baghdad with Baghdad Business to Business EXPO in February 2008, major Oil and Power EXPO in August 2008 and Oil Summit planed in April 2008. IACCI is has constructed a brand new facility in Sulaimaniyah for the 2nd Annual Kurdistan DBX Trade Show which occurred there in November of 2006. The project involved mobilization of construction firms and coordination with the Sulaimaniyah Chamber of Commerce and Regional Government. In addition to the Kurdistan show, IACCI is beginning preparations for the Baghdad Business to Business EXPO in the Baghdad International Airport for April of 2008, in cooperation with the Multi-National Corps of the US Military, the Iraqi Airways, and Iraqi Civil Aviation of the Ministry of Transportation. Preparations for this event involve establishing hotel accommodations and expo and conference facilities which is currently underway.

TADRIB - Training and Capacity Development



Another example of a strong project was the TADRIB Iraq Project which involved the training of 2900 Iraqis in four months in English communication and computer skills. This involved the opening of two independent training centers in addition to the center already existing in the IACCI headquarters. Since that time, TADRIB has trained over 10,000 Iraqi professionals in a wide number of subjects.

The TADRIB mission statement is as follows: "Training and Development for all Iraqis that leads to increased employability and overall economic growth." TADRIB is an Arabic word meaning "training," and is an acronym standing for "Training and Development Resources Initiative for Business."

TADRIB goal is to truly fulfill the second part of the IACCI mission 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.

True to the initial vision of the IACCI training program, IACCI has consistently offered courses to the Iraqi Ministries, Iraqi businessmen and women, its members and the public sector since the inception of the training program at IACCI in May of 2003. Training was first provided through a self-funded pilot project involving US teachers, then continued through a grant from the Center

for International Private Enterprise (CIPE), and finally grafted in to the TADRIB Iraq training program, kicked off through a contracting arrangement with Louis Berger Group (prime contractor for USAID). Over the course of the past year, IACCI has contracted with several companies and organizations to provide training in communications skills to Iraqi officials and company employees. Excluding the USAID prime contracting partners, these companies include Orascom Telecom (Iraqna), Center for International Private Enterprise (CIPE), US Coalition Forces and the International Organization for Migration (IOM).

In all cases, training courses are provided in facilities that are well-equipped for classroom training, such as white-boards, and projectors with the necessary computer accessories. The halls are clean, comfortable and air conditioned. The training may occur in the community, or provided in the IACCI Training Facility located in Arrassat Al-Hindiya. This Training facility has been established through funds appropriated by USAID under the Vocational Training and Employment Generation project. The facility is fully equipped to handle large numbers of trainees, and is comprised of four main lecture halls, and a large computer lab facility, complete with all necessary implements required for lectures and classroom demonstrations.

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.

IACCI offers a line of professional business-related courses including: Human Resource Management, Art of Negotiation, General Administration, Project Management, Financial Management, Internet Computer Core Courses and Website Design, to name a few.




As of September, 2006, IACCI has been offering a new line of 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.

In addition to the IFC Business Edge certification, IACCI offers joint certifications of completion with CIPE, IOM, USAID, IRD, and various Iraqi ministries. IACCI is aspiring to become a Cambridge Center, able to offer certification from Cambridge University in the near future.

Training and Consulting with MNF-I

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:

1. Best Practice Business Seminars for Iraqi Ministry of Industry State Owned Enterprises (SOE's). 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. 6000 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.
2. Iraq Vocational Education and Training Program. 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.
3. Baghdad International Airport (BIAP) Business Center. 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. Services the center offers include conference and networking organization, email and internet, ATM from TBI, express mail (DHL and FedEx), business consulting, training, and passenger support for travelers.
4. Task Force for Business Stability Operations (TFBSO) in Iraq (known as the "Brinkley Team") Support. IACCI has supported the efforts of the TFBSO with the collection and provision of detailed information on the SOE's in which IACCI has actively consulted and trained to assist in their development.
5. English Training for Iraqi Officials. 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.
6. Municipal Council Training in Baghdad. 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.
7. Job fair Iraq, involving 18 Job fairs in 18 cities throughout Iraq, 250 new staff was created in record one month to accomplish the task in the field, with over 50 staff members at HQ, results are incredible with thousands of companies and tens of thousands of unemployed, Job Seekers and over 1000 jobs created.
8. Two employment centers in Adhamiya and hay Our, Baghdad and two more planned to open in January 2008 in Kadhemiyah and Mansour and ten more in the coming months all in Baghdad to establish a network of employment centers and create full time employment to thousands of families.

NAJAH – New Alternatives for Justice, Achievement, and Hope



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 thousands of small and micro grants to new and existing business to promote employment generation. Current and complete activities with CSP include the following:

1. Training of 290 unemployed persons in the Rusafa District of Baghdad in ESL, IT, and Business Skills.
2. Implementation of a Small and Micro Grants Program in Baghdad targeting strategic neighborhoods. Grant awards are up to \$15,000. Goals are to award approximately \$5 Million in grants in 2007, goal was achieved with 1500 grants awarded.
3. Training of 875 unemployed persons in the Kadhamiya, Adhamiya, 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.
4. Another 1500 unemployed trained in 2007 for a total of 3000
5. 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.
6. Training of 700 unemployed persons in Business Planning and award of grants to approximately 700 persons in AL-Anbar province (Ramadi and Fallujah). Grant awards are up to \$50,000. Goals are to award approximately \$3,000,000.
7. 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.
8. In 2008 another 7,000,000 in grants will be awarded in Baghdad and 3000 new unemployed trained
9. Establishment of the ramadi business center in November 2007, the center will house multi functions from grants to membership to employment center with over 100 staff members

Empowering the Youth and Women

IACCI prides itself on its interaction with both youth and women. IACCI’s staff and members represent a remarkable number of women and young people. The Chamber offers deep discounts to women members and encourages them to be a mentor for the younger and less experienced

women and girls. Furthermore, IACCI is known for their required staff trainings for all staff, driving them to success with higher educational goals and skills. IACCI works with many Iraqi based women's groups including specialized gender-oriented nongovernmental organizations for the purpose of promoting women's issues and progress in the private sector and civil society.

Trade Facilitation

The first objective of the trade facilitation is to increase foreign direct investment which is crucial to achieving higher rates of sustained economic growth. It enhances opportunities for Iraq's private sector firms to build strong economic structure, acquire new technologies, develop modern organizations, and gain access to overseas markets. It will allow Iraqi economy to expand businesses, create higher-paying jobs, generate exports, and increase government revenues. On this level, IACCI has conducted and is currently organizing several conferences to promote new investment laws issued by the central and regional governments to disperse information to potential investors.

The second objective is to generate concern and increase activity on the part of Iraqi companies to invest in their own country and seize the opportunities at hand. This entails improving the present opportunities, creating new opportunities and taking an active role in initiating international business contacts. These steps have resulted with increased investment, sustainability and creation of jobs in Iraq.

The third objective is to facilitate the concerns of the Iraqi business community to have a voice in the creation and amending of government trade policies. IAACI's participation in commerce and industry provides the Iraqi business community with a sense of self-empowerment, through education and assistance in the development of effective marketing materials including the provision of opportunities for interaction with the international communities through trade-show venues, trade delegations, strategic commercial correspondence, and other networking kinds of events.

The IACCI continues to adjust and react to the ever-changing Iraqi environment. Taking initiative, IACCI has organized, (self-) funded, and begun implementing the following programs that have a direct impact on the achievement of its objectives:

- Networking
- International Delegations
- Iraqi Delegations
- Vetting
- Surveys, Studies
- Iraqi Ministries
- Job Development and Career Support
- EXPO and Trade Show Organization
- International and Iraqi Conferences & Seminars
- Lead Generation
- Monthly News Magazine, Free Trade
- Weekly Newspaper, Free Trade
- Mass Communication
- IACCI Buying Power

An example of IACCI's abilities in the field of trade facilitation and job development is the organization of the Iraqi delegation to the US in March, 2005, for the CONEXPO/CONAGG trade

show in Las Vegas. According to the US DOC, this delegation was the “largest (private sector) delegation of Iraqis to the United States EVER,” and it was coordinated and chiefly organized by IACCI, cooperating with US government and private sector organizations including the DOC, Beverly Hills Chamber, VEGA (USAID contractor), FCS in Baghdad, US Embassy in Jordan, and multiple service providing companies.

A second trade delegation to the US was organized to World Ag show in February 2006 with over 40 delegates, again a first of its kind event

Evaluation Instruments, Databanks and Web Development

The IACCI is known and respected for their exceptional and extensive databases concerning commerce, industry, statistics and job listings. IACCI employs over 20 staff to continuously update, maintain and develop new databases for use by commerce, industry, the Iraqi Ministries, international organizations and governments. Prior to 2003, there were few resources concerning private sector, commerce and industry and civil society.

Today all our 9000 members are housed on a SQL database and we continue to use database for our Employment Centers and all major projects

Furthermore, IACCI conducts surveys, market research studies, needs assessments, technical studies and makes recommendations on the economic state of Iraq including private sector in commerce and industry. Commissioned by the US Chamber of Commerce and later used at the donor conference in Madrid, Spain to encourage donor nations to rebuild Iraq, the first study “Business Outlook in Iraq” was conducted back in May of 2003.

Web site development is another integral part of our work, with over 100 web sites developed and some use the new programming language PHP to enhance the functionality and add database driven web sites.

Future Developments, 2008 Plans

IACCI continues to move ahead with the development of its programs to promote a vital private sector-based economy in Iraq. Plans are underway to open a major and active branch in Dubai to reach out to the thriving regional business hub that is there. IACCI hopes to leverage its experience in business match-making along with its facilities at BIAP and in Sulymaniah to encourage foreign companies and investors to actually come to Iraq, laying the foundation for future and prosperous business relationships.

Employment Centers: IACCI presently runs two Employment Centers, one in Hay Our and the second in Adhamiya, each creates 150 New Long Term jobs a month and staffed by 18 inside and outside representatives.

In the next few months the following Employment centers will open in South Diyala, two centers in Sadr City, Mansour, Kahthmiya, Karrada, New Baghdad, Rusafa, Maddin, Taji, Muthana, Rasheed, Dorra, Baiya, each center will create 1500 NEW LONG Term Jobs in 12 months

Small Grants: in 2008, Iraqi American Chamber of Commerce and Industry will administrate 12 million dollars in grants or 4000 small grants in Baghdad, each grant creates a minimum of 2 LONG Term Jobs for a total of 10,000 LONG TERM JOBS

Training: IACCI in 2008 will train 6000 GOI staff in 15 cities throughout Iraq under the Tatweer program in the following topics:

- A. **Leadership & Communications**
- B. **Strategic Planning & Policy Development**
- B. **Information Technology Management**
- C. **Personnel Management & Administration**
- C. **Fiscal Management** (budget, procurement, cash management)
- D. **Anticorruption**
- F. **Project Management**

BIAP ECON ZONE: IACCI in 2008 will continue to manage BIAP Business Center, and moreover we will administrate BIAP Office Towers, a 100 suite 8 story building, BIAP Convention Center, a 6000 SM facility to host tradeshows, EXPOS and Conferences and a Hotel that accommodates 200 clients, all to revive Baghdad economic activity and make BIAP a new and vibrant Economic Zone.

Summary

The IACCI continues to make great strides concerning economic growth through the private and public sector by providing services, programs and assistance to diverse businesses including micro-enterprises, larger Iraqi companies and industries. IACCI supports democracy, transparency and has become a respected and vital liaison between the government (national, regional and coalitions), industries, businesses, international and local nongovernmental organization and the public sector including community organizations, schools and universities and the healthcare segment. IACCI's goals and mission, capabilities and programs concentrate on both immediate and long term strategies providing the support needed by the Iraqis for strong economic growth and sustainability.

Partial Resume of IACCI Programs, Projects and Accomplishments

Below is a partial list of projects, programs, involvements, accomplishments of the IACCI including a partial listing of partners, supporters and relationships.

IACCI Strategy Committees: Banking, Finance & Insurance, Customs & Taxation, Women in Business, Health, Pharmaceuticals & Medical Instrumentation, Small and Mid-size Manufacturing , International Donor Programs, Legal Affairs, Marketing, Sales & Public Relations, Real Estate, Trade & Commerce, Construction & Infrastructure Development, Environment, Human Resources, Information & Communications Technology, Investments & Capital Markets, Petroleum, Farming, Agriculture & Food, Electricity& Power, Transport, Travel & Tourism, Textiles, Clothing & Cosmetics, consumer Products, Quality Control and ISO 9000, Continuing Education, and Vocational Training.

TADRIB (Training and Development Resources Initiative for Business in Iraq) – Comprehensive Training

Sample of Public Training Institutions: The Ministry of Youth and Sports, Baghdad University, and Salahadin University in Erbil

Sample of private companies and organizations trained: Orascom, IOM Course / Residence, IOM Course / Passport Authority, Commercial Bank of Iraq, Iraqi Central Bank, Dar Al-Salaam Bank, Volunteers for Economic Growth Alliance (VEGA), Sardam Institute in Erbil and Mustaqbal Institute, Dijla College and Al-Rajih Institute in Baghdad

Sample of Iraq Ministries trained by IACCI: Ministry of Water Resources, Ministry of Agriculture, Ministry of Industry and Minerals, Ministry of Trade, Ministry of Electricity, Ministry of Justice, Ministry of Displacement and Migration, Ministry of Environment, Ministry of Housing & Construction, Ministry of Oil, Ministry of Human Rights, Ministry of Interior (Residency), Ministry of State for Tourism, Ministry of Health, Ministry of Labor and Social Affairs

Sample of Mega Projects: including construction, vocational training, multi-level cooperative team work (governments, business, commerce, industry, individuals, nonprofits, NGO, community, military)

- Destination Baghdad Expo - Diyarbakir
- Rebuilding Iraq Kurdistan DBX Trade Show and Conference in Erbil (2005)
- 2nd Annual Rebuilding Iraq Kurdistan DBX Trade Show and Conference in Sulymaniya (2006)
- 2006 World Ag Delegation (Special guests of Largest Agricultural Show)
- CONEXPO/CONAGG trade show delegation to Las Vegas
- WEFTEC Conference Delegation
- IACCI Conference "Private Sector Challenges and Opportunities" - Baghdad
- Building New and Renovations – Baghdad, Erbil, Basra
- VOTECH Consulting and Project Implementation
- Ministry of Industry SOE Training in Business and Computer Skills
- USAID CSP Small and Micro Grants Program in Baghdad and other cities in Iraq
- USAID CSP Business Training in Baghdad and other cities in Iraq
- Iraqi Ministry Capacity Development Training

Sample Partnership with USAID Prime Contractors: Volunteers for Economic Growth Alliance (VEGA), Louis Berger Group/the Services Group (LBG/TSG), International Relief and Development (IRD), MSI (Tatweer)

Sample of Conferences

- "Ajex," an international trade show - Amman, Jordan
- "A Nation to be Rebuilt" conference- Amman, Jordan
- Iraqi investment law conference - Baghdad
- "Out Reach" international trade show
- Rebuilding Iraq" conference and show
- Contractors Luncheon featuring Steven Sussens from the Project Management Office (PMO – now "PCO") of the CPA
- Iraqi ministries networking conference
- 1st Annual IACCI Conference for Investment Promotion
- ADIPEC Conference in Abu Dhabi

Partial list of IACCI's Major Partners, Supporters and Team Players

Iraqi American Chamber of Commerce Members (International and Iraqi)

Baghdad Provincial Reconstruction Team (PRT), Iraqi Reconstruction Management Office (IRMO) in the US Embassy - Baghdad, Multi-National Corps (C9) - Iraq, Multi-National Division (G9) - Baghdad, US Military Civil Affairs Brigade, International Finance Corporation (IFC), US Institute for Peace (USIP), International Organization for Migration (IOM), Sulymaniah Governor's Office, Sulaimaniyah Chamber of Commerce, UNESCO, UNDP, UNAMI, UNIDO, US Export Import Bank, Iraqi Middle Market Development Foundation (IMMDF), U.S. Department of Commerce, the World Bank, Housing Bank of Jordan, The US Chamber of Commerce, the Commercial Section of the US Embassy in Baghdad, the Cultural Affairs Section of the US Embassy in Baghdad, the Iraqi Embassy in Washington, DC, the Center for International Private Enterprise (CIPE), IRMO Office of Private Sector Development, Iraqi Ministry of Water Resources, Iraqi Ministry of Agriculture, Iraqi Ministry of Industry and Minerals, Iraqi Ministry of Trade, Iraqi Ministry of Electricity, Iraqi Ministry of Justice, Iraqi Ministry of Displacement and Migration, Iraqi Ministry of Environment, Iraqi Ministry of Housing & Construction, Iraqi Ministry of Oil, Iraqi Ministry of Human Rights, Iraqi Ministry of Interior (Residency), Iraqi Ministry of State for Tourism, Iraqi Ministry of Health, Iraqi Ministry of Labor and Social Affairs, Baghdad Business Center, Trade Show Organizers, Jordan Ministry of Interior, Kuwait Ministry of Foreign Affairs, Iraqi Engineering Union, Project Management Office (PMO, now PCO), Turkish Ministry of Foreign Affairs, Turkish Embassy in Baghdad, Diyarbakir Chamber of Commerce, Customs Clearance at Ibrahim Khalil – Iraq, ADIPEC show and conference organizers, Organizers of BAU Trade Show, German Embassy in Baghdad, Educational Institutions in Egypt, Egyptian Embassy in Baghdad, American University in Cairo, US Embassy Economic Section in Baghdad, USAID Northern Representatives, USAID Baghdad Representatives, USAID Prime Contractors (VEGA, IRD and LBG), Kurdistan Regional Government (KRG) Ministry of Humanitarian Affairs, KRG Prime Minister's Office, CONEXPO Trade Show Organizers, Beverly Hills Chamber of Commerce, Chinese Mission Representatives in Baghdad and in Amman, Private Institutions, KRG security forces and Peshmerga, KRG Ministry of Finance, Erbil International Airport, Iraqi Customs Officials, Salahaddin University in Erbil, WEFTEC Trade Show Organizers, US Arab National Chamber of Commerce, Public officials, university professors and private Iraqi businessmen from Basra, Baghdad, and Kurdistan focused on Private Sector development, International Relief and Development Organization, Louis Berger Group (Izdihar), MSI (Tatweer).



Iraqi-American Chamber of Commerce and Industry (IACCI) is proud to be the exclusive provider of International Finance Corporation's Business Edge Program in Iraq. These dynamic seminars aim to improve capacity of businesses across the full spectrum of Iraq's economy.

What is Business Edge?

Business Edge is the brand name for International Finance Corporation's (IFC) international range of management training products and services, specially designed for mid-level to upper-level business managers. Business Edge includes 36 different management seminars in 5 different categories, namely: Marketing, Human Resources, Production & Operations, Finance & Accounting, and Productivity Skills. IFC designed this curriculum

Based on first-rate international material from the global market as a practical means by which owners/managers can improve their efficiency and profitability.

To be customized to fit the local business environment (i.e. the materials are in Arabic with local business examples)

The IFC Business Edge product range includes 36 self-study management workbooks, trainer manuals and train-the-trainer workshops, to local training providers. IACCI's trainers use the Business Edge products as a foundation in designing their unique and innovative training seminars.

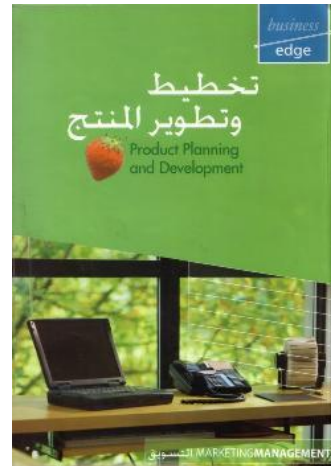
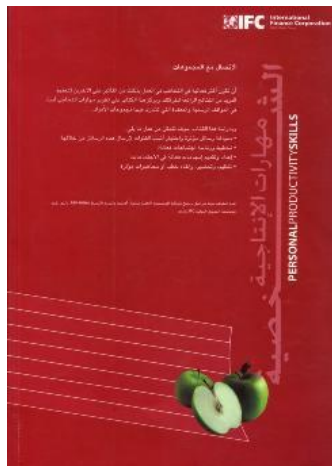
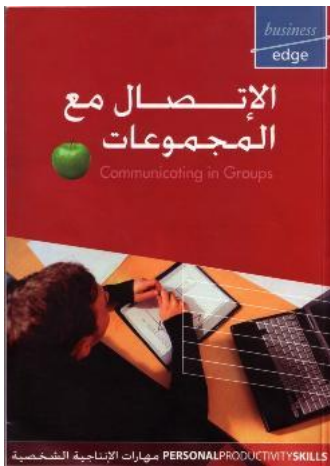
IFC/PEP-MENA certifies the training providers and monitors their performance, ensuring that consistent quality standards are upheld. Each training provider invests in promoting his/her own Business Edge based training program(s). IFC/PEP-MENA supports all training providers through an umbrella promotion campaign.

What is IFC PEP-MENA?

Business Edge is an IFC PEP-MENA Program. Private Enterprise Partnership for the Middle East and North Africa (PEP-MENA) is a 5-year regional technical assistance program, implemented by the International Finance Corporation (IFC), a member of the World Bank Group. IFC/PEP-MENA's ultimate objective for Business Edge is to stimulate private sector growth, focusing on four areas:

- Strengthening the Small and Medium Enterprise (SME) sector
- Helping to develop financial markets
- Improving business enabling environments
- Supporting public-private partnerships and privatization

Business Edge trainee workbooks look like this



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

Product Planning and Development- Marketing

IACCI and Business Edge

Since obtaining the IFC/Business Edge license, IACCI has sent 27 Iraqi professionals to Amman, Jordan to attend IFC's Training of Trainers (TOT). These Iraqi professionals have strong business backgrounds and consulting skills. All 27 IACCI trainer/consultants successfully completed a fine IFC screening process, passed the TOT, and hold a license to teach *Business Edge*.



Some IACCI TOT graduates



IACCI trainers receive their certificates from IFC

Marketing Business Edge and signing work contracts

Under the banner of TADRIB Iraq, IACCI has trained some 10,000 Iraqi professionals in ESL, Computer skills, and IFC Business Edge seminar courses. As of September, 2006, IACCI has been actively engaged in the Community Stabilization Program, sponsored by USAID, under the identity of NAJAH – New Alternatives for Justice, Achievement and Hope. NAJAH uses ESL, IT, and IFC Business Edge training courses to equip small and micro business owners. Using a combination of small grants and IFC Business Edge Training to empower business owners, NAJAH hopes to see the creation of over 5000 jobs in the next year. In addition, IACCI has been working in conjunction with the Multi National Forces – Iraq (MNF-I) to train administrative teams of over 23 State-owned enterprises (SOEs) in the Baghdad area in an effort to increase production, resulting in the possible creation of over 10,000 additional jobs over the course of the next year.



IACCI training classrooms

Certificates

Each trainee receives a certificate from the World Bank Group/IFC.



Business Edge Implementation around Baghdad and throughout Iraq

IACCI has conducted Business Edge Training in Baghdad and surrounding “hot spots,” such as Taji, Iskandiriya, Adhamiya, Kadhemiyah, Dora, and Sader City. Furthermore, IACCI conducts training around the country in Mosul, Erbil, Hilla, Kirkuk, and Anbar province (beginning soon).

Contact Information

For more information about IACCI’s training services, contact

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Marketing Series Courses

Introduction to Marketing Concepts

Marketing is more than advertising and selling activities. Modern marketing must be understood as a process of satisfying customer needs through which your business makes its profit. Your understanding of marketing is key to the success of your enterprise.

By studying this workbook, you will be able to:

- Define the modern marketing concept;
- Differentiate between customer’s needs, wants, and demands;
- Distinguish among features and benefits of the products and services you offer to your customers;
- Define a marketing plan.

About Customers: Gathering information

To develop an effective marketing program for a selected target market, gathering and understanding information about your customers is indispensable. Who are your target customers? What do they want to buy? Why do they want to buy those products? When and where do they often buy the products? And how do they want to buy? Answers to these questions provide you with information for developing a marketing program to better reach your customers.

By studying this workbook, you will be able to:

- Understand consumer buying behavior;
- Identify the 4 major factors that influence consumer buying behavior;

- Understand business buying behaviors and the differences between consumer and business buyers;
- Explain the 7 different roles in the business buying process;
- Explain the 4 major factors that influence business-buying behavior.

Gathering Information on Purchasing Processes and Trends

As owner-manager of a business, you must understand your customer buying behaviors. This information can help you forecast future needs and establish your promotional activities and strategic marketing plan accordingly. But how do you go about gathering information on their purchasing processes?

When you have completed this workbook, you will be able to:

- Identify the 2 main sources of data about your customers;
- Identify the 5 internal sources of information about your customers
- Employ 4 methods of gathering data about your customers;
- Describe the 5 steps in the consumer buying process and identify the most effective promotional activities at each step;
- Describe the 8 stages in business buying process;
- Identify the 2 main methods of tracking new trends in customer buying.

Target Markets

With limited resources, you recognize that your company cannot satisfy all the buyers in your markets. To survive in a competitive world, it is critical to identify your key target markets (or market segments) and focus your enterprise's scarce resources on ways to best serve those markets.

By studying this workbook, you will be able to:

- Distinguish between market segmentation, market targeting and market positioning;
- Employ 4 ways to segment consumer markets and 5 ways to segment an industrial market;
- Establish criteria for effective market segmentation;
- Identify the 3 market coverage strategies and the 5 factors to consider when selecting a market coverage strategy.

Product Planning and Development

Products and services are at the heart of your company. Therefore, it is critical to carefully plan and develop your products. You must determine which product features your customers most prefer and design the product accordingly. There are also decisions to be made about branding, packaging, labeling, and product support services.

Upon completion of this workbook, you will be able to:

- Identify the 5 types of products and services;
- Distinguish between consumer and business (industrial) products;
- Identify the 5 product decisions you must make;
- Describe the 3 levels of a product that add value for your customer;
- Identify the 2 main sources of new product ideas for your company.

Pricing and Pricing Strategy

Setting pricing is never an easy task for an enterprise. Selecting the most suitable pricing strategy is even more difficult. A very common mistake in pricing strategy is that companies are often too cost-oriented. Other common pricing mistakes include forgetting to vary prices as the market changes for different products, customer groups or purchase occasions.

After completing this workbook, you will be able to:

- Describe the 3 general approaches to pricing;
- List internal and external factors that can affect pricing;
- Describe the 2 main pricing strategies for new products.

Promotion and Advertising

This is the element in the marketing mix that people oftentimes refer to as “marketing.” Promotion and advertising play a key role in informing customers of your company’s products and services. By highlighting the benefits that they can bring to your customers, promotion and advertising also function to persuade customers to buy from you.

By studying this workbook, you will be able to:

- State the 4 objectives of a promotional strategy;
- List the 4 factors that affect promotional strategy decisions;
- Employ push and pull strategies in your promotion and advertising;
- Employ the 4 promotion tools and identify which is best at each stage of customer buying process.

Building Public Relations

Do any of the below statements sound like your organization?

- Your organization finds it hard to compete with large corporations for public exposure because your advertising budget is limited;
- Your organization has good products that could easily compete with large corporations’ products, but you still find it hard to sell them;
- Your organization has held several social activities, but has not received any praise or acknowledgement from the public.

The situations above stem from weak relations with your public audience – and under-utilizing public relations. The workbook “Building Public Relations” will help you to be able to:

- Define “Public Relations” in the context of your organization;
- Explain the benefits that Public Relations could bring to your organization;

- Outline the steps required to mount an effective Public Relations program for your organization;
- Identify opportunities to use Public Relations to build a positive image of your organization in your public's eyes;
- Apply Public Relations activities in day-to-day issues.

Caring for the Customer

In a highly competitive world, every organization is under increasing pressure to offer to its customers a better deal. Customer care is no longer about the 'up-front' niceties but total customer satisfaction. This workbook explores the meaning of customer care: why it is important, what it involves and how to care for your customers.

By studying this workbook, you will be able to:

- identify your internal and external customers;
- explain the meaning and significance of customer care;
- describe best practices for customer-contact situations;
- identify your customers' expectations;
- identify areas in which you are currently failing to meet customer expectations.

Human Resource Management Courses

The Owner-Manager And The Human Resource Function

Human Resource Management (HRM) is a critical part of organizational planning. As the owner-manager of your business, you're also an HR manager. Your primary responsibility is to ensure that the right people are available at the right time to fulfill business objectives. This workbook gives you methods to deal consistently with your employees, creating a healthy working environment for them and making them feel valued.

Specifically, after studying this workbook, you will be able to:

- identify the functions and responsibilities of an HR Manager;
- understand the purpose, components and benefits of Human Resource Management;
- understand the requirements for successful Human Resource Management.

Job Analysis

As owner-manager of a business, you must set up the duties, responsibilities, and standards for each of the jobs in your company. This workbook will guide you in how to select employees, train them, evaluate their work and determine their salary.

After studying this workbook, you will be able to:

- use job analysis to set up the personnel structure of your company;
- complete a job analysis on any position in your company.

Job Descriptions, Specifications, and Standards

Placing the right people in the right jobs is key to success in any business. To do this, you must know what knowledge and skills each job in your company requires. Job descriptions, their specifications and standards provide you with this information.

By studying this workbook, you will be able to:

- understand why you need job descriptions, job specifications, and job performance standards;
- write a job description, a job specification, and job performance standards for any position in your company.

Recruiting, Job Search, and Selection

Many companies face the difficulty of finding competent staff. This issue is all the more pressing when competition is severe and companies in your sector are all striving to attract qualified candidates. This workbook will equip you with the right tools to develop effective practices for hiring the right employees for the job.

Upon completing this workbook, you will be able to:

- develop appropriate recruitment procedures for your company;
- evaluate job applications properly;
- use effective interviewing skills and techniques to select the right candidates for your company.

Wage and Salary System

Business owners and managers must always make sure that the wage and salary system of their company is fair and accurate so that they can motivate and retain good employees to achieve business objectives.

By studying this workbook, you will be able to:

- determine the relative worth of each job in your company using job analysis practices;
- assign grade levels to each group of similar positions and a salary range to each grade level;
- create a wage scale system for your company.

Appraising Performance

As a team leader, have you ever asked yourself the question, “What could I do to help my team members perform better so that my team can achieve our performance objectives?” Have you ever considered that performance appraisal is an effective tool for this purpose? This workbook will help you to become familiar with performance appraisal as a tool, and to know how to use it.

Upon completing this workbook, you will be able to:

- define performance appraisal, its aims and benefits;

- explain the five steps of the appraisal process;
- provide constructive feedback on your employees' performance;
- describe the process of conducting an appraisal interview.

Finance and Accounting Courses

Controlling Costs

Controlling cost is essential to any business. By understanding your costs and factors that influence them, you save costs, get better value for your money and ultimately increase your bottom-line.

By studying this workbook, you will be able to:

- differentiate the types of costs;
- understand how to arrive at target costs for control;
- analyze cost variances;
- allocate costs appropriately by cost centers for control purposes;
- describe how to maintain cost consciousness among your employees.

Working with Budgets

A budget is considered an essential tool by organizations in the management of its financial resources. By understanding the role of budgets and budgetary control techniques, your organization can allocate money for appropriate purposes, keep spending within bounds, and ultimately make best use of its money.

When you have completed this workbook you will be better able to:

- describe what a budget is;
- provide the information required to prepare budgets;
- understand how budgets are used;
- use some budgetary control techniques.

Accounting for non-Accountants

Finance is not something to be left to accountants alone. All managers must be able to budget for the future, control costs and assess organizational performance. Like all specialist subjects, accountancy and finance have their own language. By grasping their vocabulary you can make sense of once mysterious and confusing information and thus improve your effectiveness in the workplace.

By going through this workbook, you will be able to:

- identify basic principles of financial management;
- describe the importance of keeping accounting records in your business;
- explain how to forecast and control money by preparing cash flows;
- analyze your business results using financial ratios.

Making a Financial Case

Resources are always scarce. Winners in a competitive market are often the ones who can widen use of their resources in the most effective way. In spending money, you, as a manager, must make choices about the use of resources among projects and weigh the advantages and disadvantages of each option. How can you decide on the best alternative?

By studying this workbook, you will be able to:

- identify the 3 ways to evaluate a project;
- use the techniques to evaluate projects from a financial perspective;
- identify appropriate sources of investment;
- prepare a financial case for your project.

Quality Management Courses

Understanding Quality

What is quality? One good answer is: quality is whatever the customer wants it to mean. Only by understanding the meaning of quality to your customer, can you find ways to improve the quality of goods and services you provide them.

By studying this workbook, you will be able to:

- Explain what quality means;
- Describe the benefits of quality improvement and identify the costs of quality;
- Explain the elements of total quality management (TQM);
- Implement teamwork for quality improvement.

Achieving Quality

“How can I keep quality under control while maintaining competitiveness in the marketplace?” is a question many owner-managers of businesses ask themselves. In this workbook, you will have a chance to explore aspects of quality implementation in your organization, quality system standards as well as the techniques and tools used in quality control. All can assist you in maintaining your competitive edge!

Upon completing this workbook, you will be able to:

- Explain management aspects in achieving quality in your organization;
- Summarize the contents and purpose of ISO 9001:2000;
- Explain simple statistical and probability calculations you can use to control quality in your organization;
- Describe the 7 practical tools for statistical process control .

Auditing Quality

Continuous quality improvement means measuring your achievement towards a set objective and taking proper action if necessary to improve the situation. Carrying out audits will determine whether your actual practice complies with the stated requirements.

When you have completed this workbook, you will be able to:

- Describe the function and purpose of quality audits;
- Explain the 5 phases and activities involved in auditing;
- Explain roles and skills required to do successful audits;
- Describe the 5 tools used in auditing;
- Make effective reports and recommendations for quality improvement in your operation.

Controlling Physical Resources

The success of a business depends more on the way its resources are used and organized than on the amount of available resources. The organization of resources is largely what the job of management is all about. This workbook looks at various aspects of physical resources management, including acquiring, stocking, managing and security.

When you have completed this workbook you will be better able to:

- describe how the five steps of managing resources are applied for four types of resources;
- explain some ways to better manage equipment resources;
- explain the basic principles of stock control;
- describe six important principles of security;
- apply stock management and control techniques to increase the effectiveness of your organization's stock.

Planning and Controlling Work

Planning and controlling are two of the primary functions of any manager. You have to decide what you want, make plans to get it, and then monitor events to ensure your plans come to fruition. By understanding the stages of controlling work activities, you can make more efficient use of resources and ensure higher quality of your products and/or services.

When you have completed this workbook, you will be better able to:

- identify the stages involved in planning and controlling work, and describe how to apply them to your own environment;
- explain how to control the resources available to you and your team;
- describe the importance of setting, and checking against, agreed standards;
- identify the tasks of a project manager;
- explain how to plan and control projects that you are involved in.

Office Management

To internal people, the administration office is responsible for facilities and coordinates the operational activities of your company. To the external customers and clients, it is the image and the first impression of your company. How to manage the office and maximize its potential is of the utmost concern for every office manager. This workbook explores the role of the administration office and how to manage it, from office planning, organization of office space and reception areas, management of facilities and external service providers, to management of information systems.

By studying this workbook, you will be able to:

- describe the role of an administration office;
- identify different types of customers of the office;
- apply principles, procedures and tools for office planning;
- organize the office space, reception area, and services in accordance with the established principles;
- design useful systems to manage information in the office.

Personal Productivity Skills Courses

Leading Change

No one ever swims in the same river twice. The only constant in life is change. By investigating forces behind change and the effects that it has on people's lives, you can adopt the most effective approach to leading your team. You can learn how to steer around obstacles, overcome resistance and help people through changes. This will enable you to make valuable contributions to the implementation of planned changes in your organization.

When you have completed this workbook, you will be able to:

- describe the forces behind changes;
- identify the causes for reactions and resistance to change, and solutions to these issues;
- describe the positive aspects of change, and how to adopt a positive attitude towards new thinking;
- identify effective approach for the successful implementation of change.

Leading your Team

Are leaders born or made? What does a leader do? What techniques can you employ and what actions you can take to lead others? This workbook explores the answers to these questions. It examines ways in which you, as a team leader, can improve your leadership skills, and so help your team to become more effective and achieve your company's company goals.

By studying this workbook, you will be able to:

- assess your own leadership qualities and potential;
- describe methods to enhance your leadership skills;
- identify the responsibilities of leadership, and the role to be played by a team leader;
- explain ways of developing your team so that it becomes more efficient and effective.

Managing with Authority

Do your employees work for you out of fear or respect? Authority often becomes a sensitive issue for most managers and employees alike. This workbook will help you to look at your authority as team leader and explore how you can use this authority to manage your team effectively.

By completing this workbook, you will be able to:

- Explain what authority is, and how it relates to power and responsibility within a work organization;
- Identify how authority is established and used in your workplace;
- Distinguish between the 4 different kinds of authority;
- Use your authority effectively to the benefit of your team and your organization;
- Apply a structured approach to consultative decision-making.

Becoming more Effective

Self-management is becoming a core skill for managers who need to quickly acquire knowledge and skills for their jobs and then put them to good use in their workplace. This workbook will help you get a clear picture of yourself by exploring your strengths and weaknesses, your thinking and feelings in relation to others. It will also help you to define your goals at work and in life, and your potential to achieve them.

When you have completed this workbook, you will be better able to:

- define what self-management is all about;
- assess how well you manage yourself;
- identify ways to make your thinking more penetrating and creative;
- describe how feelings are an essential part of working life;
- identify ways to enhance your understanding of feelings;
- describe ways to work on your personal drive;
- describe ways to manage your learning and personal change to develop the capabilities you will need to stay effective.

Delegating Effectively

As a part of your managerial skills, delegation allows you to share some of your work and responsibilities with your team members. This is an important skill set for managing, organizing and developing your team. This workbook explores what delegation means, why it is important, and what it involves.

When you have completed this workbook, you will be better able to:

- explain why delegation is an important management technique;
- identify the path to achieving balance in the extent to which you delegate;
- apply the process of delegation to exercise the skills of effective delegation;
- describe how to control your work team more efficiently.

Motivating People

How do you get your staff to be more highly motivated – more concerned and involved with what the you and your enterprise are trying to achieve? Are you convinced that if you pay your employees more money, they are motivated and committed to work more effectively for you? If the answer is 'yes, you are not wrong at all. However, there are ways other than 'money' that can motivate your staff and keep them to work for you. To do that, you need to understand the basics of motivating people.

By studying this workbook, you will be able to:

- define motivation from a management perspective;
- describe influences on behavior of people with whom you work;
- explain factors of job enrichment that make work more attractive;
- describe the team leader's role in motivating a work team;
- apply job enrichment techniques to motivate your work team.

Communicating in Groups

Being more effective in communicating at work enables you to influence others to achieve more impressive results for your company. This workbook focuses on developing your communication skills in formal and complex situations, where groups of people are involved.

By studying this workbook, you will be able to:

- Frame effective messages and choose the most appropriate channels through which to send them;
- Plan and chair effective meetings;
- Prepare and make effective contributions to meetings;
- Plan, prepare and deliver an effective speech or presentation.

Making and Taking Decisions

In management you are faced with making or taking decisions all the time. This is an important skill for owner-managers because you may reap either great achievements or negative consequences from the decisions you make.

Upon completion of this workbook you will be able to:

- Set out the 5 steps for making good decisions;
- Set and prioritize objectives for your decisions;
- Make the most effective decision from a range of possible options;
- Implement your decision and evaluate its outcomes.

Solving Problems

In every aspect of our daily life we encounter problems that need to be solved. This is especially true in management. Many of the problems you face are often complex; sometimes they are hard to describe clearly, at other times their causes may be obscured. There may be several possible

solutions but the best solution is not self-evident and even if you have resolved the problem, the effectiveness of the chosen solution is unclear.

By going through this workbook, you will be able to:

- Identify and analyze your problems;
- Generate possible solutions and compare them to discern the best solution;
- Implement your chosen solutions and evaluate their effectiveness.

Managing Time

Have you ever wished you could have more time? We all know time is a limited resource and when we lose it, it can never be replaced. Out of the tremendous resources available to managers, time is the most precious and hardest to use wisely. But it is possible to achieve more if you can make timework for you.

This workbook is designed to help you to:

- Identify ways to manage your time better;
- Set priorities for your own activities;
- Deal with problems in time management to help you use your time more effectively.

Making Communication Work

In everyday communication, the question is how a message from the manager (sender) in various forms like speech, email, announcement, etc is completely understood and acted upon by their subordinates, colleagues, etc (receivers)? Is this necessary to seek feedback after the message was sent? What should be noted when you need to give a speech, write, listen and behave?

This workbook is a complete guide book that provides you with the answers for the above questions and helps to improve your communication skills – the essential ones of a manager.

At the end of this workbook you should be able to:

- Identify the benefits of being a good communicator;
- Plan your communications to achieve the results you want;
- Describe how to communicate more effectively through speech, writing, listening and behavior.

Seminars offered

The following table shows the Business Edge seminar offerings, all supported by IACCI.

Category		Seminar Title
General Operations Management		Understanding Quality - An Introduction
		Achieving Quality
		Auditing Quality
		Controlling Physical Resources
		Planning and Controlling Work

Finance and Accounting Series		Accounting for Non-accountants
		Working with Budgets
		Controlling Costs
		Making a Financial Case
Marketing Management Series	0	Introduction to Marketing Concepts
	1	Caring for Customers
	2	About Customers: Gathering Information
	3	Gathering information on purchasing processes and trends
	4	Target Markets
	5	Product Planning and Development
	6	Pricing and Pricing Strategy
	7	Promotion and Advertising
	8	Building Public Relations
Human Resource Management Series	9	Owner/Manager and the HR function
	0	Job Analysis
	1	Job Descriptions, Specifications and Standards
	2	Recruitment and candidate selection
	3	Wage and Salary Systems
	4	Appraising Performance
Personal Productivity Skills Series	5	Leading Change
	6	Leading Your Team
	7	Managing with Authority
	8	Becoming More Effective
	9	Delegating Effectively
	0	Motivating People
		Communicating in Groups

	1	
	2	Making and Taking Decisions
	3	Solving Problems
	4	Managing Time
	5	Making Communication Work
	6	Office Management



The International Computer Driving License

1.1 The International Computer Driving License

The International Computer Driving License (ICDL) certifies that the holder has knowledge of the basic concepts of Information Technology (IT) and is able to use a personal computer and common computer applications at a basic level of competence. In practice the ICDL certificate indicates that the holder has passed one theoretical examination that assesses his or her knowledge of the basic concepts of Information Technology (IT), and six practice-based examinations which assess the holder's basic competence in using a personal computer and working with common computer applications.

The International Computer Driving License is an internationally accepted certificate. It can simplify employment procedures and assure the employer that applicants and staff have the necessary level of knowledge and competence to use common computer applications. The ICDL is a certificate of knowledge and proven competence and is based on a single agreed Syllabus.

The overall objective of the ICDL programme is an improvement in the level of basic knowledge about Information Technology (IT) and a higher level of basic competence in using personal computers and common computer applications throughout Europe and internationally.

The ICDL is deployed and monitored by the European Computer Driving License Foundation (ECDL-F). The role of the Foundation is to promote and co-ordinate the development of the ICDL concept. The ECDL-F is the guarantor of the ICDL standard and the Foundation ensures that the ICDL is administered in an equitable manner.

The European Computer Driving License Foundation was formed to co-ordinate the introduction and operation of the ICDL concept internationally. The ICDL concept is owned by the ECDL Foundation. The Foundation is a not for profit organization that licenses a national Licensee

1.2 Objectives of the ICDL

- To promote and encourage computer literacy for all.
- To raise the level of knowledge about Information Technology (IT) and the level of competence in using personal computers and common computer applications
- To ensure all computer users understand best practices and the advantages of using a personal computer.
- To increase the productivity of all employees who need to use computers in their work.
- To enable better returns from investments in Information Technology (IT).
- To provide a basic qualification which will allow all people, regardless of their background, to be part of the Information Society.

1.3 Benefits of the ICDL

Today, computer skills are increasingly important to people in all walks of life. The ICDL is an information technology certificate. It is intended for those who need to, or wish to, know how to use a personal computer. It is suitable for people from every work discipline, for people entering the job market, and for all ages. Some of the benefits of the ICDL are that it provides:

- An IT skills qualification for everyone.
- An innovative and tangible method of skills measurement and validation.
- A model for education and training in the Information Society.
- A highly effective training delivery model.
- Greater public awareness of the benefits of active participation in the Information Society.
- A flexible and accessible qualification that offers increased mobility to holders.

1.4 ICDL Target Population

The target population for the ICDL is the general public who want to use a personal computer competently. The ICDL qualification allows workers, students and citizens to formally show, with their certification, that they have basic knowledge and competence in personal computer use. For example, office workers who want their skills using a personal computer formally recognized, will want to take the ICDL examinations and obtain certification. Formal certification of computer competency is also valuable to employers to assess an employee or potential employee's skill. As such the target group for ICDL is a very broad population.

1.5 Level of Difficult

The ICDL is a certificate of knowledge and competence in personal computer use at a basic level. This basic level of knowledge and competence is expressed in the ICDL Syllabus by giving a detailed list of the Knowledge Areas and Knowledge Items (Module 1) and Skill Sets and Task Items (Modules 2-7) covered by the ICDL Syllabus. The Knowledge Areas and Skill Sets included in the ICDL Syllabus are those recognized by expert practitioners in the various domains as being necessary to cover basic knowledge and competence in using a personal computer and common computer applications.

1.6 The ICDL Standard

The document presented in this publication is the ICDL Syllabus, which is the basis for the ICDL standard. The ICDL standard consists of the following:

- The ICDL Syllabus, which is the detailed description of the Knowledge Areas and Skill Sets covered by the standard.
- The Question and Test Base (QTB), which comprises the questions and tests used to certify the ICDL standard.
- The Guidelines for ICDL Certification.

For the computer user the physical ICDL products are the ICDL certificate itself and the International Computer Skills Card (ICSC).
Conformance to the ICDL standard and the deployment programme of the ICDL is monitored and ensured by the European Computer Driving License Foundation.
All the above are elements of the ICDL standard.

1.6.1 MODULE DOMAINS

Module 1 Basic Concepts of Information Technology (IT), requires the candidate to know about the basic physical make-up of a personal computer and understand some of the basic concepts of Information Technology (IT) such as data storage and memory, the context for computer-based software applications in society, and the uses of information networks within computing. The candidate shall also appreciate how IT systems are found in everyday situations; and how personal computers can affect health. The candidate shall be aware of some of the security and legal issues associated with computers.

Module 2 Using the Computer and Managing Files, requires the candidate to demonstrate knowledge and competence in using the basic functions of a personal computer and its operating system. The candidate shall be able to operate effectively within the desktop environment. He or she shall be able to manage and organise files and directories/folders and know how to copy, move and delete files and directories/folders. The candidate shall demonstrate the ability to work with desktop icons and to manipulate windows. The candidate shall demonstrate the ability to use search features, simple editing tools and print management facilities available within the operating system.

Module 3 Word Processing, requires the candidate to demonstrate the ability to use a word processing application on a personal computer. He or she shall understand and be able to accomplish basic operations associated with creating, formatting and finishing a word processing document ready for distribution. The candidate shall demonstrate competence in using some of the more advanced features associated with word processing applications such as creating standard tables, using pictures and images within a document, importing objects and using mail merge tools.

Module 4 Spreadsheets, requires the candidate to understand the basic concepts of spreadsheets and to demonstrate the ability to use a spreadsheet application on a personal computer. He or she shall understand and be able to accomplish basic operations associated with developing, formatting and using a spreadsheet. The candidate shall be able to accomplish standard mathematical and logical operations using basic formulas and functions. The candidate shall demonstrate competence in using some of the more advanced features of a spreadsheet application such as importing objects, and creating graphs and charts.

Module 5 Database, requires the candidate to understand the basic concepts of databases and demonstrate the ability to use a database on a personal computer. The module is divided in two sections; the first section examinations the candidate's ability to design and plan a simple database using a standard database package; the second section requires the candidate to demonstrate that he or she can retrieve information from an existing database by using the

query, select and sort tools available in the data-base. The candidate shall also be able to create and modify reports.

Module 6 Presentation, requires the candidate to demonstrate competence in using presentation tools on a personal computer. The candidate shall be able to accomplish basic tasks such as creating, formatting and preparing presentations for distribution and display. The candidate shall demonstrate the ability to create a variety of presentations for different target audiences or situations. The candidate shall demonstrate the ability to accomplish basic operations with graphics and charts and to use various slide show effects.

Module 7 Information and Communication, is divided in two sections. The first section, Information, requires the candidate to accomplish basic Web search tasks using a Web browser application and available search engine tools, to bookmark search results and to print Web pages and search reports. The second section, Communication, requires the candidate to demonstrate their ability to use electronic mail software to send and receive messages, to attach documents or files to a message and to organize and manage message folders or directories within electronic mail software.

1.6.2 THE ICDL SYLLABUS

The purpose of the ICDL Syllabus is to list the Knowledge Areas and Knowledge Items and the Skill Sets and Task Items covered by the ICDL standard and to express in general terms the level of knowledge and skill required to achieve the ICDL standard.

The ICDL standard is based on the computer user knowing certain basic facts about Information Technology (IT) and having the basic knowledge and skills to use a personal computer and its software applications to carry out everyday tasks. The Knowledge Areas and the Skill Sets necessary to be mastered in the ICDL standard are described in the ICDL Syllabus. The purpose of the ICDL Syllabus is to list the facts to be known and the skills to be mastered that are covered by the ICDL standard.

1.6.3 THE ICDL QUESTION AND TEST BASE (ICDL QTB)

The ICDL Question and Test Base (ICDL QTB) comprises the questions and tests used within ICDL certification. The QTB is the property of the ECDL Foundation and is not in the public domain. The ICDL examinations are software vendor independent. The ICDL may be certified by manual evaluation testing or by automatic evaluation testing.

The standard for Manual Test Evaluation comes from the manual ICDL QTB. The standard for Automatic Test Evaluation comes from the automatic ICDL QTB. The manual and automatic evaluation QTB's are both based on the single agreed ICDL Syllabus. Any change to the ICDL Syllabus is reflected in new versions of the Manual and Automatic Evaluation QTB's.

1.6.4 THE ICDL EXAMINATIONS

The ICDL may be certified by a set of examinations undertaken at the computer with manual evaluation or alternatively by undertaking a set of examinations at the computer with automatic evaluation. The ICDL certification procedure is moving towards automatic evaluation testing.

Manual Evaluation Testing is task oriented and a high pass mark of 70-80% is expected in general, reflecting the need to be competent in the practical skills being tested. Automatic Evaluation Testing, which has been introduced in several European countries, is often knowledge-based or based on task simulations. Again a high pass mark of 70-80% is expected, reflecting the need for the candidate to illustrate sound knowledge and competence in the practical skills being tested.

1.6.5 DEPLOYMENT OF THE ICDL

The ICDL is deployed and monitored by the European Computer Driving Licence Foundation (ECDL-F). In order to maintain the ICDL standard, the Hong Kong Computer Society has been authorized by the ECDL Foundation to monitor that all the examinations are based on the ICDL Syllabus. The ECDL Foundation requires that a valid and well-defined examination process together with a reliably operated testing process be in place at all approved Test Centers. The process of awarding an ICDL is audited by the ECDL Foundation to maintain the standard. The ICDL is based on the standard ICDL Syllabus written in English. The Syllabus defines the areas of knowledge and practical competencies required in the ICDL. The standard examination is localized for use in different countries, while using the same Syllabus and therefore documenting the same level of knowledge and competence in computing. The process of authorizing a localized ICDL QTB is audited and recorded by the ECDL Foundation.

The ICDL dissemination programme differs from most national or international education programmes, since it is based on a standard examination or examination instead of a standardized teaching approach. The ICDL always certifies the same standard of knowledge and competence, irrespective of a person's nationality, education, age or sex. An ICDL that is certified in one country is valid in another.

1.6.6 THE ICDL PRODUCT

The ICDL Product, for the user, consists of two physical items: the International Computer Driving Licence itself and the International Computer Skills Card (ICSC) which is an official record of the examinations passed so far.

The International Computer Driving Licence (ICDL) is the certificate that attests to the holder's ability to use a personal computer and common computer applications, and states that he or she has been tested according to the ICDL standard and the authorized ICDL Syllabus. The ICDL is an internationally accepted document and has a similar format internationally.

For the candidate, gaining a complete ICDL builds around the International Computer Skills Card (ICSC). The candidate will obtain a Skills Card before taking the first examination. A Skills Card is an official form that is used to record each examination successfully completed. As he or she passes each examination, the Skills Card will be updated. When all seven examinations have been

passed, the candidate will be eligible for an ICDL certificate. The candidate or the Test Centre sends the completed ICSC to the ITTQC where it will be exchanged for an International Computer Driving Licence.

The modules can be taken in any sequence and the examinations can be taken in different Test Centres and indeed in different countries. An ICDL or an ICSC that is granted in one country is valid in another. Both the ICDL and the ICSC are internationally recognised certificates.



ICDL course in tadrib iraq compound

ICDL course in al-shuala'a district

