



USAID | **IRAQ**
FROM THE AMERICAN PEOPLE

Legislative Strengthening Program

LSP TRAINING PLAN AND TIMETABLE

June 2011

Contract No. 263-I-03-06-00015-00 (REDI Task Order No. 3)

June, 2011

This document was produced for review by the U.S. Agency for International Development (USAID). It was prepared by AECOM. The authors' views expressed in this document do not necessarily reflect the views of USAID or the United States Government.

Legislative Strengthening Program

Contract No: 263-I-03-06-00015-00
REDI Task Order No. 3

USAID/Iraq SO10: Capacity of National Government Institutions Improved
Program Area: Good Governance
Program Element: GJD 2.1- Legislative Function and Process

LSP TRAINING PLAN AND TIMETABLE

June 2011

Submitted by:
AECOM
2101 Wilson Boulevard, Suite 700
Arlington, VA 22201, USA

T: +1.703.528.7444
www.aecom.com

In association with:
Management Systems International

DISCLAIMER

The authors' views expressed in this publication do not necessarily reflect the views of the U.S. Agency for International Development (USAID) or the United States Government.

Table of Contents

EXECUTIVE SUMMARY	2
INTRODUCTION.....	3
PURPOSE OF TRAINING PLAN.....	3
a. Members of Parliament (MP) Training	3
b. Staff Training	3
PART ONE	4
1. Principles and Criteria for LSP Training.....	4
2. Capacity Building Program Priorities.....	5
3. Procedures for Training Schedule.....	5
4. Training Quality Control (QC) Plan	5
5. LSP Training Quality Control Measures	7
PART TWO	10
1. MP Training.....	10
2. Staff training.....	10
a. Cross-Cutting Training	10
3. Training objectives for each program area.....	11
a. Cross cutting Training.....	11
b. Training for Committee staff.....	12
c. Legistar training.....	13
d. Training plan for Media Protocol Directorates.....	14
e. Training for Provincial offices	16
f. Training for Budget and Overview.....	17
4. Involving Higher Education Institutions in the LSP Training Plan.....	17
PART THREE	19
Annex 1: Training Achievements.....	19
Annex 2: Training courses catalog (staff training).....	20
Annex 3: Training courses for MPs.....	33
Annex 4: Training Cycles for Staff.....	45

Executive Summary

The Training Plan and Timetable supports the overall objectives of the program to strengthen the Council of Representative's (COR's) legislative and oversight functions. The Legislative Strengthening Program (LSP) training plan presents the common principles according to which the LSP training is organized. Training is demand driven and designed according to high quality standards and evaluated against effectiveness criteria. It is subject to continual evaluation and refinement. Training of Members of Parliament (MPs) is coordinated with the Members Affairs and Parliamentary Development Committee (MAPDC) and aims to provide MPs with a wide range of information and skills to undertake their roles in the COR and to build MPs capacity as legislators over time.

With respect to training targeting COR staff, the plan aims to respond to emerging needs and the needs captured in LSP's Training Needs Assessment (TNA), conducted in 2010. The training plan presents the various courses offered by LSP (divided by objectives and sub-objectives), an overview of their content and their delivery method.

The main criteria for LSP training is: to improve the performance of the COR as an institution by recognizing the need to build the professional skills of staff members; and to assess the training in terms of skills gaps in order to develop and provide training that is specifically related to tasks and functions which support the work of the parliament. The highest priorities in allocating LSP resources are given to activities that contribute to achieving LSP objectives and indicators.

LSP focuses activities on training a broad spectrum of COR employees in basic and advanced administrative skills, recognizing that those at the management level require basic and advanced management skills. Cycles and workshops will therefore be continued and efforts will be made to design and implement an "Advanced Management Cycle". Seeking to ensure sustainability, trainers will be identified and trained from within the COR staff. LSP will also train mentors.

The Training Quality Control Plan is continually implemented and subject to refinement as necessary. Training Impact Assessment focus groups will be conducted on a regular basis to assist in identifying training effectiveness as well as areas for improvement.

The Members Parliamentary Development Program (MPDP) alternates high intensity phases and lower intensity phases. During the high intensity phases, the number of seminars and workshops is increased and external experts are mobilized. These experts conduct specialized courses which are repeated several times in the same week. This is to provide an opportunity for more MPs to attend. In lower intensity periods, training is offered by LSP internal resources. One of the continual challenges faced by LSP is the calendar of Parliamentary activities, which is subject to unexpected changes, requiring LSP to constantly adapt its scheduling of training activities.

The main target for LSP cross-cutting training is 156 employees with administrative functions and 81 staff members with management roles. Training is seen as a change agent; therefore, in order to achieve a significant change, LSP aims to train not less than 60% of these employees, according to their needs. With respect to other types of employees and specialized functions, objectives are determined as a proportion of each target group, for each individual course.

LSP has established professional relationships within Iraqi Higher Education Institutions leading to a collaborative approach to training delivery to targeted employees within the COR. As well, an Advanced Management Cycle will be developed which will include training in Human Resources Management, Strategic Planning, Leadership, among others.

*

Introduction

This document covers all LSP training activities designed to build the capacity of the COR. These activities are divided into two key project objectives: Staff Training and Professional Development (Objective 1.2); and Increased Awareness of MPs of Good Practices and Standards for a Democratic Parliament (Objective 2.1). The basic principles of training and professional development are common to both objectives: Training is demand driven; it is designed according to high quality standards; and evaluated against effectiveness criteria. The first part of the Plan reflects these common principles and outlines three main features of a 'best practice' training plan: the criteria used to respond to training requests from the COR; the agreed capacity building priorities; and the Quality Control of training.

The second part of the training plan addresses MP training and its specificity. It covers the training objectives and activities that comprise LSP's Members of MPDP program, together with an overview of the proportion of target groups to be trained in the period covered by this plan. The third part addresses specific issues related to Staff training.

Purpose of Training Plan

a. Members of Parliament (MP) Training

The MPDP, is coordinated with the MAPDC and aims to provide MPs with a wide range of information and skills to undertake their roles in the COR and to build, over time, overall MP capacity. Following and building on Phase One of the MPDP, held in late January 2011, this plan encompasses Phase Two of the MPDP, covering all training to be delivered to MPs most likely well into 2012. The plan outlines the various phases and activities required to achieve these aims, and details the modules, the module training objectives, and the 2011-12 courses schedule.

b. Staff Training

This aspect of the training plan covers the period between July 2011 and June 2012. It aims at responding both to emerging needs, and to the needs captured in the Training Needs Assessment (TNA) conducted in 2010. It also responds to broader objectives as stated in the Strategic Plan designed by both LSP and the COR's Secretariat (involving the COR Secretary General and the Directors General) during the December 2009 Istanbul Retreat. These objectives focus primarily on implementing Human Resource reform, by vastly expanding staff training, developing job descriptions and duties for staff, and implementing a fair, and open qualification based hiring system. The training plan presents the various courses offered by LSP (divided by objectives and sub-objectives), an overview of their contents (in annex) and their delivery method. It also sets objectives for the training activity in the context of the principle of sound management and institutional development.

PART ONE

1. Principles and Criteria for LSP Training

LSP receives a steady flow of requests for training from COR counterparts, including training ‘wish lists’ prepared by committees and directorates, and ad hoc requests that range from highly specific to very general topics, and often include requests for overseas training or study tours. LSP personnel also identify new training needs in the course of their work with COR counterparts. The training needs of the COR are thus vast and exceed the resources available under LSP. Therefore, LSP must prioritize COR needs and be selective in how its training resources are applied.

The following principles guide the use of LSP training resources:

- USAID/LSP resources should add value that is not available locally, thus enabling the COR to learn from the unique perspective and knowledge brought by internationals familiar with global best practices;
- The COR has been hiring a large number of new graduates, who should primarily be provided with LSP skills-oriented training, rather than theoretical or generic courses;
- LSP training should focus on practical and procedural skills needed for the functioning of the legislature, and should not engage in training on political organization or the politics surrounding specific legislation or political issues;
- Training should be designed with a vision to improve performance of the COR as an institution, while recognizing the need to build skills of individual staff members;
- Recognizing the importance and high profile of the COR as an institution, and given there is the opportunity for LSP to ‘set standards’ and demonstrate best practices, LSP training courses must offer high quality design and delivery by international standards;
- Given the general lack of legislative experience, and technical and management capacity in the COR, LSP must assess training needs independently, rather than accepting at face value the expressed needs of counterparts. Furthermore, training needs must be assessed in terms of skills gap in order to develop and provide training that is specifically related to tasks and functions.

The following criteria are to be used in prioritizing and selecting training courses to be developed or offered by LSP:

- As agreed between USAID and the Speaker, LSP training will be provided on-site at the COR (it will not include external training such as international study tours or degree courses);
- Training courses will not be developed without first consulting relevant COR counterparts to obtain their insights and develop ownership; this means that key counterparts must understand and endorse the performance improvement or reform that is being targeted, and understand how the training objective will contribute to bring about this improvement;
- The highest priority in the allocation of LSP training resources will be given to activities that clearly contribute to achieving LSP objectives and indicators;
- If space is limited, acceptance of trainees into LSP training courses should give highest priority to trainees from LSP pilot committees, directorates and others who are instrumental in leading or implementing performance improvement in the COR.

2. Capacity Building Program Priorities

Following the TNA conducted in 2010, and an in depth analysis of previous LSP training, there has emerged a clear need to equip a vast majority of staff with a clear set of skills across all Directorates and Committees. LSP's capacity building program should focus on training a high proportion of employees in basic and advanced administrative skills. Similarly, those at the management level require basic and advanced management skills. Information Technology (IT) courses should also be developed and delivered in the context of their use with specific administrative and management tasks in the COR, linked to specific courses in support of day to day work activities. (As an example, a workshop named "IT for Report Writing" has been developed for this special activity)

Cycles and workshops will therefore be continued and efforts will be made to design and implement an "Advanced Management Cycle" (the rationale behind the cycles and workshops is developed in Part Two – Staff Training).

In order to ensure sustainability, trainers will be identified and trained from within the COR staff. Parallel to this, with the aim of diversifying training methods, LSP will train mentors. These mentors will be able to support junior staff and assist them in implementing best practices learnt in LSP courses. In support of these initiatives, considerable effort is being put into improving the quality of training material, and LSP team delivery styles and methods.

3. Procedures for Training Schedule

LSP coordinates the training of MPs with, as noted, the MAPDC. The training of COR staff is coordinated with the Administration Directorate. The first step in the LSP process has and will continue to be to determine the training needs for the upcoming quarter with the client both for MPs and staff.

Each LSP activity stream coordinates with its own counterpart and prepares its own training calendar. All training schedules are then coordinated by the LSP Training Department. Once agreement has been reached on the courses to be delivered during that month, invitation letters are sent by the Administration Directorate to the participants. The Administration Directorate is also responsible for providing training rooms for all training scheduled in a given period.

Occasional scheduling conflicts are resolved immediately by consultations between LSP and the Administration Directorate, in particular the Training Department. Training is rescheduled within a reasonable timeframe. Having a long term objective in training avoids negotiating on a short term schedule; separate discussions with the Administration Directorate addresses the short term priorities.

4. Training Quality Control (QC) Plan

Purpose: The Training QC Plan is designed to help LSP staff deliver high-quality and high-value training to COR counterparts. High quality refers to the technical substance, the training approach, and the manner of presentation. High value means that trainees obtain skills or knowledge that will significantly improve their job performance and that these skills are applied in the workplace.

The QC Plan is part of an overall approach to training. The QC Plan is part of an approach that begins with the assessment of training needs and ends with monitoring and evaluating the impact of training in the workplace.

Why is it important? More COR counterparts have contact with LSP through training than through any other activity. Participants form opinions about the quality of LSP's training through various factors, such as the conceptual design, materials provided, trainer's expertise, and our hospitality. These characteristics contribute significantly to the reputation of LSP. MPs and staff benefit from attending training courses on multiple topics. However, if they do not feel they gained high value from the first course they attend, they are unlikely to return for the second or third course.

LSP is also setting up training procedures and courses that will be adopted by the Iraq Parliamentary Development Center (IPDC). LSP should strive to demonstrate training best practices in LSP courses, so that these best practices will also be transferred to the ICPD training program. It is important that we succeed in delivering high-quality, high-value training at all times.

What is covered by the Training QC Plan? Every training course conducted by LSP should comply with the Training QC Plan. A training course is defined as a formal training event that seeks to achieve one or more training objectives. This includes all classroom training and less formal workshops such as capacity building activities.

Who is responsible for implementing the Training QC Plan? Several people have responsibility for implementing the Plan. Most of the work falls to team leaders and lead trainers, but the COP, DCOP, Capacity Building and Training Specialist and M&E/Reporting Specialist also have important roles to play. For instance, post-training evaluation mechanisms are implemented jointly by the Capacity Building and Training Specialist and the M&E/Reporting Specialist, while results are provided to Senior LSP Management for review.

Standard training materials. Training courses use the following printed materials:

- Course Invitation (Information Sheet)
- Course Outline (for trainees)
- Trainer's Guide (for trainer)
- Trainee Materials -- which may include readings, PowerPoint presentations, examples, exercises, etc.

The ideal training program should be the result of demand as expressed by the target audience. The selection of training courses for inclusion in the LSP training program should arise from a participatory needs assessment. Client participation ensures that the training is responsive to genuine needs, while making clients more interested and enthusiastic about the training. A detailed assessment of training needs is essential to produce a strong training objective to guide the development of each course.

Post-training assessments are also required to generate feedback for continuous improvement of the LSP training program. This includes techniques such as surveys, interviews, and focus groups used to ascertain whether and how trainees applied their training on the job, and to assess whether and how the training program contributed to achieving COR and LSP objectives. Questions that can be explored include: Has it improved the functioning of

parliament? Was the new approach shared by the participant with co-workers? Has it led to requests for more advanced training on the subject?

The **Training Quality Control Plan** is continually being implemented and steps have been taken to refine it. **Training Impact Assessment** focus groups will be conducted on a regular basis, to measure the actual use of skills and knowledge delivered in LSP courses. A specific **Database** will be developed to follow up the results and allow trainers to improve their performance. A considerable effort is being undertaken to improve the quality of training material and delivery.

5. LSP Training Quality Control Measures

QC Measure	Description	QC Methods and Responsibilities
1. Strong Training Objective	<ul style="list-style-type: none"> • The training objective must clearly identify skills and/or knowledge that will contribute to achieving LSP objectives and results. • Does the training objective assist the development of the parliament or improve its performance? • The training objective should be specific, describing an end result(s) in terms of skills mastered, knowledge acquired, and behaviors changed. The importance of the skills to the work of the COR should be stated. • The training objective must be clearly written in both languages. 	<p>Source: The training objective is included on the Course Information Sheet (announcement). Team Leader and COP must review and approve the Information Sheet. The Translation Manager must review and assure the accuracy of the translation of the Information Sheet so that all team members have a clear understanding of objectives in order to prepare or adapt the training materials.</p>

QC Measure	Description	QC Methods and Responsibilities
<p>2. Training Methods and Materials are Well-suited to the Training Objective(s) and Target Audience</p>	<ul style="list-style-type: none"> ● Training methods, materials and learning activities must clearly contribute to achieving the training objective. ● The level of material is appropriate to the target trainees' level of experience and the quantity of material is reasonable for the amount of time available. ● Methods and materials must utilize training best practices, e.g. experiential learning cycle. ● Training methods and materials must incorporate subject-matter best practices whenever appropriate and reasonable. ● Training materials, such as examples and exercises, must be adapted to Iraqi COR context. 	<p>Lead Trainer (for this module) is responsible for quality of training methods used.</p> <p>Team Leader reviews the training materials. Team Leader and Training Coordinator interview the trainer(s).</p> <p>Lead Trainer consults with other LSP personnel, outside experts, and counterparts as needed to adapt the examples and practice exercises to Iraqi COR context.</p> <p>Team Leader must review and understand the materials well enough to have confidence in the methods and materials.</p>
<p>3. Training Materials are Complete</p>	<p>The following are required:</p> <ul style="list-style-type: none"> ● Course Announcement (English and Arabic) ● Course Outline (for trainees) ● Trainer's Guide (for trainer) <p>The following may be used, depending on the nature of the course:</p> <ul style="list-style-type: none"> ● Trainee Materials: may include readings, PowerPoint presentations, examples, exercises, etc. 	<p>Lead Trainer is responsible to provide final copies of all materials to Training Coordinator.</p> <p>Training Coordinator responsible for maintain a reference version of hardcopy materials in the hardcopy training library.</p> <p>Training Coordinator provides final soft copies to M&E/Reporting Manager who places them in SharePoint.</p>
<p>4. Quality of Writing is High</p>	<p>The material is logically structured and sequenced. The concepts are presented logically and in a way that is easy for participants to understand. The quality of grammar and word choice meets very high professional standards.</p>	<p>Lead Trainer and Team Leader are responsible for review of all materials. A copy-editor may be engaged if needed to improve the quality of writing.</p>

QC Measure	Description	QC Methods and Responsibilities
5. Formatting, Production of Materials Meets LSP Standards	LSP templates have been used. Quality of formatting is high, professional. Quality of document production is high.	Team Leader and Communication Specialist to review and approve prior to branding and marking.
6. Quality of Training Delivery	Trainers are skilled and experienced in modern training methods. Trainers are thoroughly familiar with the training material. Trainers are well organized, speak clearly and well, deliver materials at an appropriate pace, dress/speak/perform professionally. Trainers receive consolidated feedback from evaluations, and incorporate recommendations to improve the material and delivery.	Team Leader must audit courses and trainers on a sample basis for QC. Chief of Party must audit courses occasionally to monitor quality. Participant evaluation forms must be administered; the lead trainer must summarize participant feedback and review it with the Training Coordinator, who then reviews it with the COP Trainers improve materials and delivery based on feedback
7. Quality of Written Translation and oral Interpreting	The quality of translation/interpreting must meet or exceed standards as for any LSP materials that go to the client and counterparts.	Senior Translator responsible for translation quality control.
8. Formatting and Presentation of Translated Materials	<ul style="list-style-type: none"> ● LSP templates have been used. ● Quality of formatting is high. ● Quality of document production is high. ● Materials are labeled for easy identification including version management. 	Team Leader and Reporting Specialist are responsible to review and approve prior to branding. Reporting Specialist and Training Coordinator responsible to develop labeling system for course materials.
9. Correct Branding and Marking	Branding and Marking should not normally be applied to working drafts, only after other QC steps are complete.	M&E/Reporting Specialist to advise on Correct Branding and Marking, and to review/approve product before distribution.

Every course must be evaluated by participants using the LSP course evaluation form. The information gleaned from the forms must be collected in the LSP database. Follow-up surveys are conducted on a sample basis to evaluate the effectiveness of training.

PART TWO

LSP training has two main target audiences: Members of Parliament and COR staff

1. MP Training

The MPDP program is organized to alternate between high and low intensity phases. During the high intensity phases, the number of seminars and workshops is increased and external experts are mobilized. These experts conduct specialized courses which are repeated several times in the same week. This is to provide an opportunity for more MPs to attend. In lower intensity periods, training is offered by LSP internal resources.

One of the difficulties faced by MP training is the calendar of parliamentary activities. Designing a schedule means LSP has to constantly adapt to MP work. However, after Phase One, LSP has earned itself an image of seriousness and reliability, so LSP will keep adapting its training to the MPs' emerging needs. LSP also needs to continue to involve the MAPDC (through its Chair, Dr Hanan Al Fatlawi) in promoting the MPDP to members and to encourage consistent participation.

2. Staff training

Staff training aims at improving global performance of COR activities. It is divided between cross cutting training and addressing generic needs in the COR. This includes building administrative skills, management, and specific training, such as Budget and Oversight, Committees Operations, Communication and Outreach, as well as IT, by addressing needs specific to directorates such as Media, Protocol, Parliamentary Affairs and IT.

a. Cross-Cutting Training

The COR has approximately 1000 employees on its payroll. Out of this number, 81 are in management positions, and 156 have purely administrative functions. Training is seen as a change agent; in order to achieve a significant change in management methods and in administrative efficiency, it is necessary to train a certain amount of the staff. It is currently admitted that change in working methods starts when a threshold of 30 to 40% of trained employees has been reached. In this regard, employees engaged in supervisory functions and employees engaged in administrative tasks are LSP's prime target group. Employees with technical functions will be trained in the second stage of this plan.

Training addresses 3 types of change: knowledge, skills and attitude. Increasing knowledge and improving skills mainly impacts on individuals' efficiency, as a first step in implementing change. In order to optimize its effect, training has to also change attitudes. Positive attitudes toward change are achieved when a critical mass of employees has been exposed to new methods. This mass effect gives comfort to individuals in implementing change, when they know they are not isolated in the institution, and when they feel that change is no longer a risk to them.

The main aim of amalgamating courses into cycles is to ensure that trained personnel are exposed to a consistent set of skills and knowledge, instead of choosing a course in a catalog according to their wishes and comfort zones. (See courses in Annex 4)

After having completed the basic cycles, heads of Department and all staff members identified as managers will be offered an Advanced Management Cycle. This third cycle will aim to deliver a higher level in management skills and ensure a forward step toward best international practices. This cycle will be delivered by International trainers and will expand over the coming years.

To effectively impact administrative work and management methods, to improve efficiency in the COR, it is necessary to make sure that a majority of staff members are trained and/or mentored in the use of the delivered skills. In this regard, IT courses have been integrated into cycles and are specializing in specific tasks where IT facilitates their successful achievement (for example, Word for report writing).

Since this plan aims at training up to 60% of administrative personnel and up to 80% of management personnel, this result will take some time to achieve, especially given the turn-over in personnel, and the number of contracted employees within the COR. It is suggested that the target groups are divided into sub groups to be trained per year.

3. Training objectives for each program area

For each program sub-objective, training objectives for the coming year have been set as follows: the target group is identified for each course (among each Directorate staff members) and a proportion of this audience to be trained is calculated according to the availability of various resources (time, training material, trainer). Further to LSP training, when required, ‘training of trainers’ will be developed, as indicated below, for each Directorate.

a. Cross cutting Training

	Proportion of staff members trained in administrative skills	Proportion of staff members trained in management (level 1 and 2)	Proportion of staff members trained in the management advanced cycle
Year one	20%	20%	10%
Year two	20%	30%	40%
Year three	20%	10%	30%

Parallel to the delivery of training courses by LSP trainers, COR staff who have attended courses, and who want to be either part time trainers or mentors, will be able to train in this capacity

Trainers will be trained on one topic and will be part time trainers. They must be practitioners who volunteer for training. The other prerequisite is that they have attended a full cycle of LSP training in one of LSP’s cycles or topics.

The existing training department in the COR is not yet ready to absorb a large number of trainers or organize training by itself due to the lack of personnel and capacity. Furthermore, political will is lacking in some areas of the COR.

Parallel to LSP efforts to build capacity in the COR Training Department, LSP will train some trainers in both cycles for Level One. The purpose is to start rolling out training courses within the COR and to move towards more specialized courses.

 Course title	Number of trained trainers	Number of trained mentors
<i>Administrative skills cycle L1</i>		
Office Management	5	5
Office Protocol	5	5
Report Writing	5	5
I T Workshop in report writing	5	5
Time Management	5	5
<i>Administrative skills cycle L2</i>		
Organizing meetings		
I T Workshop in organizing meetings		
Communication skills		
Coordination and follow up		
I T Workshop		
<i>Management skills cycle L1</i>		
Principles of Management	5	5
Motivation and team building	5	5
Decision making skills	5	5
Time and stress management for managers	5	5
Human Resources Management for mid level managers	5	5
IT Workshop in HR	5	5
Conflict Management	5	5
<i>Management skills cycle L2</i>		
Communication skills		
Leadership skills		
Chairing meetings		
Presentation skills		
I T Workshop in presentation skills		
Negotiation skills		

LSP will mentor the training delivered by trained COR trainers and support their involvement in LSP roll out courses.

b. Training for Committee staff

In this area, some existing courses have been merged and will be delivered as a package.

Rules of Procedures will be delivered as soon as they have been adopted by the elected Parliament.

Title of course	Target group (function / position)	Target group (number)	Proportion of the target group to be trained in 2011 (%)
Rules of Procedure	Committee Staff - Superintendent; clerks; legal officers; managers	Committee Affairs Dep't (10); Documents (14); Member Affairs (11); Legislative Monitoring (10); DG (2) [Excludes translators/non-legislative staff and provincial offices]	Dependent upon when Rules of Procedure are completed/passed by COR
Committee Hearings and Hostings	Legal Advisors; Committee staff for each COR Committee	Targets will be set for each Committee and their staff and Legal Advisors for each committee; and Committee Affairs Dep't (10);	Focus by Committee with goal of 80% or better by end of 2011 1-2 committees refuse to meet with us

c. Legistar training

Title of course	Target group (function / position)	Target group (number)	Proportion of the target group to be trained in 2011 (%)
Legistar Files Review	Parliamentary Affairs	3-4	100
Legistar CoR Agenda Review	Parliamentary Affairs	3-4	100
Legistar CoR Action Posting Review	Parliamentary Affairs	3-4	100
Legistar Minutes I	Archive Department	10-12	100
Legistar Minutes II	Archive Department	10-12	100
Legistar Committee Agendas	Committee Staff	2-3/Committee	100
Legistar Committee Minutes	Committee Staff	2-3/Committee	100
Legistar Super User Training Review	Parliamentary Affairs	2	100
Legistar Administration Review	Parliamentary Affairs	2	100

Legistar Technical Review	IT Directorate	3	100
---------------------------	----------------	---	-----

d. Training plan for Media Protocol Directorates

In order to adhere more accurately to emerging needs, some courses in this area have been changed and compiled into packages with level conditions.

Title of course	Target group (function / position)	Target group (number)	Proportion of the target group to be trained in 2011 (%)
<i>Writing for the Media</i> (formerly Press Writing for Staff)	Staff members from the Protocol and Public Relations Directorate	20	50%
<i>Writing for the Media</i> (formerly Press Writing for Staff)	Staff Members of the Media Directorate	21	50%
<i>Writing for the Media</i> (formerly Press Writing for Staff)	Committee Press Secretaries	18	40%
<i>Managing Press Conferences*</i>	Staff members from the Protocol and Public Relations Directorate	5	80%
<i>Managing Press Conferences*</i>	Staff Members of the Media Directorate	9	80%
<i>Managing Press Conferences*</i>	Committee Press Secretaries	26	40%

*Must have completed Writing for the Media prior to taking this course.

Title of course	Target group (function / position)	Target group (number)	Proportion of the target group to be trained in 2011 (%)
Media Relations (formerly Building a Positive Relationship with the Media)	Staff members from the Protocol and Public Relations Directorate	15	60%
Media Relations (formerly Building a Positive Relationship with the Media)	Staff Members of the Media Directorate	6	80%
Media Relations (formerly Building a Positive Relationship with the Media)	Committee Press Secretaries	26	40%

Interview Skills for Print and Broadcast Media**	Staff members from the Protocol and Public Relations Directorate	7	80%
Interview Skills for Print and Broadcast Media**	Staff Members of the Media Directorate	6	80%
Interview Skills for Print and Broadcast Media**	Committee Press Secretaries	26	40%

** Must have completed Media Relations prior to taking this course

Course title	Target group (function/ position)	Training objectives	Topics covered
†Writing for the Media (formerly Press Writing for Staff)	Appropriate Members of the Protocol and Public Relations Directorate, the Media Directorate, and Committee Press Secretaries	Attendees develop an understanding and mastery of the common formats of press communications	<ul style="list-style-type: none"> • How to write a Media Advisory • How to write a Press Release
†Managing Press Conferences*	Appropriate Members of the Protocol and Public Relations Directorate, the Media Directorate, and Committee Press Secretaries	Attendees to develop an understanding of how to organize a successful press event	<ul style="list-style-type: none"> • Developing a Media Database • Criteria for choosing a Press Conference location • When to send a Media Advisory • When to send a Press Release • Components of a Briefing Kit • What to do the week of the Press Conference • What to do the day of the Press Conference
†Media Relations (formerly Building a Positive Relationship with the Media)	Appropriate Members of the Protocol and Public Relations Directorate, the Media Directorate, and Committee Press Secretaries	Attendees to develop an understanding of how to manage interaction with members of the Media	<ul style="list-style-type: none"> • Understanding of the Role of Media in a Democratic Society • Understanding the differences in reach and penetration of Print vs. Broadcast media • Understanding what a journalist needs to write or report a story • Knowing how and when to respond to a journalist's

			questions <ul style="list-style-type: none"> • Brief overview of Interview Skills
†Interview Skills for Print and Broadcast Media**	Appropriate Members of the Protocol and Public Relations Directorate, the Media Directorate, and Committee Press Secretaries	Attendees to develop the skills necessary to have a successful media interview	<ul style="list-style-type: none"> • Understanding of the Role of Media in a Democratic Society • Understanding what a journalist needs to write or report a story • Knowing how and when to respond to a journalist's questions • Blocking and Bridging Interview Skills • Recognizing a journalist's interview tricks • Tips for how to look good on camera

Training of trainers for Media and Protocol Directorates

Course title	Number of trainers expected	Current function	Expected date of availability
†Covering COR Proceedings and Activities: A Curriculum for Trainers	5	Current long-term members of the Press Gallery	February 2012

e. Training for Provincial offices

Title of course	Target group (function / position)	Target group (number)	Proportion of the target group to be trained in 2011 (%)
Constituency Outreach and Case Management	MPs		20%
Job Analysis	Provincial Office Managers and Deputy Managers		60%
Performance Evaluation	Provincial Office Managers and Deputy Managers		60%
Strategic Planning	Provincial Office stakeholders		70%
Share Point Training	Provincial Office Managers and Deputy Managers		60%
National Budget Process	Regions and Governorates Affairs Committee		70%

Reading the National Budget	Regions and Governorates Affairs Committee		70%
Analyzing the National Budget	Regions and Governorates Affairs Committee		70%
Roles and responsibilities of Board of Supreme Audits and Finance Committee	Regions and Governorates Affairs Committee		70%

f. Training for Budget and Overview

Title of course	Target group (function / position)	Target group (number)	Proportion of the target group to be trained in 2011 (%)
Supreme Audit Institutions	Committee Staffers	120 employees	30%
Governmental Budget	Committee Staffers	120 employees	30%
Governmental Accounting	Committee Staffers	120 employees	30%
Insight to Oversight	Committee Staffers	120 employees	30%
Financial Management Law	Committee Staffers	120 employees	30%

4. Involving Higher Education Institutions in the LSP Training Plan

The COR has asked LSP to establish contacts with Iraqi Higher Education Institutions in order to start collaborating in the training of its staff. Contacts have been developed with the following universities in Baghdad, in order to explore the areas where this collaboration is possible:

- Baghdad University / Faculty of Political Science
- Baghdad University / Faculty of Political Science
- Diala University / Faculty of Law
- Baghdad University / Faculty of Law
- Al Mustansyria University / Faculty of Arts

LSP will continue building links to these institutions, with a view to also widening training topics and approaches, and ensuring sustainability of training at a high level in the COR.

Along with the development of a Human Resources Management policy for the COR and the creation of manuals providing guidelines for the implementation of this policy, LSP is planning to deliver training to top and mid level managers. This policy will provide a practical view on the four main areas of Human Resources Management (Recruitment and Promotion, Performance Management, Equality and Diversity, Training and Development).

The training will be planned according to the availability of COR managers. It will start with the Human Resources Department staff, and will run alongside the implementation of change within the department. The current objective is to develop an adequate curriculum and to start training for a limited proportion of the Management (up to 20%).

This training will be progressively integrated into an Advanced Management Skills cycle, targeting top and mid level managers who have completed Levels One and Two. This cycle will also comprise (among others) Strategic Planning, Leadership. It will be developed gradually and should be delivered after the period covered by this plan.

PART THREE

Annex 1

Training Achievements

Since the beginning of the program, 4023 participants (staff members and MPs) have been trained in 256 courses.

The following table shows the details of training participants, according to their directorate of origin and a breakdown of genders.

Count of Participant Name	Gender		Grand Total
	F	M	
Trainee Type			
Directorate Staff	308	1160	1468
Committee Staff	278	1053	1331
Other or Unknown COR	20	136	156
MP	76	201	277
Non-COR	14	102	116
Director General	15		15
Provincial Office	36	563	599
Political Party/Block	36	55	91
Secretary General		6	6
Grand Total	783	3276	4059

During the last year, training has become more targeted through the creation of specific cycles adapted to functions and improved accuracy concerning audience selection. Staff training is now skills- oriented and is reaching target audiences according to actual needs. These cycles are packages of several courses, covering sets of skills relevant to Administrative and Management functions across the COR.

The following table shows the breakdown of Directorates of origin of the participants to cross cutting training courses. A more accurate selection process has allowed LSP to reach the audience that expressed the highest need form training in Management and Administrative Skills, by increasing the proportion of employees from Directorates, against those originating from Committees Operations, as it was the case previously.

	Committees staff	Directorates staff	
Administrative skills L1	36	55	91
Administrative skills L2	8	64	72
Management skills L1	7	62	69
TOTAL	51	177	232

Annex 2

Training courses catalog (staff training)

Course Title	Target Group	Training Objective	Course Topics	Level	Duration	Start Date	Trainer
General Training				1 Basic 2 Intermediate 3 Advanced	One Training Day comprises 4 hours contact: 10.00am - 2.00pm		
Induction Training	All new hires in the COR	To familiarize new staff with the vision/mission and knowledge of the COR	Legislative function, conduct and ethics, role of directorates, introduction to MPs	1	3 hours	July-Sept/2010 Every 3 months	CNN
Performance Management	Senior managers	To provide managers with the tools to manage their staff's performance	Setting goals, providing feedback, monitoring behavior, recording, improving behavior' follow-up	1	2 days, sessions 4 weeks apart interim practice	July-Sept/2010	CNN
Team Building	Senior managers	To develop understanding of the importance of team building	Team purpose, team roles, processes, dynamics, meetings, creativity	1	2 days:2 weeks apart	Oct-Dec 2010	CNN
Basic Project Management	Senior and mid-level staff	To provide the skills to supervise, develop, organize, and manage projects and work plans	Project cycle, setting priorities, developing work plans, coordinating and overseeing work, implementing monitoring and evaluation	1	3 days:2 day session, with interim project for 4 weeks 1 day review and feedback 2 day	Oct-Dec 2010	CNN
Intermediate Project Management	Senior staff	To provide advanced project management skills to managers	Strategy models, techniques leading, projects monitoring and evaluation	2	2 days, sessions 4 weeks apart with work based project	Oct-Dec 2010	CNN
Basic Policy Making and Development	Senior staff	To understand the policy making and development role in the COR	The role of parliament, policy life cycle, evidence-based policy, learning lessons	1	1 days	Oct-Dec 2010	Ex Pat
Intermediate Policy Making and Development	Senior staff	To provide an advanced understanding of policy development	The 9 policy principles, stakeholders consultation, enforcement, monitoring and	2	2 days	Oct-Dec 2010	Ex-Pat

Course Title	Target Group	Training Objective	Course Topics	Level	Duration	Start Date	Trainer
			evaluation				
Code of Conduct and Ethics	Senior and mid-level staff	To ensure that all staff are clear and knowledgeable about the COR Code of Conduct. To distribute the Code to their staff	Purpose definition, types/causes, ethics/transparency, accountability, courses of action, informing staff	1	1 day	July-Sept.2010	CNN
Basic Administrative Skills	Admin. Staff	To improve the administrative skills in the COR	Information retrieval, systems planning, communication desk management, time management	1	3 days:3 sessions 1 week apart	April-June/2010	CNN
Advanced Administrative Skills	Senior Admin. staff	To build on the professional skills of staff	Planning system, decision making, communication	2	3 days One 2 day session with interim practice 1 day review	Sept-Oct/2010	CNN
Basic Report Writing	All staff with report writing duties	To enhance the written communication skills of staff	Purpose of reports, planning, organizing information formats, clarity, practice	1	2 days:	July-Sept.2010	CNN
Intermediate Report Writing	Senior staff	To enable senior staff to produce professional reports, administrative orders and briefing notes	Types of reports, selecting material, organizing clarity, practice	2	3 days One 2 day session with 1 hour workshop for review of own work	Oct-Dec 2010	CNN
Office Protocol	Junior and mid-level staff	To enhance professional behavior in the workplace	Professional standards, meeting and greeting, collaboration at work, communication etiquette and public events	1	1 day	April-June.2010	CNN
Stress Management	Senior and mid-level staff	To identify the causes of workplace stress and to provide proven techniques to manage stress	Causes of stress, coping with stress techniques	1	1 day	Oct-Dec 2010	CNN
Motivation Skills	Senior and mid level managers	To assist managers in motivating their staff to	Theory of motivation, techniques, how to follow	1	1 day	July-Sept.2010	CNN

LSP Training Plan and Timetable

Course Title	Target Group	Training Objective	Course Topics	Level	Duration	Start Date	Trainer
		achieve the COR's objectives	through				
Decision Making Skills	Senior and mid-level managers	To develop decision making skills to increase professional efficiency and clarity of judgment	concept of decision making, examples of methods and decision making techniques, role of information problems and challenges	1	2 days:1, 1 day session with interim practice for 1 week 1 day session	July-Sept.2010	CNN
Human Resource Management and Techniques for Supervisors	Senior and mid-level staff	To equip managers with basic HR methods in the context of the legislative work of the COR	HR function and policies, HR processes, challenges, teamwork, motivation, managing conflict	1	3 days:2 day session with 2 weeks practice followed by 1 day session	April-June.2010	CNN
Effective Management	Senior and mid-level staff	To build the professional capacity of managers	Role of a manager as leader, COR's vision and mission, work styles, professionalism at work, openness/transparency, goal setting, managing performance, delegation, team leadership, motivation, presenting information	1	8 days 1 day per week for 8 weeks with interim work based project and presentation	July-Sept/2010	CNN
Crisis Management	Senior staff	To enhance the skills, techniques and behavior in order to deal with organizational crisis	Crisis: recognition, containment, resolution, communication, risk management, contingency evaluation	1	2 days	Oct-Dec 2010	CNN
Management							
Basic Time Management	Junior and mid-level staff	To develop productive time management techniques to manage own time	Concept of time, methods, delegation, follow-up	1	2 days:1 day session with interim practice for 1 week 1 day session	April-June/2010	CNN
Intermediate Time Management	Senior staff	To increase the time management skills of senior staff to manage their own and other's time	Theory of time, models of time management, managing other's time, monitoring	2	1 day	Oct-Dec 2010	CNN

Course Title	Target Group	Training Objective	Course Topics	Level	Duration	Start Date	Trainer
Leadership Skills	Director General [and senior staff]	To increase professional leadership in the COR	Modern leadership in context, types of leadership, engaging leadership competencies	3	2 days 1 day session followed by 2 weeks practice 1 day session	Oct-Dec 2010	Ex-Pat
Strategic Planning	Senior staff and mid-level staff	To ensure that managers plan strategically for the future	Setting direction, strategic analysis, planning tools, monitoring	1	2 days 2 session one week apart with interim practice of 2 weeks	Oct-Dec 2010	CNN
Change Management	Senior and mid-level staff	To provide the theory and practice of managing change	Types of change, understanding transition, stages of change, managing change, communication, evaluation/lessons learnt	1	1 day session with interim practice of 1 week 1 day session	Oct-Dec 2010	CNN
Negotiation Skills	Senior and mid-level staff	To build negotiation capacity through building skills. To perform well when negotiating	Basic elements of successful negotiation, preparation, behavioral skills, clear communication, tactics, assertion, averting problems,	1	2 days	July-Sept/2010	CNN
Intermediate Negotiation Skills	Senior and mid-level managers	To increase the ability to successfully negotiate	Developing tactics, the negotiation see-saw, communication common issues and how to overcome them	2	1 day	Oct-Dec/2010	CNN
Recruitment and Selection	Staff with hiring duties	To increase the skills of staff in recruitment and selection in the COR	Job specifications, types of selection, sifting applications, preparing for interview, conduct at interview, role of the chair, decision making, feedback to candidates	1	3 days	July-Sept/2010	CNN
Economics for Policy Makers	Staff with an economic brief	To examine the theoretical foundation of economic policies how they are implemented and reviewed	Micro economics, macro economics, implementing economic policy	1	1 day	Oct-Dec/2010	Ex Pat

Course Title	Target Group	Training Objective	Course Topics	Level	Duration	Start Date	Trainer
International Relations and Foreign Policy	Staff with an international relations brief	To introduce the basic elements of international relations and the COR's role in foreign policy	Fundamentals of international, relations and foreign policy, role of international development programs in achieving goals, diplomatic etiquette, rank and protocol role of the COR	1	2 days	Oct-Dec/2010	Ex Pat
Organizing Meetings	Staff who organize meetings	To ensure that meetings in the COR are effectively and efficiently run	Planning meetings, agenda management, preparation, note taking, follow-up	1	2 days 1 day sessions 2 weeks apart	April-June/2010	CNN
Chairing Meetings	Staff who chair meetings	To provide the skills needed to effectively chair and run meetings	Preparation, agenda, control, rules of meetings, running the meeting, time management, handling conflict, follow-up	1	2 days 1 day session , 2/3 weeks practice , 1 day session	April-June/2010	CNN
Communication Skills	Senior and mid-level staff	To improve the basic communication skills of staff	How we communicate, types of communication, barriers, listening, clarity, feedback, practice	1	1 day	April-June/2010	CNN
Intermediate Communication Skills	Senior and mid-level staff	To enhance the communication skills of staff	The elements of communication, body language, advanced listening, push-pull model, practice	2	2 days, 1 week apart with work-based practice	Oct-Dec 2010	CNN
Presentation Skills	Senior and mid-level staff	To improve the performance of staff when delivering presentations	Purpose, types gathering, information structure, timing practice	1	2 days 2, 1 day sessions 1 week apart with work-based presentation	July-Sept/2010	CNN
Effective Speaking	Senior and mid-level staff	To enhance the skills of organizing, structuring and delivering speeches and presentations	Organizing information and thought, structuring speeches and presentations, body language, timing visual effects practice	2	2 days with preparation for practice and delivery	July-Sept/2010	Ex Pat
Strategic Planning for Senior Managers	Senior managers	To enhance the strategic skills of senior managers	Models techniques, implementation evaluation	2	2 days 2 day sessions 1 week apart with practicum	Oct-Dec 2010	Ex Pat

LSP Training Plan and Timetable

Course Title	Target Group	Training Objective	Course Topics	Level	Duration	Start Date	Trainer
Advanced Office Management Skills	Senior Office staff	To develop the office management and administration skills of staff	Diary management, daily agenda, correspondence, briefing binders, detailed itinerary	2	2 days	July-Sept/2010	Ex Pat
Co-ordination and Follow-Up Skills -1	Administrative staff	To equip staff with co-ordination and follow-up skills	Coordinating work with colleagues, other directorates and committees, using it skills	1	2 days	July-Sept/2010	CNN
Intermediate Co-ordination and Follow-Up Skills	Senior Administrative staff	To enhance the skills of senior staff in co-ordination and follow-up	Coordinating follow through of complaints, ministerial correspondence, tracking draft, committee legislation	2	2 days	Oct-Dec 2010	CNN
Handling Conflict for Managers	Senior and mid-level staff	To increase the conflict management skills of managers	Sources of conflict in teams and at work, recognizing potential conflict, techniques, follow-up	1	1 day	Oct-Dec 2010	CNN
IT Training							
Basic Windows	All staff with IT facilities	To introduce the basics and concepts used in Windows XP Operating System	Computer system and benefits of windows OS, important commands, how to operate windows search for files and folders	1	3 days 1 day per week	April-June/2010	CNN
Basic Internet 2007	All staff with IT facilities	To introduce the basics of the internet	What is the internet? benefits of the internet, the use of Microsoft explorer, website navigation, research, appropriate use of the internet	1	1 day	April-June/2010	CNN
Basic Word 2007	All staff with IT facilities	To introduce the basics of Microsoft Word	Word 2007 main interface, how to create and save, using fonts inserting images	1	3 days 1 day per week	April-June/2010	CNN
Basic Excel 2007	All staff who have Excel duties	To introduce the basics of MS Excel 2007	Main interface, create and save excel data sheets, create and save designs, write formulas and calculate data printing	1	5 days 1 day per week	April-June/2010	CNN
Basic Access 2007	Junior staff with Access duties	To introduce the basics of MS Access	Main interface, basic data concepts, creating data tables, data retrieval, access forms for user input, creating reports and	1	3 days 1 day per week	April-June/2010	CNN

LSP Training Plan and Timetable

Course Title	Target Group	Training Objective	Course Topics	Level	Duration	Start Date	Trainer
			summaries				
Intermediate Word 2007	Staff with basic IT skills	To develop knowledge of basic IT skills	To develop complex documents, create lists, tables and sketches, enhanced design styles, customizing properties for image and drawing using page sections	2	3 days 1 day per week	Oct-Dec 2010	CNN
Intermediate Excel 2007	Staff with basic Excel skills	To develop knowledge of basic Excel skills	Develop advanced formulas, build and change sketches, enhance documents and drawings, data sourcing and filtering, viewing and hiding data, advanced printing,	2	3 days 1 day per week	Oct-Dec 2010	CNN
Intermediate Access 2007	Staff with basic Access skills	To develop knowledge and skills in MS Access	access security, adding features queries	2	3 days 1 day per week	Oct-Dec 2010	CNN
Advanced Word 2007	Staff with intermediate Word skills	To enhance understanding and skills of Word 2007	Using Word with other programs, collaborating documents creating multiple document versions, inserting references and notes, working on large documents, document protection forms and interface	3	5 days 1 session of 3 days and 1 session of 2 days 1 week apart	Oct-Dec 2010	CNN
Advanced Excel 2007	Staff who use advanced Excel as part of their duties	To increase understanding and skills in MS Excel	Creating and changing macro data verification, and validation, advanced calculation, pivot tables using multiple documents, protecting data	3	5 days 1 session of 3 days and 1 session of 2 days 1 week apart	Oct-Dec 2010	CNN
Advanced Access 2007	Staff in COR who have Access as part of their duties	To enhance understanding in MS Access 2007	Briefing on program, language programming, access applications, programming Structured Query Language (SQL) queries, building and <i>using macros</i> , data import and export, document versions, inserting references and notes, working on large documents,	3	4 days 1 day per week	Oct-Dec 2010	CNN

LSP Training Plan and Timetable

Course Title	Target Group	Training Objective	Course Topics	Level	Duration	Start Date	Trainer
			document protection, building forms and interfaces, enhancing documents and drawings, data sorting and filtering, viewing and hiding data, advanced printing				
Basic SharePoint	All COR staff with SharePoint access	To ensure that staff are familiar with the uses of SharePoint	Using the SharePoint system, access to SharePoint	1	1 day	July-Sept/2010	CNN
Finance and Budget Training							
Fiscal Management Oversight	Senior staff with financial responsibility	To explore general finance systems currently applicable to the Budget	Fiscal framework, oversight systems, national accounting systems	1	1 day	July-Sept/2010	Ex Pat
Budget Process	Senior staff with fiscal oversight duties	To introduce basic accounting systems and best practice	Definitions of accounting and budgeting terms, range of approaches, preparation of budgets, capital budgets, internal controls	1	2 days	July-Sept/2010	Ex Pat
Overview of International Accounting Standards	Staff with accounting duties	To be introduced to international accounting standards	Introduction to IAS systems the COR context	1	1 day	July-Sept/2010	Ex Pat
Budget Preparation	Staff with budgeting duties	To be introduced to the tools for budget preparation	Budget system in the COR, how to prepare a budget, tools and analysis, monitoring	1	1 day	Oct-Dec/2010	Ex Pat
Budget Best Practice	Staff with budgeting duties	To enhance the skills of staff with budget responsibilities and be introduced to best practice	International comparisons, tools and analysis, current best practice	1	1 day	July-Sept/2010	Ex Pat
Government Accounting	Staff with accounting duties	To enhance the skills of staff with accounting responsibilities	Government accounting, reports and statements, international accounting standards, impact of financial reporting on sovereign credit	2	5 days 3 day session 2 day session 1 week apart	Oct-Dec 2010	Ex Pat

Course Title	Target Group	Training Objective	Course Topics	Level	Duration	Start Date	Trainer
			ratings, quality control systems and tools, fiscal management law, review of government financial statements				
Budget Methods and Standards	Staff with budget responsibility	To provide an overview of budget process. Different types of budgets and OECD best practice for documentation	Processes and procedures of budgeting, review of international systems, OECD budgeting tools, monitoring tools, examination of recent budget	2	5 days 3 day session with 2 day follow up 2 weeks apart for practicum exercise	Oct-Dec 2010	Ex Pat
Supreme Audit Institutions	Senior staff with budget responsibilities	To enhance the understanding of Audit Institutions	Into SAI Iraqi board of supreme auditors, performance auditing, legislative framework, audit terms and techniques	2	4 days 2, 2 day sessions 1 week apart	Oct-Dec 2010	Ex Pat
Budget Research and Methods and Applications	Staff with budget research duties	To develop practical knowledge on how to conduct research and analyze budgets	Research techniques, OECD, USA and UK manuals and guidance, reports and briefings, costing legislation	2	4 days 2 session of 2 days, 1 week apart	Oct-Dec 2010	Ex Pat
Parliamentary Affairs Directorate							
Development of the Work System of Committees	Committee Clerks and staff from the Research and Studies Office	To understand the work of COR committees	Purpose of committees, the COR committee system, committee procedures and rules archiving	1	1 day	April-June/2010	CNN
Report Writing for Committees	Committee Clerks	To improve the quality of committee reports	Technical and legal writing, legislative research skills, documenting legislative intent feedback	1	2 days 1 day session work-based practice for 2 weeks 1 day session	April-June/2010	CNN
Committee Oversight	Staff in the PA Office with committee duties	To understand the role of the modern parliamentary committee system and to organize their work	Role of committees, COR committees, agendas, taking minutes, writing reports, oral and written answers to questions, correspondence, analyzing legislation, drafting	1	5 days 2 sessions of 2 days 1 week apart. 1 day session 2 weeks later	April-June/2010	CNN

Course Title	Target Group	Training Objective	Course Topics	Level	Duration	Start Date	Trainer
			legislation, archiving				
Committee Hearings and Hostings	Committee staff	To familiarize staff on how committees use hearings and hosting as a function of the COR	Oversight role, the hearing agenda, information process, expert testimony, research and questions, opening statements, managing the debate, follow-up	2	1 day	April-June/2010	Ex Pat
The Rules of Procedure	Committee staff	To develop the knowledge and understanding of bylaws and rules of procedure	Role of bylaws in Parliament, current bylaws in the COR, integrating bylaws into legislative work	1	2 days	April-June/2010	Ex Pat
Strengthening the Work of Committees	Committee staff	To develop understanding and the organization of COR committees	Role of committees, COR bylaws, agendas, minutes and note taking, writing reports, written and oral questions, correspondence, research and writing briefs, analyzing legislation, legislative drafting	1	5 days 2 sessions of 2 days, plus 1 day 1 week apart	July-Sept/2010	Ex Pat
Town Hall Meetings	Staff with COR Provincial Office duties	To increase knowledge of the COR's role in Town Hall Meetings	Purpose role of COR staff collaborating with provincial offices	1	1 day	July-Sept/2010	CNN
Oversight Activities	Staff with oversight duties	To equip staff with an understanding of the importance of the role of oversight and to develop their skills	Types of oversight, oversight tool kit, oversight rights, duties and expectations of stakeholders, oversight transcripts archiving	2	3 days	April-June/2010	Ex Pat
The Media Directorate							
Press Writing for Staff	COR Press Secretaries	To develop the skills of staff to write press releases	Role of a press secretary, writing and issuing press releases, organizing media conferences, using 'spin' tactics in media relations	2	4 days 2 sessions per week for 2 weeks	April-June/2010	Ex Pat
Building a Positive Working	Staff who have a working	To enhance the professional relationship	Professionalism working with the media, skills for building a	1	2 days	April-June/2010	Ex Pat

LSP Training Plan and Timetable

Course Title	Target Group	Training Objective	Course Topics	Level	Duration	Start Date	Trainer
Relationship with the Media	relationship with the media	between the media and the COR	positive relationship, collaboration, follow-up				
Introduction to the COR for Journalists	Journalists in the COR	To develop a better understanding of the role of parliamentary democracy	Role of the legislature, the constitution, bylaws and the legislature, comparison of parliaments	1	1 day	April-June/2010	Ex Pat
Press Center Management	Staff who have press center management as part of their duties	To enhance the skill of press center staff	Managing a press center working with the media organization, developing a press gallery	2	2 days	April-June/2010	Ex Pat
Basic Art and Graphic Design	Staff who have graphic design duties	To develop the skills of staff in the Media Directorate in Corel Draw	Basics of Corel Draw, customized applications, graphical objects, manipulating text formats/tables, enhanced drawing printing	1	2 days	July-Sept/2010	CNN
Intermediate Art and Graphic Design	Staff with basic Corel Draw skills	To enhance the basic skills of Media Directorate staff in software packages	Customized applications, working with pages, creating a design, working with images, iterative elements simplifying tasks, finalizing a document	2	3 sessions over 3 weeks	July-Sept/2010	CNN
Basic Publisher 2007	Staff with computer publishing duties	To develop the skills of media staff with publishing duties	Navigation, creating a document, formatting text, multi-page documents, graphics and final touches	1	2 days	April-June/2010	CNN
Intermediate Publisher 2007	Staff with computer publishing duties	To enhance the skills of media staff with publishing duties	Basic publications layout and structure modifications, editing, formatting publications, formatting pictures, distribution	2	3 days 3 sessions over 3 weeks	July-Sept/2010	CNN

Course Title	Target Group	Training Objective	Course Topics	Level	Duration	Start Date	Trainer
Skills for Media Engineers	Staff with media engineering duties	To develop the skills of media engineering staff	Sound engineering with media mixer techniques, video, photography lighting, design TV production with video mixing techniques, after-effects for non-linear editing	1	10 days 2 days per week over 5 week	April-June/2010	CNN
Documentary Film Making	Technical TV staff	To equip staff with the skills to produce COR documentaries	Research, drafting scripts, creativity in documentary film making	2	3 days	April-June/2010	Ex Pat
Administration and Training Directorate							
Professional Qualifications in Human Resources	Currently in discussion with The Ministry of Planning						
Policy Training for HR staff							
Recruitment and Selection for HR staff	HR managers and staff responsible for recruitment and selection	To ensure that managers in the COR are provided with professional support and advice	Purpose/role of HR policy, transparency procedure, giving advice, paperwork and recording, archiving	1	1 day	April-June/2010	Ex Pat
Performance Appraisal for HR staff	Staff with performance appraisal duties	To ensure that managers in the COR are provided with professional support and advice	Purpose/role of HR policy, process, giving advice, paperwork and recording archiving	1	1 day	July-Sept/2010	Ex Pat
Equality and Complaints for HR staff	Staff with discipline and grievance duties	To ensure that staff and managers in the COR are provided with professional support and advice		1	1 day	July-Sept/2010	Ex Pat

Course Title	Target Group	Training Objective	Course Topics	Level	Duration	Start Date	Trainer
Code of Conduct and Discipline	Staff with conduct and discipline duties	To ensure that staff and managers in the COR are provided with professional support and advice	Purpose/role of HR policy, process, giving advice, paperwork and recording archiving	1	1 day	July-Sept/2010	Ex Pat
Health, Safety and Well Being	Staff with health and safety duties	To ensure that staff and managers in the COR are provided with professional support and advice	Purpose/role of HR policy, process, giving advice, paperwork and recording archiving	1	1 day	Oct-Dec 2010	Ex Pat
Research and Studies Directorate							
Research Methods for the COR	Research staff	To develop the research skills of staff	Types of research, planning searches, organizing information, archiving	1	1 day	April-June/2010	Ex Pat
Strategic Analyzing Methods	Research staff	To enhance the skills of research staff	Approaches to analysis methods, formats archiving	2	2 days 2 sessions, 2 weeks apart work-based practice	July-Sept/2010	Ex Pat
Provincial Offices							
Using SharePoint to Manage Citizen Casework	Staff with casework duties	To increase staff effectiveness and efficiency when handling casework	Opening a case, correspondence, tracking a case, follow-up	1	2 days	July-Sept/2010	CNN
Organizing Town Hall Meetings	Administrative staff with Town Hall Meeting duties	To ensure that Town Hall meetings are well run and effective	Purpose, assisting MPs, attendees procedure, planning, organization, follow-up	1	1 day	July-Sept/2010	Ex Pat
Inquiries and Complaints	Provincial office and Committee on Complaints staff	To ensure that inquiries and complaints are dealt with in fair and timely manner	Constituent inquiries, information management, correspondence, managing expectations, follow-up, archiving	1	1 day	April-June/2010	CNN

Training Courses for MPs

Executive Summary

One of the initiatives of the USAID LSP is the MPDP, a multi-month, in-depth initiative to build capacity in Iraq's Parliament. Of the 325 MPs in the COR, 264 or 81% are first-time MPs. While the legislators already possess many of the skills to do their jobs effectively, there is still a need to provide essential information and build overall MP capacity. LSP plans to meet that need through a comprehensive professional development program. LSP proposes to offer MPs a wide range of learning opportunities, catering to vast capacity differences and levels.

*

Background

It is planned that MPDP will be delivered in three phases:

- Phase 1: A three-day program held in tandem with the COR's MP Orientation, scheduled for January 31 – February 2, 2011;
- Phase 2: An eight-week program, which started in June, 2011;
- Phase 3: A six-week program tentatively scheduled to begin October, 2011.

Phases 2 and 3 will build on the preceding one and take MPs from a high-level overview to more and more detailed and expert information. Phases 2 and 3 will include five modules or areas of concentration, as follows:

- parliamentary effectiveness,
- oversight and policy development,
- leadership and management,
- information technology,
- Media and communications.

Each workshop will be repeated several times to allow as many MPs as possible to participate. For planning purposes, it is assumed that 15 to 25 MPs will attend each workshop.

Phase 1: Through a series of speeches and panels, MPs were given an introductory overview of the parliamentary process and their role in it.

Phase 2: MPs are introduced, through a series of workshops, to critical topics that they need to know in their early days in office. The workshops will be repeated frequently to accommodate MP schedules. Phase 2 will include a contingency week to add/reschedule specific workshops if required.

Phase 3: Some Phase 2 offerings will be repeated in Phase 3, while additional workshops will expand on Phase 2 content and will include exercises and activities to

reinforce learning and behaviors that build parliamentary capacity. The phasing of workshop content is intended to prevent overloading MPs with inordinately large amounts of information over a short period of time. As in Phase 2, all workshops will be offered several times. Phase 3 will include a contingency week in mid February to add/reschedule specific workshops if required.

Most of the workshops will be delivered by an LSP team of parliamentary experts from around the world. As well, several partner organizations (Global Partners, IREX, IRI, and NDI) will participate in Phase 1. Global Partners, IREX, IRI, and UNAMI have been invited to deliver some of the Phase 3 workshops and all have responded favorably.

LSP's firm commitment to the success of this important initiative is affirmed in the MPDP Mission Statement which follows.

Mission Statement

The hopeful evolution of Iraq's nascent democracy and, especially, the impending influx of many first-time MPs present LSP with a unique opportunity to create a new culture within the Council of Representatives that understands the benefits of strengthening the institution, thus facilitating the fulfillment of its role as:

- the legitimate voice of the Iraqi people,
- an equal and respected partner with the executive branch in the nation's governance and
- A vigilant guardian of the democratic principles embodied in the Iraqi Constitution.

LSP is wholly committed to fostering these vital COR roles and, through the Members' Parliamentary Development Program, will diligently pursue and reinforce the following themes, each of which is implicit in LSP's mandate to enhance the COR's capacity and MP effectiveness:

- 1 The power of the Iraqi Constitution and the source of the COR's authorities rests with the people of Iraq.
- 2 MPs have an obligation to represent the electorate, and their work will be judged by the public in the next elections.
- 3 The COR is a co-equal branch of government and legislators must have unfettered access to public policy information in order to achieve effective oversight of government actions.
- 4 A strong legislature generates governance that is responsive to the people and strengthens the ability of caucuses to advance their agendas.
- 5 MPs have a responsibility to communicate on a regular basis with those who elected them.

LSP will ensure that:

- the content of each MPDP workshop explicitly reflects the above principles;
- Every workshop leader actively promotes these themes.

Key to workshop numbers:

- The first digit identifies the phase;
- The second digit corresponds to the module number (both zero and one denote Module I);
- The third digit numbers the workshops sequentially.
- A Phase 3 workshop with the same last two digits as a Phase 2 workshop is:

EITHER: a more in-depth session than its Phase 2 counterpart,

OR: a repeat of the Phase 2 workshop, in which case the workshop descriptor will say so.

Module 1: Parliamentary Effectiveness

201

Parliamentary Rules of Procedure

1 Day Session - 3 hrs max (offered in conjunction with Code of Conduct/Parliamentary Decorum)

Implementer: LSP

Workshop Leader: Jamal Abu Khadijeh

Syllabus:

COR proceedings are governed by a detailed set of rules and bylaws called the “Rules of Procedure” of the COR. This workshop will teach MPs the basics of what they need to know to operate within the COR.

- What is Parliamentary Procedure and why does Iraq use it?
- Who enforces the rules and what are the punishments for not following the rules?
- What are the main procedures/protocols within the main chamber?
- Who sets the agenda? How can MPs influence the agenda?
- How are motions and laws voted upon? How are votes recorded?
- Are the rules for committees different than for the main chambers?

202

Code of Conduct and Parliamentary Decorum

1 Day Session – 3 hrs max (offered in conjunction with Parliamentary Rules of Procedure)

Implementer: LSP

Workshop Leader: Roger Simmons

Syllabus:

This workshop will explain to MPs the Code of Conduct and the importance of maintaining parliamentary decorum at all times.

203

Legislative Analysis

1 Day Session – 3 hrs max

Implementer: LSP/IRI

Workshop Leader: Salah, IRI

Syllabus:

A primary function of MPs is to fully understand a proposed bill's policy political objective and the ramifications of its adoption. MPs, individually and/or as a committee must learn to examine and scrutinize all components of the bill, and this workshop is designed to achieve that result,

- Purpose of and need for the legislation
- Who is impacted by the legislation
- Unintended consequences
- Bill Identification
- Short and Long Titles
- Bill Structure
- Legal Issues
- Semantic Issues and Key Terms

204

How to Hold Public Hearings and Consultations

1 Day Session – 3 hrs max

Implementer: LSP

Workshop Leader: Eileen Meier

Syllabus:

This workshop will walk MPs through the hearing process, from agenda setting and witness selection to working with the media.

205

Functions of COR Committees

1 Day Session – 3 hrs max

Implementer: LSP

Workshop Leader: Eileen Meier/Jenna Mace

Syllabus:

This workshop will provide a comprehensive look at the COR committee system and their functions.

206

Using Provincial Offices

(offered in conjunction with Constituency Outreach)

Implementer: LSP

Workshop Leader: Karim Shaaban

Syllabus:

This workshop will explain the structure of the COR Provincial Offices and its limitations. It will also highlight the resources available within the Provincial Offices and encourage MPs to utilize them to their constituents' benefit.

207

Constituency Outreach and Case Management

1 Day Session – 3 hrs max (offered in conjunction with Using Provincial Offices)

Implementer: LSP

Workshop Leader: Peter Dimitroff/Karim Shaaban

Syllabus:

It is important that all new and experienced MPs alike remember that they work for the people of Iraq. As such, they must remain accessible and open to average Iraqi people and take the time to deal with some of the individual issues facing the people.

This workshop will focus on the importance of constituency and casework and will teach MPs techniques to stay active and visible in the governorates and communities that elected you.

209

Stakeholder Relations and Engaging Civil Society

1 Day Session – 3 hrs max

Implementer: LSP

Workshop Leader: Eileen Meier

Syllabus:

This workshop will help MPs identify Civil Society Organizations and other stakeholder groups and how to work with them in the legislative and oversight processes. The workshop will also highlight the expertise and usefulness of Civil Society Organizations.

- Types of Civil Society Organizations
- How to contact them and develop working relationships
- How to include them in the legislative process
- The basics of grassroots

212

International Donors in Iraq (Various Donors)

1 Day Session – 3 hrs max

Implementer: Various Donors

Presenters: TBD

Syllabus:

This workshop is in reality a series of 3-hour seminars. LSP will coordinate a large number of various foreign donors and implementers and invite them to talk to MPs about their work throughout Iraq. MPs will learn who is doing what in their communities and their governorates.

Module 2: Oversight and Policy Development

221

Introduction to the Iraqi Government

1 Day Session – 3 hrs

Implementer: LSP

Workshop Leader: Local Iraqi Professor (Political Science or Law) TBD

Syllabus:

This workshop will help new MPs understand the structure and institutions that form the Iraqi government. The workshop will outline the various elements of the Government of Iraq to help MPs understand and navigate the system successfully.

Specifically, the workshop will look at:

- Iraqi political system
- The Constitution
- The COR as the Legislature
- The Executive Branch, including the role of the President, the PM, the ComSec, Ministries
- The Judiciary and Constitutional Courts
- Respective roles of the Iraqi public service and the COR parliamentary public service
- Roles of Ministries and central agencies and how they work together to provide services to the Iraqi people
- How legislation is presented and passed and the stages of the approval of a bill
- Key players in the government process inside and outside the COR

222

Iraqi National Budget Process

1 Day Session – 3 hrs max

Implementer: LSP

Workshop Leader: Iraqi Institute for Economic Reform (IIER)

This workshop will look at Iraq's budget process and teach MPs the fundamentals of budget formulation in Iraq.

- Introduction (30,000 ft) to Relevant Finance and Budget Legislation
- Board of Supreme Audit and the various financial control mechanisms in Iraq
- The Annual Budget Cycle and Budget Documents given to Parliament
- Overview of MOF's Budget Management Framework
- Macro-level Budgetary Planning and Allocations
- A brief look at the COR's operating budget

223

2010 Iraqi Budget

1 Day Session – 3 hrs max

Implementer: LSP

Workshop Leader: LSP Budget Team

Syllabus:

- Introduce the following concepts: revenue, spending, surplus, deficit, debt (then discuss in the context of the 2010 budget)
- Expected vs. actual surplus/deficit
- Economic diversification/ revenue diversification
- Budget execution
- Oversight: budget execution and results- what was done in 2010, what should have been done, and how can the COR be more effective in 2011
- The Public Financial Management Law
- The budget as a reflection of national priorities (what is the COR's role in setting these priorities?)

224

Introduction to the Government Policy Process

1 Day Session – 3 hrs max

Implementer: LSP

Workshop Leader: TBD (Roger/Ali Ghassan/Eileen)

Syllabus:

This workshop will provide MPs an opportunity to look at common policy-related problems in Iraq and some of the methods being used to address those policy issues. The workshop will also look at the tools available to MPs in the policy development process.

- Distinguishing between Politics and Administration
- How Politicians need to interact with the Government of Iraq to get results
- Political considerations of your policy ideas
- The Policy Cycle?
- The COR Research Directorate
- A strategic framework for policy development
- Impediments to policy development
- Using consultation to further your policy aims
- Avoiding rigidity and developing a range of policy options to garner buy-in from more people
- Policy communication techniques

225

Effective Ministerial Oversight by Parliament

1 Day Session – 3 hrs max

Implementer: LSP

Workshop Leader: Peter Dimitroff

Syllabus:

This workshop will use case studies and practical exercises to help MPs understand the importance of their duty in “overseeing” Ministers, Ministries and the Executive branch of Government.

- Setting an Agenda
- Types of Oversight – formal and informal
- Government Accountability – how are dollars being spent

Module 3: Media and Communications**231*****Strategic Communications******1 Day Session – 3 hrs max******Implementer: LSP******Workshop Leader: Brian Mefford*****Syllabus:**

- What is a “communications strategy”?
- Linking a communications strategy to the overall goals and objectives of the organization
- Communications planning
- (your caucus, your committee)
- How people receive information
- Packaging your communications strategy properly to speak to the necessary audience
- Introduction to crisis management

232***Media Relations I: Dealing with the Media******1 Day Session – 3 hrs max******Implementer: LSP******Workshop Leader: Leslie Rose/IREX*****Syllabus:**

Dealing with the media requires MPs to develop a core message and stick to those messages to effectively communicate to Iraqis. MPs will learn how to read and analyze the environment in Iraq and learn how to communicate effectively through Iraqi and international media on essential issues. Specific topics will include:

- Understanding the needs of the media
- Developing good media relations, including media members who cover specific issues or governates
- What comprises a “good” media product such a press release and an effective background document
- Importance of message consistency across party and caucus lines and how to respond to various scenarios with approved and consistent messages.
- Answering questions from the media
- What makes an effective news conferences and media briefing

- Dealing with requests for interviews
- Drafting news releases that will get attention
- Responding to articles and letters in newspapers

233

Caucus and Committee Communications (Internal Communication)

1 Day Session – 3 hrs max

Implementer: LSP

Workshop Leader: Brian Mefford

Syllabus:

So now you are elected as an MP, but how do you convey your message over that of others? One way to succeed is to have a consistent message with a group of likeminded MPs across your caucus and/or your committee. Working together with a diverse group of MPs will ensure you and/or your caucus's message will be heard above that of others. This workshop will look at the need to develop unified caucus and committee communications strategies and ensuring discipline in the delivery of those messages. It will also review the government communications cycle and how your caucus and/or committee need to have a plan to remain in line with and/or oppose particular issues (with specific, clear, concise and consistent messages). You will also learn:

- How to use internal and external communications techniques to reinforce your party's promises to have influence on the government agenda.
- How to plan party and caucus messages/stances on upcoming issues such as when new laws are introduced?
- The downside of a caucus or party or committee having competing or contradicting messages.
- How to set rules and expectations for communications regarding your spokespersons and what they should and should not say.

Module 4: Leadership and Management

241

Effective Time Management for MPs

1 Day Session – 3 hrs max

Implementer: LSP

Workshop Leader: Hazel Brookeman

Syllabus:

The life of an MP is extremely busy and MPs must become effective time managers in order to get more done with less time.

This workshop examines the daily work cycle of MPs and highlights the importance of meeting deadlines and will help MPs learn to plan, schedule and control their workloads in order to meet established timelines.

At the same time, MPs will learn how to better manage interruptions, control crises and eliminate time-wasting factors by analyzing the way they use their time and teach MPs best practices and techniques to effectively manage their time.

242

The Role of the COR Secretariat and MP Relations

1 Day Session – 3 hrs max

Implementer: LSP

Workshop Leader: TBD

Syllabus:

To be finalized

243

Meeting Management and Holding an Effective Meetings

1 Day Session – 3 hrs max

Implementer: LSP

Workshop Leader: Peter Dimitroff

Syllabus:

To be finalized

245

Public Speaking and Presentation Skills

1 Day Session – 3 hrs max

Implementer: LSP

Workshop Leader: Leslie Rose/Roger Simmons

Syllabus:

- Use of powerful language
- Proper selection of memorable ideas that will make convince the audience
- Strategies for knowing the audience and engaging them in live events
- Tools, tips and advice for the presenter

246

Mediation and Negotiation I

1 Day Session – 3 hrs max

Implementer: LSP

Workshop Leader: Brian Mefford

Syllabus:

When conflicts emerge in the COR, MPs may need to intervene between various groups to help find a solution and common ground. An important skill for all MPs is to know how to deal rationally and fairly with conflicts that may occur between sects, ethnic groups, colleagues, committees etc. MPs will learn tried and tested mediation skills and techniques.

- Understanding conflict
- Dispute resolution process
- Informal conflict mediation framework
- Personal conflict resolution styles
- Practice exercise: mediating conflicts

- Mediation success factors
- Communications skills for mediation
- Transforming the COR – using win-win models to build consensus

248

Human Resources - Managing Your Staff and COR HR Policies

1 Day Session – 3 hrs max

Implementer: LSP

Workshop Leader: Hazel Brookeman

Syllabus:

Good HR management will be an important element in MP success. MPs will have responsibilities for overseeing and managing COR staff that support their functions. There are rules, policies and laws that MPs need to know in order to establish an appropriate and productive relationship with support staff and to ensure that nothing untoward happens.

- Knowing the COR HR policies and management disciplines
- Roles and responsibilities of the Human Resource Department and what is/is not acceptable for management and staff

Module 5: Information Technology

252

Email, PowerPoint and IT Security

1 Day Session -3 hrs max

Implementer: LSP

Workshop Leader: Ibraheem/Hussam (LSP)

Syllabus:

MPs in the past wanted access to “quick reference” classes to refresh their computer skills. Throughout phases II and III, the LSP will offer non-certified “drop-in” sessions where MPs can get a quick refresher on the Microsoft Office Suite, which is used in the COR. LSP’s CCN trainers will make themselves available one or two days a week to teach the basics.

- Learn quick steps to create a slide show, start to finish.
- Learn basic tasks, how to amend existing slides and how to import photographs and graphics
- Create visual appeal out of text and other information

253 * TBD

Legislative tracking

1 Day Session -3 hrs max

Implementer: LSP

Workshop Leader: LSP IT

Syllabus:

MPs will be briefed/trained on Legistar/Insight.

*At a meeting held on December 4, 2010, between LSP and the Legistar training team, it was agreed that this workshop will be offered during the second half of Phase 2 if possible, otherwise during Phase 3 as Workshop 353. Workshop 253 will not be included in Phase 2 promotional materials, but will be announced to MPs at the appropriate time.

Annex 4

Training Cycles for Staff

Administrative Skills Cycle– Level One 5-day cycle

#	Course Title	Course topics	Training objective	Target group	Duration
1	Office Management	Diary management, daily agenda, correspondence, briefing binders	Design and keep modified office working procedure	Observers, clerks	1 day
2	Office Protocol	Collaboration at work, communication in the work place, office etiquette	Improve behavior in working place		1 day
3	Report Writing	Purpose of reporting, organizing information, formats, clarity, references and footnotes	Draft and write better reports		1 day
4	IT workshop in report writing	Use MS Word in writing professional reports	Improve and modernize reports		1 day
5	Time Management	Plan tasks and organize individuals' time to improve work efficiency	Prioritize and plan tasks		1 day

Administrative Skills Cycle – Level Two
7-Day Cycle

#	Course Title	Course Topics	Training Objectives	Target Group	Duration
1	Organizing Meetings	Agenda management, preparation, note taking and follow up	Organize meetings effectively	Observers, clerks	1 day
2	IT work shop in organizing meetings	The latest technology in organizing meetings	Use the technology for effective meetings		1 day
3	Communication Skills	What is communication, types of communication, barriers, active listening, feedback	Improve communication skills		2 days
4	Coordination and follow up	Diary management, correspondence, daily agenda, briefing binders, reports and follow up	Design and keep simplified office working procedures		2 days
5	IT workshop	Practical use of MS Office applications in administrative work	Use MS word professionally to improve the office work		1 day

Management Skills Cycle – Level One
8 – Day Cycle

#	Course Title	Course Topics	Training Objective	Target group	Duration
1	Principles of Management	Planning, organizing, implementing, monitoring and evaluation	Put all managers' activities in a unique perspective	Deputy directors, head of departments	2 days
2	Motivation and Team Building	Theory of motivation, motivation techniques, team building	Motivate the work team to improve work efficiency		1 day
3	Decision Making skills	Concept of decision making, examples of methods and decision making techniques, roles of information, problems and challenges	Improve decision making techniques		1 day
4	Time and Stress Management for managers	Organize the team work effectively by making the best use of collective time, work stress relieving	Provide better team time and stress management tools		1 day
5	Human Resources Management for mid level managers	HR policy in the COR, HR functions and processes, teamwork, introduction to performance management	Know the basic HR processes expected from mid level managers		1 day
6	IT workshop in HR	The use of MS Excel and MS Access application in HR	Develop the HR work by using MS Office applications.		1 day
7	Conflict Management	Managing work conflicts effectively	Ensure a peaceful management of conflicts		1 day

Management Skills Cycle – Level Two
10-Day Cycle

#	Course Title	Course Topics	Training Objective	Target group	Duration
1	Communication skills	Communication theories, barriers and how to avoid them, active listening and feedback	Improve by practicing the skills of communication at work	Deputy directors, Head of departments	2 days
2	Leadership Skills	Modern leadership in context, types of leadership, engaging leadership	Find and implement you own leadership style in your working context		2 days
3	Chairing Meetings	Meeting preparation, agenda control, rules of effective meetings, running the meeting, time management, handling conflicts and group interactions, follow up	Chair and run meetings effectively		2 days
4	Presentation Skills	How to present your work, make effective presentation	Present your work and tasks effectively		1 day
5	IT workshop in presentation skills	The use of MS PowerPoint in presentations	Make brilliant presentations by using MS PowerPoint		1 day
6	Negotiation Skills	Basic elements of successful negotiation, preparation, behavioral skills, clear communication, tactics, assertion, averting problems	Conduct successful negotiations		2 days