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Iraq Governance Strengthening Project/Taqadum

TYPE OF REPORT: Final Capacity Building Needs
DATE: December 15, 2015



IRAQ GOVERNANCE STRENGTHENING PROJECT

Type of Report: Final Report
Report Title: Capacity Building Needs

FUNDED BY USAID

Contract No. AID-267-C-11-00006

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Capacity Building Needs

Contract No.: AID-267-C-11-00006

Contractor Name: *Chemonics International, Inc.*

USAID Cognizant Technical Office: *Democracy and Governance Office
USAID Iraq*

Date of Report: *15th December 2015*

Document Title: *Capacity Building Needs
FINAL*

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The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

Capacity Building Needs

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I. EXECUTIVE SUMMARY

This assignment has been carried out as part of Governance Strengthen Project *GSP/Taqadum*. The project's global objective is to develop the capacities of employees in the directorates within the governorates. The specific objectives are to: (a) identify the capacities needed to perform the transferred functions from ministries into the directorates within the governorates; (b) develop a capacity building training plan for categories of staff in the directorates based on a sound analysis of capacity themes and priorities.

It is necessary to mention that the assignment is not geared toward identifying training needs in general, but rather those needs that are required to build the capacities of staff in the directorates related to the transferred functions within a short to medium time frame. The assignment outlines a series of immediate impact activities (3-6 months) that build the foundation for ongoing capacity development, as well as short- to medium-term initiatives (one year).

This report covers the individual capacity needs assessment in the context of the overall organizational needs within the governorates.

The Capacity Building Training Plan does not include costing for proposed training themes because, by the date of preparing this report, the job titles and number of participants per each job title were not yet identified. Having said that, the Capacity Building Training Plan has sought to utilize information to prioritize the needs, propose training techniques, address the general objective, suggest main curricula, and propose a training period per each training theme.

During a workshop, an initial list containing (83) capacity building needs has been expressed by the provincial directorate to perform the functionalities effectively. *GSP/Taqadum* reviewed this initial list and developed a list containing (90) capacity needs.

A two-day workshop with the attendance of 15 participants from Governor's Offices (GO) and targeted directorates was held in Erbil November 2-3, 2015. The main purpose of the workshop was to: 1) Review the list of capacity building needs developed by *GSP/Taqadum* and specify topics that are generic; 2) Obtain better understanding of the provincial expectations of what *GSP/Taqadum* will provide pertaining to the capacity building needs; 3) Gain buy-in from the participants on the suggested themes and needs; (4) Discuss the methods of training delivery and priority per each need; and 5) Identify the GO capacity building needs.

Following the outputs of the workshop mentioned above, *GSP/Taqadum* re-organized, deleted, added, and modified the capacity needs and produced a list of (75) needs.

Based on the above efforts, *GSP/Taqadum* compiled an overall list of capacity building needs, and the most agreed-upon capacity needs were developed further. This was based on the fact that the number of needs was not directly linked to the process of transferring the functions, since they fall under either general training soft or legal skills that could be delivered as an on-job application, such as water plants and wastewater treatment and labs.

Accordingly, a capacity building plan was developed to reflect the actual needs of thirty capacity building training needs (**Appendix 1**) necessary to support the provincial directorate to perform their functions effectively, according to the attached training themes and syllabus (**Appendix 2**).

Additionally, this report includes a set of recommendations and principles to ensure proper and efficient implementation of the Capacity Building Training Plan.

2. INTRODUCTION

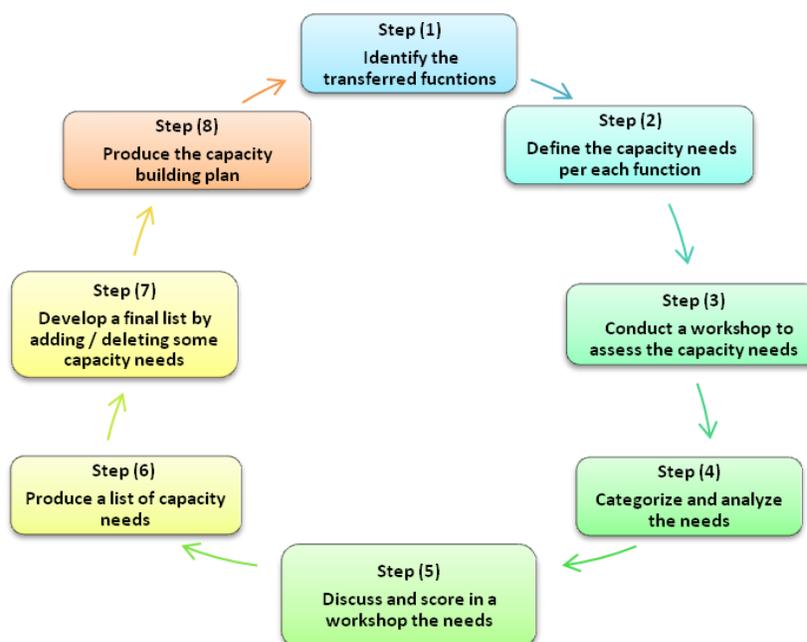
The overall capacity assessment framework consists of the following pillars:

- 1. Enabling Environment.** It includes all the rules, laws, policies, power relations and social norms that govern civic engagement. The enabling environment sets the overall scope for capacity development. It also provides the opportunity to explore the enabling elements that should be assessed and later developed to reach an acceptable level of capacities that enhance the overall performance of governorates. It also addresses elements such as legislation, roles and authorities, and policies.
- 2. Organization.** It refers to the internal structure, policies and procedures that determine an organization's effectiveness. The better resourced and aligned these elements are, the greater the potential to grow capacity. Organization explores the applicable elements that enhance the development of capacities, which in turn, assist in better performance and achievement of strategic goals and operational objectives. Organization also addresses elements, such as organizational structure, processes and procedures, and resource management systems.
- 3. Individual.** It refers to the skills, experience, and knowledge that allow each person to perform efficiently. Some of these are acquired formally, through education and training, while others come informally, through doing and observing. Individual provides the opportunity for exploring to what extent the quantity, quality; knowledge, skills and abilities of the workforce serve the organization in fulfilling its anticipated and programmed activities both in the present and in the future.

3. STEPS OF ASSESSMENT PROCESS

To achieve the objective of the capacity building process, the team of experts adapted the following diagram that represents eight sequential methodological steps:

Individual Capacity Needs: Methodological, Sequential Steps



4. APPROACH AND METHODOLOGY

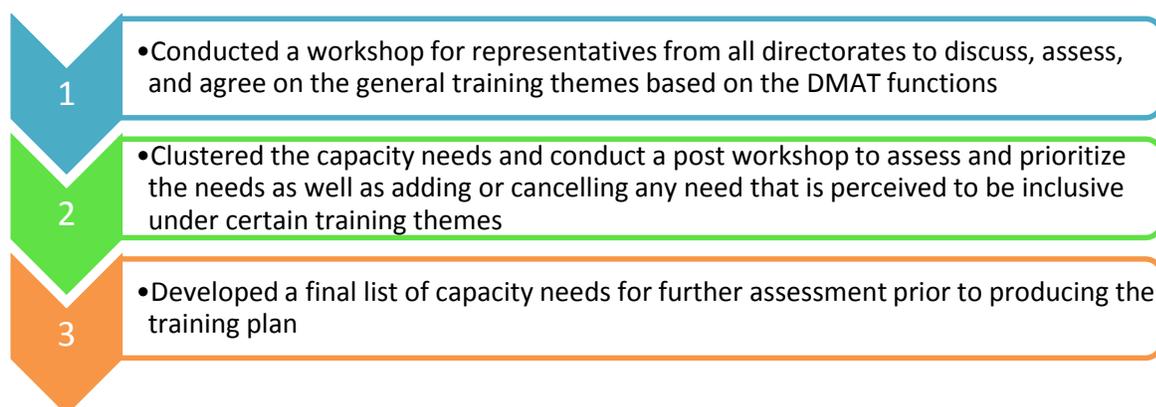
4.1 Approach

The approach towards **capacity building** in public administration bodies, and in this case targeting the staff of the directorates within the governorates, is based on a global concept of training coordination and management. This is built on a strategic, managerial, and operative level. The key features of the methodological approach are as follows:

- **Contextualization and transferability:** through a strong link with the concrete working reality of participants. All topics will always contextualize into the real working situations that trainees experience every day. Participants are encouraged to share their experiences freely and to voice their doubts regarding the upcoming changes.
- **Active learning:** participants will be asked to participate actively in the learning processes, to elaborate on concepts and knowledge, thus contextualizing them in their own reality. Participants are seen at the **center of the learning process** and are responsible for their development.
- **No “top-down” training.** Trainers will focus on methods that enable participants to develop skills and competencies, linking them directly to their real working performance.

4.2 Methodology

The main preparations for the capacity building needs were performed as follows:



Based on the above approach, the following activities, and indications were undertaken for the purpose of documenting the mechanism used to design the capacity building plan:

1. Rephrase the training themes to keep them clear and concise.
2. Delete repetitive words under each training subject such as course, need, etc.
3. Revisit all the training subjects that were generally approved during the workshops and group them according to similarities and/or differences.
4. Cancel the number of training needs viewed as incompatible with the immediate need to apply decentralization, such as secretarial duties, time management, etc.

5. Cancel the number of training needs that do not represent any negative impact if implemented at a later stage, such as: engineering of gardens, air pollution, management of garbage, maintenance of sewage networks, the design of water stations, Microsoft applications, etc.
6. Some of the training themes could be conducted as on-the-job training, particularly regarding technical needs, such as: wastewater labs, water treatment plants, etc.
7. The number of laws included in the list of needed capacities should be dealt with separately, rather than through participation in training courses, i.e.; specific related articles in the laws could be explained and circulated, and/or frequently asked questions could be developed and circulated.
8. Add additional training themes deemed as necessary, such as: socio-economic development; procurement and inventory management; design and development of organizational structures and job structures for governorates and general departments; how to communicate with the media; technical business writing, i.e., Terms of Reference (TOR), technical specifications, Request for Proposal (RFP), Memorandum of Understanding (MOE); decentralization; communication and outreach with citizens; measuring citizen satisfaction; knowledge management; and twinning and success stories in dealing with transferred functions.
9. Consolidate training subjects under one major training theme, such as: financial management, human resources management, and project management.
10. Cluster training themes according to training fields, such as: administrative, financial, legal, technical, and servicing.
11. Distribute the training capacities according to the level of demand: high (1-3 months), medium (3-6 months) or low (6 months and above).
12. Include suggested training providers to deliver each training theme: 1) The Ministries: experienced employees in the subject-matter; 2) Training centers, and/ or external trainers; and 3) *GSP/Taqadum* expats or international expert trainers.
13. Suggest that the duration of each training theme varies "between" one day to five days.
14. Identify the training techniques per each training theme, such as: workshops, case studies, manuals, guidelines, Frequently Asked Questions (FAQs) and answers, overall concept, and on-job-training practice as illustrated in **(Appendix 3)**.

Note 1: The target groups of participants and number are left vacant as they require identification in coordination with the governorates and departments.

Note 2: The approximate cost of each training course will depend on the number of participants on one hand, and the need to repeat the introductory of the same training course on the other.

5. OBJECTIVE AND CURRICULA OF CAPACITY THEMES

To highlight specific content that needs to be provided for the target groups of participants, the attached appendix reflects suggested main objectives and contents that can be used as guidance by the trainers to develop the training material **(Appendix 4)**.

6. RECOMMENDATIONS

It is recommended that the following principles are taken into consideration when anticipating implementation of the capacity building plan:

Capacity Building Needs

1. Since the concurrent transfer of functions is required, it is recommended that the majority of employees are engaged in the same spectrum of training subjects according to the nature of their work and job title.
2. Some training courses could be delivered in parallel with ongoing work commitments.
3. Course materials should include a combined focus on theory and methodologies; skills development through applied exercises; guided reading; and exposure to best practices.
4. A methodology for training impact assessment (TIA) should be built and applied immediately after the completion of the training course, and again after 3-6 months.
5. A training evaluation should be conducted by gathering trainees' reactions to the following topics: scope of the training course; appropriateness of material; the usefulness of training techniques and methods; adequacy of the facilities; timing or length of the course; the effectiveness of the instructor; and participants' suggestions and comments.
6. Some training programs could be supplemented by specific on-the-job training through other interventions, such as: field visits to work premises, i.e., schools, hospitals, municipalities, water plants, etc.
7. Establish a training database to ensure earlier notification of target audience before training takes place, etc.

Appendices

- Appendix 1 Capacity Building Training Themes
- Appendix 2 Capacity Building Training Plan
- Appendix 3 Training Techniques and Methods
- Appendix 4 Main Objectives and Curricula of the Training Themes

Appendix I

Capacity Building Training Themes

1. Legal consultations and drafting of the legal opinion
2. Notary Law 33, 1998 (Article 9): the responsibility of an authorized person to perform certain legal formalities; especially to draw up or certify contracts, deeds, and other documents for use in other jurisdictions
3. Management of movable (desks, equipment, etc.) and immovable assets (sales, rents, allocations)
4. Urban Planning: review of designs, and approved regional designs
5. Preparation of modern designs in various sectors such as school environments, hospitals, water and wastewater plants
6. Government contracts: prepare records; draft an advertisement; award procedures; monitor the execution process; prepare a feasibility study; prepare the standardized project documents and/or prequalification documents; analyze bids; draft contracts; and contract award
7. Promote and market investment opportunities in various sectors
8. Technical Writing: Terms of Reference (TOR); Technical Specifications (TS); Request for Proposal, (RFP); Memorandum of Understanding (MOE)
9. Decentralization
10. Socio-economic development
11. Project management cycle
12. Wastewater: design the construction of water treatment plant projects; and apply SCADA system for treatment and lift stations
13. Financial management
14. Financial Management Information System (FMIS)
15. Accounting procedures: investment budget of projects: allocations, money transfers, change orders
16. Procurement and Inventory Management
17. Collection techniques
18. Financial control and audit
19. Internal audit procedures
20. Total quality management
21. Twinning concept, and exchange of knowledge and experiences
22. Organizational structure, staffing structure
23. Strategic and operational planning
24. Media campaign and awareness
25. Communication and outreach, public engagement
26. Knowledge Management: acquisition, exchange, documentation, and dissemination
27. Human Resources (HR) management: civil service law, pension law, incentives and allowances, promotion and advancement, disciplinary actions, resignation, performance appraisal, job description, interviewing and selection, leave, external training
28. Servicing tunnel concept: infrastructure networks
29. Citizens' satisfaction: criteria, indicators, analysis and assessment

Appendix 2

CAPACITY BUILDING PLAN *(end of document)*

Appendix 3

TRAINING TECHNIQUES AND METHODS

The following techniques and methods intend to provide initial indications about aspects to consider when delivering the training courses. They represent a combination of participatory learning techniques, and methods suitable per each training theme.

1. **Formal Courses:** This model is preferred for cognitive, theoretical or conceptual matters. The formal course allows for large group training, together with small group discussions and problem-solving based on work experience.
2. **Planned On-the-Job Training:** A very effective form of training, this model is conducted in the workplace where skill requirements apply; it indicates that the actual job to be done becomes a training aid. Demonstrations and skills practice take place naturally.
3. **Portfolio Projects:** This method integrates the development of a small change management project into tailored training, which should be implemented on return to the workplace. It is a highly effective method that supports the adoption of new practices and approaches. It requires limited periodic feedback in the form of mentoring support.
4. **Ad-hoc On-the-Job Training:** This is a methodology conducted in the workplace. Ad-hoc means “for the particular case at hand.” This method is suitable to address relatively small and individual requirements; e.g. it would be suitable for some computer skills training. It is brief and to the point. It may be conducted for a very small group. This approach incorporates the coaching concept.
5. **Information Dissemination:** This model is used for delivering new information, policy details or new planning approaches to large groups of people who all have the same need to know.
6. **Study Tours:** A practical approach to viewing, first hand, the ideas, and application of techniques of best practices. New ideas can be introduced here in a dynamic and interesting manner. A Study tour could take place at the national and regional level (if the cost is secured).
7. **Structured Workshops:** This approach combines the formal course approach together with certain elements of on-the-job training. A formal short course is supported by a detailed pre-course briefing, which is followed by a period of on-the-job application. During this time, the participant works closely with his/her supervisor to check that the knowledge and skills covered during the course have been learned and applied.
8. **Short Presentation**
9. **Case Studies**
10. **Manuals and Guidelines**
11. **Unified Procedures and Methodologies**
12. **Frequently Asked Questions (FAQs)**

13. Summaries and Clarification of Legal Articles

Appendix 4

THE GENERAL FRAMEWORK OF THE CAPACITY BUILDING COURSES

Training Topic	The Basis of Financial Oversight and Auditing	
General Objective	Introduction of internal audit systems and administrative oversight, its functions and standards	
Basic Components	<ul style="list-style-type: none"> Internal oversight and the difference between the internal review and internal oversight Basic components of the system of internal oversight and, evaluation and examination of the internal oversight structure and internal oversight tools, Internal review; internal review types, planning of the review process, development of the review program, methods of the review process 	<ul style="list-style-type: none"> Actual inventory, documentary review, and random sampling, Report preparation on the review process and internal review reports standards Beneficiaries of the internal review report, The most important content in the internal reviewer report and criteria for selecting the internal reviewer

Training Topic	Audit Processes Procedures	
General Objective	Introduction of the concept and the importance of audit and oversight, and the stages and steps of the audit and review process	
Basic Components	<ul style="list-style-type: none"> Internal oversight system as an introduction to the review and monitoring processes Workflow, review and audit process planning of all work activities Review and Audit process (sudden, programmed, and follow-up); Necessary skills for the auditor and controller 	<ul style="list-style-type: none"> Modern methods for review and audit processes and work activities Internal oversight process success methods Preparation of the internal review and audit reports Inventory and warehousing oversight and inventory processes

Training Topic	Methods of Revenue Collection	
General Objective	Introduction of the basis of revenue collection and delayed debts, and the elements and stages of the process of revenue collection	
Basic Components	<ul style="list-style-type: none"> Introduction of the concepts of revenue collection and accounts receivable The stages and steps to collect due revenue The quality of information that will help in the collection of revenue, Accounting cycle of the playabilities, 	<ul style="list-style-type: none"> Delayed debt collection techniques, Accounting processes implementation relating to the collection of revenue Preparing statistical reports about the reality of the collection level

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Training Topic	Management of Procurement and Stores	
General Objective	Provide the participants with planning skills of procurement and inventory control to ensure the provision of timely service delivery	
Basic Components	<ul style="list-style-type: none"> • The basic concepts of procurement, storage, planning and securement of supplies, materials and work requirements • Procurement methods and organizational rules for ways to purchase • Procedures and forms used in the purchase and storage processes • The application of trade-offs, rehabilitation and evaluation methods to suppliers, and the trade-off factors between suppliers • Preparation and writing of tenders and contracts 	<ul style="list-style-type: none"> • Procurement planning and, warehouse organization, methods and procedures of purchase and storage • Inventory control and evaluation of purchases • Application of inventory control methods • Preparation of policies and methods of getting rid of stagnant materials (non-active), • Inventory control methods, inventory control reports, inventory control indicators, stagnant inventory: causes and methods of treatment, and storage protection methods

Training Topic	Development of the Investment Budget	
General Objective	Introduction of stages of preparation of the investment budget, the investment budget, and other budgets relationships, methods of forecasting and planning of revenues and expenditures and, the evaluation of investment projects budget	
Basic Components	<ul style="list-style-type: none"> • The nature and essence of planning budgets and budget types • The concept of the budget and its functions, and the budget preparation cycle (stages) • Introduction to the preparation of budgets • Types of budgets and the relationship between them • Planning budgets and the preparation of revenues and expenditures budget • Identification of the key factors governing the preparation of the budget, and data sources (internal - external) 	<ul style="list-style-type: none"> • Stages of data processing for preparation of budget estimates • Methods of revenue and expenditures forecasting • The investment budget and, its importance and relationship with other budgets • Introduction to financing the investment budget • The investment budget components • Evaluation models of investment projects listed within the budget • Analysis of deviations, their types and causes, and diagnosis and treatment methods

Training Topic	Accounting Works Processes	
General Objective	Acquire the skills to deal with all the accounting procedures of registration, referral and the preparation of reports and financial statements	
Basic Components	<ul style="list-style-type: none"> • Registration of the daily financial processes • Referral of financial processes to the general ledger • Registration and referral of adjusting entries 	<ul style="list-style-type: none"> • Trial balance preparation • Bank account audits • Deposits, advance payments, and preparation of financial statements

Capacity Building Needs

Training Topic	Financial Information Management System	
General Objective	Introduction of system functions and components, the importance of the system in the stages of planning, implementing and monitoring the financial accounts to enhance transparency and governance of business	
Basic components	<ul style="list-style-type: none"> • Stages of planning, implementation, and monitoring and evaluation • the objectives of the information management system and its functions, components and advantages • System tools and general structure of the accounts 	<ul style="list-style-type: none"> • Issuance of the necessary financial reports in various stages of the system's application • Work mechanisms of accounting and financial procedures in budget preparation and their execution • Technical fields such as programming and management of the work environment

Training Topic	Financial Management	
General Objective	Acquire the skill to prepare capital and operational budgets for the implementation of effective and efficient plans, programs and projects. Gain knowledge of the methods of financial planning and financial analysis for the development of the budget and improved financial performance	
Basic Components	<ul style="list-style-type: none"> • International accounting standards and the monetary cycle and, their relation to liquidity • The elements of the budget preparation cycle • How to prepare the overall budget • Preparation of feasibility studies 	<ul style="list-style-type: none"> • Financial analysis and its usage in governing the general performance • Preparation of the capital budget, financial planning, and cash management

Training Topic	Project Management	
General Objective	The introduction of the project life cycle and, inputs and processes of implementation, monitoring, and evaluation of projects and management techniques of risks which are likely to occur during the implementation process. Study the projects' impact to meet the services and achieve the planned development	
Basic Components	<ul style="list-style-type: none"> • The concept of project management and the project life cycle • Calculating quantities and preparation of economic feasibility • Management of the project timetable through identification of tasks, needs and resource assessment 	<ul style="list-style-type: none"> • Estimating the duration of tasks • Development and adjustment of the timetable, • Management of project costs, estimate of the project costs/budget, and cost control • Project risk management and transformative orders

Training Topic	Socio-Economic Development	
General Objective	The introduction of the relationship between social and economic development with the investment and financial planning to achieve the goals and meet the needs and requirements of citizens. The role and the importance of encouraging community participation in the identification of community need and priorities	

Capacity Building Needs

Basic Components		<ul style="list-style-type: none"> • Define economic development, social development, and sustainable development • Elements and pillars of social development • The framework of development policy • The relationship between social development and economic development • Socio-economic development goals 	<ul style="list-style-type: none"> • Obstacles to the achievement of development • The role of community participation in achieving development goals and types of community participation, obstacles to participation, and community factors that encourage participation
Training Topic	Decentralization		
General Objective	Define the role of decentralization in meeting the needs of citizens and improving the quality of life. The relation between decentralization, transparency, integrity and governance		
Basic Components	<ul style="list-style-type: none"> • Define decentralization including, types of decentralization • Administrative decentralization • Financial decentralization • The requirements of decentralization • Decentralization indicators 	<ul style="list-style-type: none"> • The development of a comprehensive plan for decentralization • The relationship between decentralization with governance, transparency, oversight and accountability 	

Training Topic	Marketing of Investment Opportunities	
General Objective	Introduction of the importance and the role of encouraging investment in raising the efficiency and effectiveness of performance which is reflected positively on the implementation of projects to benefit the citizens as well as encourage private sector participation in the development process	
Basic Components	<ul style="list-style-type: none"> • The concept of encouraging investment • The importance and the role of promoting investment in the provincial development • Investment promotion strategy axes 	<ul style="list-style-type: none"> • Encouraging the investment cycle • Tools, technologies and best practices in the field of investment promotion

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Training Topic	Urban Planning	
General Objective	The introduction of the close relationship between urban planning and economic and social development. Knowledge of methods, tools, and methodologies of Urban Planning	
Basic Components	<ul style="list-style-type: none"> • Theory, policies and practice in the planning and management of urban and regional management • Information systems and trends of urban planning • Tools, methods and methodologies of urban planning • The relationship between urban planning and economic and social development • Urban and regional planning paths 	<ul style="list-style-type: none"> • The path to developing management skills • How to develop special technical reports of urban planning • How to prepare a regional plan • Usage of performance evaluation indicators in regional planning • Regional development plans management • Geographic information systems and their applications in urban planning • The local administration path

Training Topic	Strategic and Operational Planning	
General Objective	Knowledge of inputs and the requirements for preparation of the strategic and operational plans, and the formulation of strategic indicators of performance measurement, and management of risks associated with the strategic implementation process	
Basic Components	<ul style="list-style-type: none"> • Strategic planning and processes • Analysis of internal and external environments • Preparation of the strategic plan • The development of key performance indicators • Preparation of operational plans • The development of operational performance indicators 	<ul style="list-style-type: none"> • Identification of the resources required implementing the operational plans • Potential risk management during the strategic implementation • Monitoring, evaluation, and measurement of strategic performance • Preparation of comparison reports between the planned and actual strategic objectives

Training Topic	Sewage	
General Objective	Ensure the highest degree of efficiency of the work of sewage treatment plants, assess the environmental impact of the poor efficiency of the performance and operation of stations	
Basic Components	<ul style="list-style-type: none"> • Methods of sewage treatment • Chemical, physical and biological analysis methods for the evaluation of water quality • Components of removal plants and treatment plants • Industrial wastewater treatment • Reuse of treated wastewater standards • Sources of creation and knowledge of odors in sewage treatment plants 	<ul style="list-style-type: none"> • The use of modern technologies in the wastewater treatment • Wastewater treatment network maintenance • The importance of occupational and healthy safety for workers in the stations • The health and environmental effects of the use in various sectors • Measures to assess the environmental impact of sewage treatment

Training Topic	Professional Writing	
General Objective	Acquire the skill of preparation and drafting of content for the technical specifications, presentations, and agreements	

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Basic Objectives	<ul style="list-style-type: none"> • Preparation of agreements, • Preparation of memorandums of understanding 	<ul style="list-style-type: none"> • Preparation of the terms of reference • Preparation of standard operation procedures • Preparation of request for proposals
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Training Topic	Preparation of modern designs in various sectors	
General Objective	Improve the business environment according to the latest designs	
Basic Components	<ul style="list-style-type: none"> • Types of designs • Selection of the desired design type • The designs and their relationship to the environmental and social impact and how to improve the level of services provided 	<ul style="list-style-type: none"> • Limitations or constraints associated with the design processes • Preparation of studies • Inputs of the design process

Training Topic	Government Contracts	
General Objective	Understanding the requirements and applications of government contracts management	
Basic Components	<ul style="list-style-type: none"> • The legal basis for the preparation of contracts, memos, and decisions • Methods of writing and legal translation and legislation drafting • Regulations and contracts • Study of case files and preparation of supporting documents • Writing legal memos and technical techniques in the preparation and writing of legal reports 	<ul style="list-style-type: none"> • Prepare a list of advocacy and reply memos in form and content • Language and legal skills for drafting contracts • Analysis of the legal and contractual aspects and contract preparation • Procedural problems in contracts with contractor • The development of the legal and practical aspects to provide legal advice

Training Topic	Movable and immovable property management	
General Objective	Understanding the mechanism of dealing with movable and immovable property management requirements	
Basic Components	<ul style="list-style-type: none"> • The preparation of practical cases, preparation of possible questions and answers for them 	

Training Topic	Clarify the concept of service tunnel	
General Objective	Accelerate the services provided to citizens	
Basic Components	<ul style="list-style-type: none"> • Identifying infrastructure services of water networks and sewage, electricity and communications and others • Coordination between the departments concerned to prepare the extension of networks simultaneously to reduce the recurrence of ways to drill when needed to extend any network 	<ul style="list-style-type: none"> • Taking into account the lifetime of the tunnel and the cost of projects • Study populations and natural terrain and, means to facilitate the passage of water or electricity networks underground

Capacity Building Needs

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Training Topic	Twining
General Objective	Identify methods to exchange knowledge to improve and develop organizational performance
Basic Components	<ul style="list-style-type: none"> • The concept of twinning • Traditional and modern twinning methods • The analysis of the As-Is of the institutions • Identify areas of exchange of experience • Preparation of the twinning agreement • The follow-up of twinning efforts to measure the level of improvement in the field of required twinning

Training Topic	The preparation of organizational structures and functional structures
General Objective	Identify ways to design the organizational structure of the company's tasks and functional structure of some staff and their competency to carry out the functional tasks
Basic Components	<ul style="list-style-type: none"> • The concept of the organizational structure • The main dimensions of the organizational structure • Organizational structure models • The design of the organizational structure • Attributes of the organizational structure • Identification of functions titles • Steps to design the organizational structure • The components of the functional structure, functions design, functions classification, • The number of staff required for each functional task

Training Topic	The application of human resources policies
General Objective	Identification of the applications human resources management policies
Basic Components	<ul style="list-style-type: none"> • Functions analysis • Functions classification • Job descriptions, performance evaluation • Preparing manpower plan • Identifying training and development need • Preparation of the training plan and budget • Evaluation of training programs • Measurement of the impact of training after returning to the work site • Path planning • Practical cases in retirement and the administrative investigation • Disciplinary procedures and various human resources policies

Training Topic	Measuring the customers satisfaction
General Objective	Understanding the needs and expectations of customers and improving their level of satisfaction with the services provided to them

Capacity Building Needs

<p>Basic Components</p>	<ul style="list-style-type: none"> • Listening to the voice of the citizen • Mechanisms to identify needs of the public • Survey of public opinions about the services provided to them • Designing forms to measure the public satisfaction when to measure the costumers' satisfaction • Analyze the information and draw conclusions • Prepare a plan to improve the level of service quality • Measuring the level of customer satisfaction 	<ul style="list-style-type: none"> • Design campaigns to measure customer satisfaction such as field interviews or focus groups or field observation of the reactions of the audience feedback • Methodology of management of complaints • Diagnosing the complaints of customers and coordination with the concerned authorities to address them • Development of indicators to measure public satisfaction
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<p>Training Topic</p>	<p>Contact and communication with the public</p>	
<p>General Objective</p>	<p>Improve the means of communication with the citizens</p>	
<p>Basic Components</p>	<ul style="list-style-type: none"> • Modern concepts in dealing with the public • The practice of effective methods to contact and deal with the public • The positive dealing with different types of customers 	<ul style="list-style-type: none"> • Addressing the problems of customers and effectively, and dealing with complaints, • Preparation of the contact plan with the public (citizens)

An action plan to develop the capacities required to commence decentralization

No.	The subject of required capacities	Training Field	Training Methods	Number of Participants	participating entities		Total number of participants how many times the course was given (repeating the course)	Number of training days	The implement ing entity			level of need			The estimat ed cost of course (in Dollars)
					Governor's Office (GO)				Ministry	Training Center	The project	(1)High	(2)Medium	(3)Low	
					Number	Number									
1	Legal advice and drafting of legal opinion	Legal	A workshop					day				1			
2	Notary Public Law No. 33 of 1998 as amended (Article 9 only), the responsibility of approval (capacity of notary public)	Legal	Prepare possible questions and related answers					day					2		
3	Movable and immovable funds Management (sale, rent and allocation)	Legal	Prepare possible questions and their answers					day					2		
4	Urban Planning (design review and approval of the sectoral designs)	Specialized/Technical	Review concepts, potential questions and their answers					2 days					1		
5	Preparation of modern designs in various sectors (the school environment, hospitals, water treatment plants and sewer)	Specialized/Technical	A workshop					2 days					2		

An action plan to develop the capacities required to commence decentralization

No.	The subject of required capacities	Training Field	Training Methods	Number of Participants	participating entities		Total number of participants how many times the course was given (repeating the course)	Number of training days	The implement ing entity			level of need			The estimat ed cost of course (in Dollars)
					Governor's Office (GO)				Ministry Training Center	The project	(1)High	(2)Medium	(3)Low		
					Number	Number									
6	Government Contracts: Implementing the instructions of government contracts No. 1 and 2 of 2014 (the preparation of statements, writing ads and procedures of award), calculate quantities, monitoring on implementation, preparation of designs, feasibility study, award of contracts, <u>contract drafting and approval preparation</u>	Specialized/technical	Workshop, practical case					5 days				1			
7	promoting investment opportunities in various sectors	Specialized/technical	Review concepts, potential questions and their answers					one day				2			
8	Professional Writing: Writing the Terms of Reference, preparation of technical specifications, preparation of Request for (RFP) Proposal, drafting agreements, drafting of Minutes of Understanding (MoU)	Specialized/technical	A workshop					3 days				2			
9	Decentralization	Specialized/technical	Review concepts, requirements, applications, discussions					2 days				1			

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					Governor's Office (GO)				Ministry Training Center	The project	(1)High	(2)Medium	(3)Low		
					Number	Number									
10	Socio-economic development	Specialized/technical	Review the concepts, discussions					2 days				1			
11	Project Management: preparation of project contracts (drafting, conclusion, and approval)	Specilailized/technical	Workshop					3 days				1			
12	Wastewater: Design treatment plants, application of the system of SCADA for the sewage removal and treatment stations, sewage quality standards, re-use of wastewater, operation and maintenance of treatment plants	Specialized/technical	On-the-job training					3 days					2		
13	Financial Management: Financial performance standards, how to request re-allocation and transfer measures if necessary, blueprint of budget development (operational and investment),	Financial	Workshop, practical case, a work guide					5 days				1			
14	FMIS Financial Management Information System	Financial	Workshop					2 days					2		

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					Governor's Office (GO)				Ministry Training Center	The project	(1)High	(2)Medium	(3)Low		
					Number	Number									
15	Accounting work procedures: preparation of monthly statements of expenditures, the preparation of audit statement of a bank account, statement on suspended instruments, prepare the monthly trial balance, account for maintenance and goods expenses	Financial	Workshop, practical cases, Procedures Manual					3 days				1			
16	The preparation of the investment budget for the project: identification of specialty, conduct transfers, dealing with change orders	Financial	Workshop					3 days				1			
17	Management of procurement and stores	Financial	Workshop					2 days				1			
18	Revenue collection methods	Financial	On-the-job training					1 day				1			
19	The foundations of financial control and financial audit	Financial	Workshop					1 day				1			
20	Various audit procedures	Financial	Workshop, practical case, work guide					1 day				1			
21	Total Quality Management	Adminsterative	Review concepts, and applications					3 days				2			

		 											
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					Governor's Office (GO)	Directorate			Ministry Training Center	The project	(1)High		
					Number	Number							
22	The exchange of successful experiences and adopt the concept of twinning between provinces	Adminsterative	Review the concepts, the areas of analysis, identification of methods					2 days				3	
23	The preparation of organizational structures and functional structures of the Governor's Office	Administrative	Workshop					3 days				2	
24	Strategic and operational planning	Administrative	Workshop					5 days				1	
25	Media campaigns and media education	Administrative	Review of concepts, methods of dealing with the media					1 day				1	
26	Contact and Communication: identification of methods and tools of communication, development of communication plan with the governor's office with the public	Amdinsterative	Workshop					2 days				1	
27	Knowledge management: acquisition,	Adminsterative	Review					2 days				2	
28	The application of human resources management policies: the federal civil service law, the law of retirement, bonuses	Admisterative	Review concepts, potential					3 days				1	

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					Governor's Office (GO)				Ministry Training Center	The project	(1)High	(2)Medium	(3)Low		
					Number	Number									
29	Explain the concept and importance of the service tunnel (infrastructure networks)	Service	Concepts, and applications					1 day				1			
30	Measurement of customer satisfaction: the study of public satisfaction toward the services provided, the preparation of satisfaction indicators, analysis and evaluation of the results of the analysis, the preparation of recommendations and methods of implementation	Service	Workshop					2 days				1			

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					Governor's Office (GO)	Directorate			Ministry	Training Center	The project	(1)High	(2)Medium	(3)Low	
					Number	Number									
*	General methods of training														
1	The preparation of practical cases														
2	Preparing work guides														
3	Preparation of standard procedures														
4	Prepare guidelines														
5	Preparation of a possible questions and their answers														
6	Prepare summaries dealing with clarifying the legal articles														
*	Training entities														
1	Training by the concerned ministry: staff with competence and experience														
2	Training by Training Institute or the use of an external coach														
3	Training by the project (Taqadum): Project experts or external coach														
*	The level of need for the development of capacities														
1	High (1): from one to three months														
2	Medium (2): from six months to 12 months														
3	Low (3): 12 months and above														