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# GOVERNANCE STRENGTHENING PROJECT (GSP/TAQADUM)

## SERVICE DELIVERY IMPROVEMENT PLAN (SDIP)

DIWANIYAH VOCATIONAL TRAINING CENTER

Date (December, 2016)

This report was produced for review by the U.S. Agency for International Development (USAID). It was prepared by Chemonics International Inc.

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

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SUBMITTED BY CHEMONICS INTERNATIONAL, INC.  
Governance Strengthening Project Contract No. AID-267-C-11-00006

### **DISCLAIMER**

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.

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# INTRODUCTION

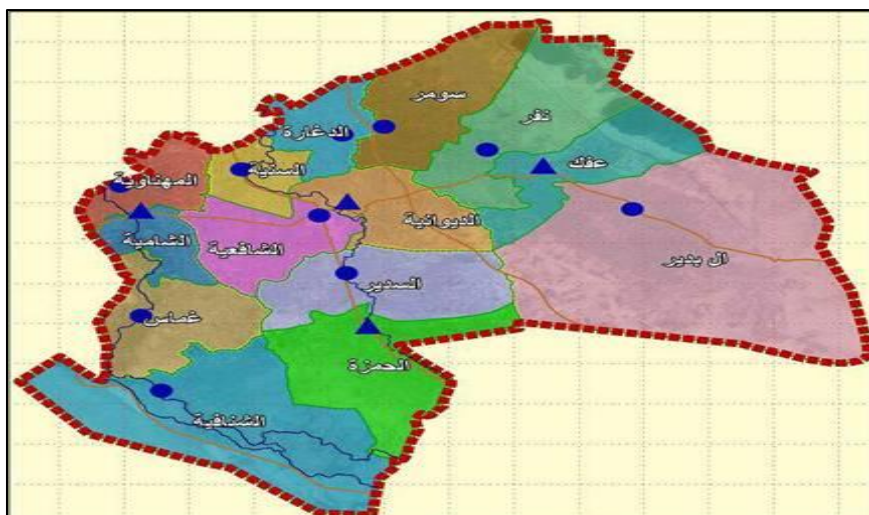
This Service Delivery Improvement Plan (SDIP) is a comprehensive strategic work plan developed to address a variety of management issues. It is designed to address wide variety of administration issues, so as to improve Vocational Training service delivery in the City of AL-Diwaniyah and to enable the Directorate of labor and social affairs to achieve its short-, medium- and long-term targets to manage the training center. At the same time, the SDIP will ensure that the issues will be day after day under control. This plan includes the planned application of the resources, so as to achieve the targets. The SDIP also is aiming at helping the Diwaniyah Vocation Training Center (VTC) to address issues related to its performance in delivering better services to the beneficiaries. The SDIP is based on results of two stages:

- First stage is to identify the status and management of the Vocation Training services in Al-Diwaniya.
- Second stage is to develop the Service Delivery Improvement Plan (SDIP) to address issues related to the delivery of services and provide short and long-term solutions, if any.

The VTC has a firm belief that it is very important to meet the current beneficiaries' needs and their future expectations, and to effectively and efficiently implementing the department mission, the department has shaped its trends in the form of a set of procedures, policies and initiatives, which focuses on spreading awareness among the staff to promote them to meet the beneficiaries needs and provide best condition for training by providing services and to enable and merge the beneficiaries within the labor market, in best methods .

## ADMINISTRATIVE BOUNDARIES OF AL-DIWANIYAH PROVINCE

Diwaniyah province is located in the center of Iraq within longitudes 24, 48-34, 45 and latitude 32, 24-31, 7. It is bordered by Wasit and Babil provinces to the north, Samawa province to the south, Najaf province to the west, and Waist and Nasiriya to the east. It has an area of 8507 Km<sup>2</sup>, making 1.9% of the Iraq total area. The province lies in the sedimentary plain area, and it is generally fertile with some desert areas to the southwest and marshes to the east.



## AS IS SERVICE

The analysis mechanisms used in reviewing performance indicators of the Vocational Training in service delivery, compared to the national standards and preferences as per the direct impact on the performance indicators to ensure quality and sustainable services, have resulted in a set of basic elements and a set of immediate and long-term solutions that will improve service delivery to the beneficiaries, as follows:

## MANAGEMENT OF THE VOCATIONAL TRAINING CENTER

Vocational Training Center (VTC) was opened on 2013, with a capacity of 80 trainees. Since its establishment, the VTC has aimed at rehabilitating and training job seekers, State staff and students during summer vacation, in order to equip them with the necessary skills through the workshops held in the center. The existing building is well-equipped, it includes three training halls (for Sewing, electrical wiring and computers), and a hall for leadership programs (Innovation of business). There is a new building for the center, which is in process, designed according to the international standards and specifications of the vocational training centers, however work was stopped since 2012 and the completion rate was only 40%. The existing structure of the center consists of a manager, two assistant managers, human resources section, planning and follow up section, training section, trainees' affair section and maintenance section. The center lacks administrative and technical staff.

# CHALLENGES AND PROBLEMS FACING THE VOCATIONAL TRAINING IN AL-DIWANIYAH

1. Financial
2. Human resources
3. Infrastructure
4. Authorities

## STAGES OF WORK ON THE SERVICE DELIVERY IMPROVEMENT PLAN:

The Governance Strengthening Project GSP "Taqadum" funded by the USAID, held a national workshop involving all governorates to adopt the standards of service indicators and the gap analysis model, which is proposed by Taqadum program to actively contribute to the gap analysis. The importance of this model to analyze the services provided to the beneficiaries in the Vocational Training lies in:

1. Using of the scientific method in the analysis of all elements that cause gap in the services provided to the beneficiaries indicator compared to the standard criteria.
2. Giving priority to the elements influencing the gap in services based on their power of impact.
3. Developing proposed short and long-term solutions to address the elements the gap in order to minimize it.
4. The results of the analysis representing the proposed immediate and long-term solutions will be the input for the preparation of relevant service delivery improvement plan in the province.

Under the administrative order No. 257 dated on 08-08-2016, a planning team was formed in the VTC, to develop the SDIP, after the formation of the team a workshop was held in Erbil

in August 2016, attended by 12 governorates, which selected the standards to measure the service delivery indicators, determining the gaps and develop the solutions.

The department of Vocational Training Center in the Directorate of Labor and Social Affairs in Al-Diwaniya has relied on the standard criteria and service indicators. The planning team, formed in corporation with the Taqadum project, has been trained on using the of measurements rates that have been collected in order to develop effective solutions to reduce the gap and improve the services provided to the beneficiaries through the immediate and long-term solutions. The successful use of the model will lead to get accurate results that help determining the right, realistic and applicable solutions in reducing the gap and improving the service. A second workshop was held in Erbil in November 2016 to train the planning team on SWOT analysis, determining the smart strategic objectives through "SMART" style and studying the evaluation of easy implementation of the objectives, as well as the influence of implementing these objectives and how to set up a complete plan. A draft of this plan has been presented in a public meeting which included NGOs in order to know about their views for the purpose of including these views in the plan.

## **ANALYSIS OF ELEMENTS CAUSING THE GAP IN THE SERVICE PERFORMANCE**

It Included analysis of (14) elements that are associated with one of the service standards listed previously and related to the administrative, legal, financial, technical aspects. After the completion of analyzing them, weaknesses or deficiencies of each element were identified in addition to their proportion of influence on the gap, and that has accordingly helped in choosing the most influential elements in causing the gap. Special Needs department in Al-Diwaniyah identified these elements and developed immediate and long-term solutions that effectively contribute to the reduction of the value of the gap. In the next chapter, all performance indicators will be analyzed in comparison with the standards via using elements analysis in detail, and finally to develop solutions for the elements of the most influential events in the gap.

# GRADUAL APPROACH

The (SDIP) includes the following questions:

1. Where are we now?
2. Where do we want to be?
3. How can we get there?
4. How can we ensure success?

## WHERE ARE WE NOW?

The answer to this question requires a comprehensive and objective review, and a review of the current state of performance and practices of Vocational Training departments in Al-Diwaniyah and should be measured against the key performance indicators. The data related to "Where are we now?" Can be obtained by using the relevant technologies,

First: ((SWOT analysis) by diagnosing strengths -weakness, -opportunities-threats.  
Second: Key Performance indicators analysis - these two techniques help to understand and summarize the environment and the performance of the Vocational Training. The SWOT analysis helps to identify realistic short, medium and long-term targets in order to:

- Correct the weaknesses
- Enhance the strengths
- Prevent the threats
- Seize the opportunities
- Achieve the vision

Annex No. (A) Shows the SWOT analysis matrices to facilitate making decision, according to the as is.



## **Ist: Analysis of the Vocational Training Center**

### **Strengths**

1. The possibility to receive new male and female trainees.
2. Provide free training to different specialties.
3. Provide support and guidance to the trainees during their training period in the center.

### **Weakness**

1. Some training programs do not meet the provincial labor market requirements.
2. Lack and improper use of loans to enable unemployed to start micro-projects.
3. Most of training equipment are old of date and do not keep up with recent developments.
4. Lack of specialized technical staff.
5. Lack of quality control division and a follow-up and appraisal division within the organizational structure.
6. Poor cooperation between the center and labor market entities.
7. Lack of modern training programs provided to the trainer.

### **Opportunities**

1. Considerable attention by the federal and local governments, especially after transfer of authorities.
2. Existence of university of Al-Qadisiya, governmental factories and vocational training centers.
3. Support of functioning CSOs at the provincial level

### **Threats**

1. There is no sufficient government financial support.
2. Poor vocational training opportunities provided by the private sector and poor competitive capacity.

3. Difficulties of developing some legislation related to vocational training.

### **Second: Performance indicators**

Taqadum project works on providing support for local government to improve the oversight process and monitoring the services delivery down to raise the level of services provided to the beneficiaries through the adoption of standard measurable standards, similar to the rest of the civilized world. Standards-based service delivery in the Vocational Training on Seven key bases in service as an essential service that should be accessed both quantitatively and qualitatively and through the following standards and indicators:

1. Total area of the vocational workshop (light specialties)
2. Total area of the vocational workshop (medium specialties)
3. Total area of the vocational workshop (heavy specialties)
4. Administrative and technical staff.
5. Coverage of training service.
6. Efficiency of the training service.
7. Attracting trainees.

The Directorate of Labor and Social Affairs in Al-Diwaniya, through the VTC has adopted work according to these standards and indicators that were provided at the level of the province. (Please see annex B –Standards). The performance indicators have been reviewed in comparison with the standards, diagnose the weaknesses, determine the value of the gap, and make recommendations that contribute to improving the performance of service delivery across the province. (Please see annex (C) 2,1 Gap analysis).

## Service Standards

Standards indicators were calculated to identify the gaps value, as shown the below table

Standards and indicator information; calculation of gap among them			
S. No	Standards	Indicator	Gap
1	Total area of the vocational workshop (light specialties) 2 m 185	2m 126	2m 59
2	Total area of the vocational workshop (medium specialties) 2 m 235	2m 154	2m 81
3	Total area of the vocational workshop (heavy specialties) 2 m 300	0	2m 300
4	Administrative and technical staff.	28,25 %	71.75 %
5	Coverage of training service	100 %	0 %
6	Efficiency of the training service.	80%	20 %
7	Attracting trainees	75 %	25%

## Gap analysis

Through the analysis weakness areas and gap value were diagnosed and elements causing the gaps identified, as show the below table:

Standards and indicator information; calculation of gap and causing elements				
S. No	Standards	Indicator	Gap	Elements causing the gap
1	Total area of the vocational workshop (light specialties) 2 m 185	2m 126	2m 59	Infra-structure, financial issues and coordination.

2	Total area of the vocational workshop (medium specialties) 2 m 235	2m 154	2m 81	Infra-structure, financial issues and coordination.
3	Total area of the vocational workshop (heavy specialties) 2 m 300	0	2m 300	Infra-structure, financial issues and coordination.
4	Administrative and technical staff.	28,25 %	71.75 %	Human resources, financial issues and coordination.
5	Coverage of training service	100 %	0 %	None
6	Efficiency of the training service.	80%	20 %	Capacity building, financial issues and coordination
7	Attracting trainees	75 %	25%	Financial issues and coordination

## WHERE WE WANT TO BE?

Based on the information that has been collected in the analysis of the situation in 3.2.1 the targets and objectives, which are derived from the mission and vision of the Vocational Training Center, can be developed and clarified. There should be an agreement on standards and performance targets, which fall under the name of the SMART (specific, measurable, achievable, realistic and time-bound).

### **Vision of Vocational Training Center:**

The department is looking forward to seeing that the VTC becomes a main source for training job seekers and equip them with a competitive advantage and to be a key source providing technical training to supply the market with skilled and professional labors.

### **Mission of Vocational Training Center:**

Our mission is to train, qualify and improve the skills of the trainees, through:

- Train and prepare unemployed (Beneficiaries) in various vocational specialties, improve their efficiencies according to the labor market needs
- Create a suitable environment inside the center.

- Provide the job seekers, individuals and institutions with recent skills through renewable development and training programs.
- Develop and improve the technical and administrative skills of the center staff.
- Provide vocational awareness services to the domestic community.

### **Strategy of the Vocational Training Center to reach the targets.**

- Promote interest in vocational training.
  - Strengthening the capacities of VTC in providing training services.
  - Diversify and develop vocational awareness plans and programs to attract trainees.
  - Marketing and advertising the center and the graduates in the labor market.
- Develop human resources working in the VTC.
  - Continuous development of the VTC staff.
  - Improve the technical efficiency of the VTC staff.
- Enhance the partnership between the public sector, private sector and CSOs
- Strengthening cooperation with public sector, private sector and CSOs, in various scientific training aspects, make use of the services provided by the VTC.
- Create suitable work environment
  - Provide the required training facilitations to make training successful.
- Effective contribution to classifying the professionals, occupational stores and investment promotion.
  - Promote cooperation with the local government, in order to classify the professionals, occupational stores and cooperating with the private sector by promoting the investment in the field of training.

### Objectives of Al-Diwaniya Vocational Training Center: SMART

After the application of the easiness matrix and effect matrix, in order to identify the priority of the targets, the results are as follows:

S. No	Target	Expected effect of the target	Ease or difficulty of implementing the target	Priority
1	Continue holding training courses of specialized workshops, which are very required or desired by job seekers, at 100% to 300 trainees per year up to 2021, to address the shortage in the financial specialties. Holding only necessary training courses of heavy specialties, till the completion of the new center building.	2.67	3.17	Implement now 1
2	Address the lack of administrative and technical staff in the VTC at 100%, to be sufficient to prepare the trainees 2017-2021.	2.33	2.5	Implement now 4
3	Increase the training efficiency level at 20% up to 2021, by developing the trainees' capacities, in line with the labor work requirements.	3.17	2.33	Implement now 3
4	Accommodate the maximum number of male and female trainees who have the desire to have training at 5% per year up to 2021, to equip them with a competitive advantage in the labor market.	2.83	2.67	Implement now 2

### Targets

**Target One:** Continue holding training courses for the specialized workshops which are very desired by the job seekers at 100% to 300 trainees per year up to 2021, to address the shortage in the financial specialties. Holding only necessary training courses of heavy specialties, till the completion of the new center building.

S. No	Activity name	Percentage	Implementation year	
			from	to
1	Work with the Directorates of education, sports and youth in the governorate to take advantage of the halls and workshops available at those Directorates.	100 %	2017	2021
2	Work with the Directorates of education, sports and youth in the governorate to take advantage of the training staff to provide training to job seekers.	100 %	2017	2021
3	Allocate funds in the upcoming five years budgets to complete the VTC building	100 %	2017	2021

**Target 2: Address the administrative and technical staff gap of the center at 100% to be parallel with the number of trainees 2017 -2021.**

Sub-Target (1): Increase the number of technical staff to 75% by the end of 2018.

Sub-Target (2) Increase the number of administrative staff to 25% out of the total number of the center staff during 2017.

S. No	Activity name	Percentage	Implementation year	
			from	to
1	Work with the Directorates of education, sports and youth in the governorate to assign Three temporary staff , in the following specialties (Computer programmer , electrical wiring and electronics	100 %	2017	2018
2	Assign Three temporary staff from the departments affiliated to the Directorate (labor department – people with Special Needs) accountant, administrator and legal officer to work in the center.	100 %	2017	2017
3	Appoint cadres within the administrative and, technical specialties (4 administrators, 1 accountant, 1 legal officer, programmer, 1 electrical wiring technician, on electric technician.	100 %	2017	2021
4	Add funds allocations within the upcoming five years budgets to the VTC, in order to appoint the above cited staff.	100%	2018	2021

**Target 3: Improve the training efficiency at 20% up to 2021, by developing the trainers capacities.**

Sub-Target (1) Improve the efficiency of training services at 4% up to 2017.

Sub-Target (2) Improve the efficiency of training services at 4% up to 2018.

Sub-Target (3) Improve the efficiency of training services at 4% up to 2019.

Sub-Target (4) Improve the efficiency of training services at 4% up to 2020.

Sub-Target (5) Improve the efficiency of training services at 4% up to 2021.

S. No	Activity name	Percentage	Implementation year	
			from	to
1	Work with the GO and provincial departments (University of Al-Qadisiya and technical institute to pay visits to their workshops to take advantage from the experience of their staff as well as the experience of the departments staff.	100 %	2017	2021
2	Enroll the trainers in three workshops of different specialties, which will be in the university and the technical institute, so as to attain new information to develop and improve the center cadre skills and experience in the following specialties (electronics, electrical wiring and computers).	100 %	2017	2021
3	Engage the VTC cadre in training courses inside and outside the country to keep in pace with modern development in the field of vocational training.	100 %	2018	2021
4	Allocate funds in the upcoming five years budgets to hold training courses to the trainers inside and outside the country, in the following specialties (computers, electrical wiring and electronics).	100 %	2018	2017



**Target 4: Accommodate the maximum number of male and female trainees who have the desire to have training at 5% per year up to 2021, to equip them with a competitive advantage in the labor market.**

S. No	Activity name	Percentage	Implementation year	
			from	to
1	Work with the department of recruitment and loans in the Directorate to urge and promote job seekers to participate in the training courses held by the VTC, to qualify them to have loans, through the soft loans program.	100 %	2017	2021
2	Work with the CSOs and media to conduct awareness campaigns to the unemployed to promote them to join the training courses, organized by the VTC.	100 %	2017	2021
3	Draft and legislate laws promoting and motivating unemployed to participate in the training course held by the VTC	100 %	2017	2017
4	Allocate funds in the upcoming budgets to the promotional incentives and rewards to the participants.	100 %	2017	2021

In annex D which includes evaluation matrix of the effect these targets and range of simplicity or difficulty of the application of these smart targets, also the annex shows the targets graphical representation, which enables the department to take decisions, whether to immediately execute the targets or postpone them in this stage. Targets of top importance require good planning to execute them, immediately.

## Reeducation of gaps value when implementing the plan (VTC)

S. No	Standard name	Gap value	Amount of gap reduction when implementing short-term solutions	Amount of gap reduction when implementing long - term solutions and availability of its financial allocation	Amount of gap reduction
1	Total area of the vocational workshop (lower specialties)	2 m 59	5 %	95%	100 %
2	Total area of the vocational workshop medium specialties)	2m 81	5 %	95%	100 %
3	Total area of the vocational workshop (heavy specialties)	2 m300	0 %	100 %	100 %
4	Administrative and technical staff	71% 75	21.52%	50.23%	100%
5	Efficiency of training service	20%	5%	15%	100 %
6	Attracting trainers	25%	5%	20%	100%

## HOW CAN WE GET THERE?

The Vocational Training Center in Al-Diwaniyah in cooperation with the USAID GSP/Taqadum program has completed the gap analysis model developed by Taqadum program to actively contribute to the gap analysis. The importance of gap analysis in the services provided to citizens lies in:

1. Using the scientific method in the analysis of all elements that cause gap in the services provided to citizen's indicator compared to the standard criteria.
2. Determining the priority of the elements influencing the gap in services through the power of their influence.
3. Setting up proposed immediate and long-term solutions to address the elements the gap in order to minimize it.

4. The results of the analysis representing the proposed immediate and long-term solutions will be the input for the preparation of relevant service delivery improvement plan in the province.

The Vocational Training Center in Al-Diwaniyah has relied on the use of measurements average that have been collected in order to develop effective solutions to reduce the gap and improve the services provided, through the immediate and long-term solutions (Annex D represent the gap analysis of the Vocational Training Center. The successful use of the model will lead to get accurate results that help determine the right and realistic solutions that executable in reducing the gap and improving service.

## **HOW CAN WE ENSURE THE SUCCESS?**

In order to ensure the success of Services Delivery Improvement Plan (SDIP), it is important to continuously have control over the standards and indicators of achieved progress evaluation to improve the performance and its external factors at all levels, and to provide data and reactions using the appropriate mechanisms in writing technical reports to decision makers, including accurate description of the problems and challenges, what is needed, why and how to create reliable database including all required data, provided that these data is continuously updated. The Directorate should participate in the public meetings, so as to be close to citizens and to solicit their feedback on the vocational training; to develop plans according to the actual need; figures and tables to convince decision makers, especially after the transfer of function from the Ministry and coordinate with the Governor office. This allows the management to determine the actual and potential success and failure in early enough time to facilitate timely adjustments. There should be a unit within the Directorate of labor and social affairs in Al-Diwaniyah that will be responsible for coordinating the activities and performance evaluation in line with the agreed targets according to a monthly basis. This report will be submitted to the Director of labor and social affairs in Al-Diwaniyah, and the preparation of progress and performance quarterly and annual reports. The manager of people with Special Needs should supervise the implementation of SDIP and report to the Provincial Planning and Development Council PPDC and the governor office as needed. They will provide strategic guidance on the effective implementation of the plan.

## PROPOSED RECOMMENDATIONS

1. To develop the services provided to the VTC by increasing the participation of private sector and CSOs.

The VTC may conduct theoretical researches which serve in recognizing the current situation of the labor market in the province and also undertake applied scientific researches through which a problem can be identified and treated and support that by field experiments to activate the domestic partnerships to serve the center trainees.

2. Insure training to women for her influential role in the community

Provide best training methods to women to allow her effectively participate in the labor market and to achieve work integration principle among the Directorate departments through training of female orphans to equip them with a profession or a trade qualifying them to merge in the community.

3. Enhance the efficiency of the functioning cadre and improve their performance to make them suitable for the labor market requirement.

The Directorate shall develop the skills and capabilities of the human resources working in the VTC, through the annual training plans, which are aiming at raising the performance level and agree with the human resources need and in a manner consistent with labor market, in addition to that the Directorate shall encourage the cadre to cope with the vocational development by the developing efforts assessment system, which will contribute in advancing the cadre performance level to the excellence level and make use of the human resources experiences and capabilities in developing the institutional performance .

4. Integration with other academic and training entities in the province.
5. Develop training and academic programs which serve in rehabilitating the trainers to find job opportunity.
6. Promote investment in vocational training.

## CONCLUSION

The Vocation Training Center must manage its works efficiently and effectively in order to provide better services to the beneficiaries through the available abilities. Also, it must develop a realistic and strategy plans to reduce the gaps in service standards, periodically review these strategic plans, including the vision, mission and analyzing the quadric-environment to identify the priority of these targets to design the work plan to implement these strategies, which shall meet the needs and interests of the beneficiaries, accordingly develop the evaluation to insure best delivery of services.

# ANNEXES

Annex No: A SAWOT matrices.

Annex No. B Standards

Annex D part (1, 2) Gap analysis, immediate and long-term solutions

Annex: (D) Matrix of analysis of SMART

**Proposed Standards to VTC Annex No. (B)**

No	Standard	Standard description	Standard unit	Data required for standard measurement	description	Measurement unit
1	Total area of the vocational workshop (light Specialties)	This standard represents the size of the training hall where the theoretical and practical workshop will be held and space for each trainee. It is represented by: -		A-Area of work area=5	B-Actual number of trainees=15	m2
		1-Training workshop area is appropriate to the number of trainees (20) trainee in each workshop.	Square meter	C-Wardrobe space =0	D- Theoretical training area=1.5	m2
					E- Contextual training area=1.5	
		2-Area of work area for each trainee=5m2		Calculation of Indicator Total work area E +D+C+(3X0.05) X (Total work area) +(B x A) =185m2 (15x1.5) +15x0.5) +0+(3x0.05) x(40)+15x5)= 126 m2		
		3-Wardrobe(Lockers) space 10 m2				
		4- Theoretical training area for each trainee 1.5 m2.				
5- Contextual training area for each trainee 1.5 m2.						
2	Total area of the vocational workshop	6- Training workshop area is appropriate to the number of trainees (20) trainee in each workshop.	Square meter	Calculation of Indicator Total work area E +D+C+(3X0.05) X (Total work area) +(B x A) 235m2= 231m2		

No	Standard	Standard description	Standard unit	Data required for standard measurement	description	Measurement unit
	(Medium Specialties)	7- Area of work area for each trainee=7m2 8- Wardrobe(Lockers) space 10 m2 9- Theoretical training area for each trainee 1.5 m2 10- Contextual training area for each trainee 1.5 m2.		(15x1.5) +15x1.5) +0+(3x0.05) x(28) +15x7)= 154 m2		
3	Total area of the vocational workshop ( heavy Specialties	11- Training workshop area is appropriate to the number of trainees (20) trainee in each workshop. 12- Area of work area for each trainee=10m2 13- Wardrobe(Lockers) space 10 m2 14- Theoretical training area for each trainee 1.5 m2 15- Contextual training area for each trainee 1.5 m2	Square meter	Calculation of Indicator Total work area E +D+C+(3X0.05) X (Total work area) +(B x A) = 300m2 Not available		
4				A-Number of actual staff		28.25%



No	Standard	Standard description	Standard unit	Data required for standard measurement	description	Measurement unit
	Administrative and technical staff	This standard represent that the coverage of technical and administrative trainers is parallel to the number of trainees in VTC.	100%	B- Number of required staff		A=1, B=9 11%
		1-Training workshops staff= 3 trainees				A=2, B=2 100%
		2-Leadershipworkshop staff = 2 trainers				A=0, B=2 0%
		3-Academic workshop staff= 2 trainers				A=1, B=6 19%
		4-There are maintenance specialized technicians (One technician for each 3 workshop, for the curriculums (3 specialized staff ) labor market ( 2 specialized staff)				A=4, B=8 50%
		Complete administrative staff (Center manager, assistant manager , human resources , trainees affairs, legal staff , auditing , accounts) rate of				

Indicator calculation=  $100 \times \frac{A}{B}$

No	Standard	Standard description	Standard unit	Data required for standard measurement	description	Measurement unit
		administrative staff represents 25% of the total number of VTC staff.				
5	Coverage of training service	This standard represents the rate of training courses capacity to the number of the applicants.	100%	Capacity = 300 Number of applicants= 225		Number
				Indicator calculation= $100 \times \frac{A}{B}$		134%
6	Efficiency of training service	This standard represents the evaluation rate of trainers by the trainees to level of evaluation required for the trainers.	100 %	A-A average of evaluation of trainers by trainees=80 B-Level of required evaluation= 100		Number
						80%
7	Attracting trainees	This standard represents the rate of the number of applicants who are actually participating in the training courses to the annual planned capacity.	100 %	A-Actual number of applicants per year=225 B) Planned capacity for that year=300		Number
				Indicator calculation= $100 \times \frac{A}{B}$		75%

Analysis Template of Services delivered to Citizens-Part one-Analysis of Elements Causing the Gap/Annex D

Province: Al-Diwaniya				Directorate: Directorate of labor and social affairs –Vocational Training Center									
District/Sub district: Al-Diwaniya				Standard: Total area of the vocational workshop (Lower Specialties									
#	Standard	Indicator value	Gap value	Analysis of elements causing the gap and impact on gap reduction									
				Element s impactin g gap value	1	2	3	4	5	6	7	Main elements contributin g to reducing gaps (got number 3)	
1	2m185	2m126	2m59	Analysis of the element causing the gap			It has direct effect in reducing the gap			It has direct effect in reducing the gap			Infra-structure Financial issues Coordinatio n
				Amount	1	0	3	1	0	3	2		

				of element effect in reducing the gap									
				Element s impactin g gap value	8	9	10	11	12	13	14		
					Coordination (vertical, horizontal)	Political interventions	Misuse of resources	Maintenanc e and operation	Security issues	Logistic support	Others (to be named)		
				Analysis of element causing the gap	It reduces the gap								
				Amount of element effect in reducing the gap*	3	0	0	0	0	0	0		

Impact of element on reducing the gap: (No effect= 0), (lower = 1), (Medium = 2); (High = 3).

**Analysis Template of Services delivered to Citizens-Part one-Analysis of Elements Causing the Gap/Annex D**

Province: Al-Diwaniya				Directorate: Directorate of labor and social affairs –Vocational Training Center									
District/Sub district: Al-Diwaniya				Standard: Total area of the vocational workshop (Medium Specialties)									
#	Standard	Indicator value	Gap value	Analysis of elements causing the gap and impact on gap reduction									
				Elements impacting gap value	1	2	3	4	5	6	7	Main elements contributing to reducing gaps (got number 3)	
2	2m235	2m154	2m81	Analysis of the element causing the gap			It has direct effect in reducing the gap			It has direct effect in reducing the gap			Infrastructure Financial issues Coordination
				Amount of	0	0	3	1	0	3	2		

				element effect in reducing the gap									
				Element s impactin g gap value	8	9	10	11	12	13	14		
					Coordination (vertical, horizontal)	Political interventions	Misuse of resources	Maintenanc e and operation	Security issues	Logistic support	Others (to be named)		
				Analysis of element causing the gap	It reduces the gap								
				Amount of element effect in reducing the gap*	3	0	0	0	0	0	0		

Impact of element on reducing the gap: (No effect= 0), (lower = 1), (Medium = 2); (High = 3).

Analysis Template of Services delivered to Citizens-Part one-Analysis of Elements Causing the Gap/Annex D

Province: Al-Diwaniya				Directorate: Directorate of labor and social affairs –Vocational Training Center								
District/Sub district: Al-Diwaniya				Standard: Total area of the vocational workshop (Heavy Specialties)								
#	Standard	Indicator value	Gap value	Analysis of elements causing the gap and impact on gap reduction								
				Element s impactin g gap value	1	2	3	4	5	6	7	Main elements contributin g to reducing gaps (got number 3)
3	2m 18 5	2m 12 6	2 m 59	Analysis of the element causing the gap			It has direct effect in reducing the gap			It has direct effect in reducing the gap		Infra-structure Financial issues Coordinatio n
			Amount		0	0	3	1	0	3	2	

				of element effect in reducing the gap									
				Element s impactin g gap value	8	9	10	11	12	13	14		
					Coordination (vertical, horizontal)	Political interventions	Misuse of resources	Maintenanc e and operation	Security issues	Logistic support	Others (to be named)		
				Analysis of element causing the gap	It reduces the gap								
				Amount of element effect in reducing the gap*	3	0	0	0	0	0	0		

Impact of element on reducing the gap: (No effect= 0), (lower = 1), (Medium = 2); (High = 3).



**Gap analysis template of services delivered –Part two –Proposed solutions**

#	Description of Standard	Arrangement of basic elements that got number (3) and have an effect in reduction of gap (according to priority)	Reasons for arranging elements according to priority	Immediate solutions	Long-term solutions
1 , 2 & 3	Total area of vocational workshop 1-Lower 2-Medium 3-Higjer	Coordination	Because it's the easiest elements that could be used.	1-Coordinate with the Directorates functioning in the province (Vocational education, Sports and youth) to make use of the available training hall and workshops in those Directorates. 2-Coordinate with the Directorates functioning in the province (Vocational education, Sports and youth) to make use of the available technical training staff in those Directorates for training purposes.	----- ---
		Financial issues	Because it has direct effect on the gap	----- -----	Allocate funds in the upcoming five years budgets to complete the new VTC building.

		<p>Infra-structure</p>	<p>Because its effect depends on the financial issue</p>	<p>----- -----</p>	<p>I-Continue the VTC building which its works were halted since 2010. The building was designed with universal specifications, which were observed during its construction.</p>
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**Analysis Template of Services delivered to Citizens-Part One-Analysis of Elements Causing the Gap**

Province: Al-Diwaniya					Directorate: Directorate of labor and social affairs –Vocational Training Center							
District/Sub district: Al-Diwaniya					Standard: Administrative and technical staff							
#	Standard	Indicator value	Gap value	Analysis of elements causing the gap and impact on gap reduction								
				Elements impacting gap value	1	2	3	4	5	6	7	Main elements contributing to reducing gaps (got number 3)
4	100 %	28.25 %	71.75 %	Analysis of the element causing the gap	Human resources (Staff – Administration)	Maintenance and operation	Infrastructure (shortage of buildings, aged buildings)	Equipment / Supplies (lack of equipment, devices, material, fuel, furniture)	Capacity building (provision of trainers, training programs and training aids)	Financial issues (lack of investment and operational and regional development budgets)	Authorities (Is there a need to create new authorities (admin., legal, financial, technical , others,))	Human resources Financial issues Coordination
				Amount of	3	0	0	0	2	3	1	

				element effect in reducing the gap									
				Elements impacting gap value	8	9	10	11	12	13	14		
					Coordination (vertical, horizontal)	Political interventions	Misuse of resources	Maintenance and operation	Security issues	Logistic support	Others (to be named)		
				Analysis of element causing the gap	It reduces the gap								
				Amount of element effect in reducing the gap*	3	2	1	1	0	0	0		

Impact of element on reducing the gap: (No effect= 0), (lower = 1), (Medium = 2); (High = 3).

**Gap analysis template of services delivered –Part two– Proposed solutions**

#	Description of Standard	Arrangement of basic elements that got number (3) and have an effect in reduction of gap (according to priority)	Reasons for arranging elements according to priority	Immediate solutions	Long-term solutions
4	Administrative and technical staff	Coordination	It's the easiest elements that could be used.	1-Through the GO coordinate with the Directorates functioning in the province (Vocational education, Sports and youth ) to assign three temporary staff in the following specialties (Computer programmer , electrical wiring and electronics)	----- -----
		Human resources	It is an important element, it has a short solution, which can be implemented	Assign Three temporary staff from the departments affiliated to the Directorate (labor	1- Appoint cadres within the administrative and technical specialties (4 administrators), 1 accountant, 1 legal officer, programmer, 1

				department – people with Special Needs) accountant, administrator and legal officer to work in the center.	electrical wiring technician, on electric technician.
		Financial issues	An element with high effect, on the long term	----- ----- -----	1-Add funds allocations within the upcoming five years budgets to the VTC, in order to appoint the above cited staff.

**Analysis Template of Services delivered to Citizens-Part One-Analysis of Elements Causing the Gap**

Province: Al-Diwaniya					Directorate: Directorate of labor and social affairs –Vocational Training Center								
District/Sub district: Al-Diwaniya					Standard: Efficiency of training service								
#	Standard	Indicator value	Gap value	Analysis of elements causing the gap and impact on gap reduction									
				Elements impacting gap value	1	2	3	4	5	6	7	Main elements contributing to reducing gaps (got number 3)	
6	100 %	80 %	20 %	Analysis of the element causing the gap						It has direct effect in reducing the gap	It has direct effect in reducing the gap		Capacity building Financial issues Coordination
				Amount of element effect in	2	0	0	2	3	3	2		

				reducing the gap								
				Elements impacting gap value	8	9	10	11	12	13	14	
					Coordination (vertical, horizontal)	Political interventions	Misuse of resources	Maintenance and operation	Security issues	Logistic support	Others (to be named)	
				Analysis of element causing the gap	It reduces the gap							
				Amount of element effect in reducing the gap*	3	0	0	0	0	0	0	

Impact of element on reducing the gap: (No effect= 0), (lower = 1), (Medium = 2); (High = 3).



Gap analysis template of services delivered –Part two– Proposed solutions

#	Description of Standard	Arrangement of basic elements that got number (3) and have an effect in reduction of gap (according to priority)	Reasons for arranging elements according to priority	Immediate solutions	Long-term solutions
6	Efficiency of training service	Coordination	Short element solution can be applied	1-Coordinate with the GO and provincial departments (University of Al-Qadisiya and technical institute to pay visits to their workshops to take advantage from the experience of their staff as well as the experience of the departments staff.	----- -----
		Capacity building	Because it has direct effect in reducing the gap and its short solutions can be applied	1- Enroll the center staff in three workshops of different specialties, which will be held in the university and the technical institute, so as to attain new	1- Engage the VTC cadre in training courses inside and outside the country to keep in pace with modern development in

				information to develop and improve the center cadre skills and experience in the following specialties (electronics, electrical wiring and computers).	the field of vocational training.
		Financial issues	It has direct effect on the long term	----- ---	1-Allocate funds in the upcoming five years budgets to hold training courses to the trainers inside and outside the country , in the following specialties (computers, electrical wiring and electronics .

**Template of Services delivered to Citizens-Part One-Analysis of Elements Causing the Gap**

Province: Al-Diwaniya					Directorate: Directorate of labor and social affairs –Vocational Training Center								
District/Sub district: Al-Diwaniya					Standard: Attracting trainers								
#	Standard	Indicator value	Gap value	Analysis of elements causing the gap and impact on gap reduction									
				Elements impacting gap value	1	2	3	4	5	6	7	Main elements contributing to reducing gaps (got number 3)	
7	100 %	75 %	20 %	Analysis of the element causing the gap						It has direct effect in reducing the gap	It has direct effect in reducing the gap		Financial issues Coordination
				Amount of element effect in reducing the gap	0	0	2	0	1	30			

				8	9	10	11	12	13	14				
				Elements impacting gap value	Coordination (vertical, horizontal)	Political interventions	Misuse of resources	Maintenance and operation	Security issues	Logistic support	Others (to be named)			
				Analysis of element causing the gap	It reduces the gap									
				Amount of element effect in reducing the gap*	3	0	0	0	0	0	0	0		

Impact of element on reducing the gap: (No effect= 0), (lower = 1), (Medium = 2); (High = 3).

**Gap analysis template of services delivered –Part two– Proposed solutions**

#	Description of Standard	Arrangement of basic elements that got number (3) and have an effect in reduction of gap (according to priority)	Reasons for arranging elements according to priority	Immediate solutions	Long-term solutions
7	Attracting trainers	Coordination	It's short element solution contributing in the reduction of the gap	1-Work with the department of recruitment and loans in the Directorate to urge and promote job seekers to participate in the training courses held by the VTC, to qualify them to have loans, through the soft loans program. 2-Work with the CSOs and media to conduct awareness campaigns to the unemployed to promote them to join the training courses, organized by the VTC.	-----
		Authorities	Easier than the financial issues	----- ----- -----	1- Draft and legislate laws promoting and motivating unemployed to participate in the training course held by the VTC.

		Financial issues	An element with high effect, on the long term	----- -----	1- Allocate funds in the upcoming budgets to the promotional incentives and rewards to the participants.
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### SWOT analysis matrices

<p>Results of internal environment analysis</p> <p style="text-align: center;">Results of internal environment analysis</p>	<p>Strengths (S)</p> <p>1-Possibility of accommodating new numbers of male and female trainees.</p> <p>2 Provide free training to all specialties.</p> <p>3-Provide support and guidance to trainees during the training period in the VTC.</p>	<p>Weaknesses (W)</p> <p>Some training programs do not meet the provincial labor market requirements. Lack and improper use of loans to enable unemployed to start micro-projects. Most of training equipment are old and <b>do not</b> keep pace with recent developments.</p> <p>Lack of specialized technical staff.</p> <p>There is no quality assurance, follower up and appraisal sub-division within the organizational structure.</p> <p>Poor cooperation between the center and labor market entities.</p> <p>Lack of modern training programs provided to the trainer</p>
<p>Opportunities (O)</p> <p>Considerable attention by the federal and local governments, especially after transfer of authorities. Existence of university of Al-Qadisiya, governmental factories and vocational training centers. Support of functioning CSOs at the provincial level</p>	<p>S*O (1)</p> <p>Use the strengths to capture the opportunities.</p> <p>1-(1X1) (2X1). Provide different types of training courses to job seekers to equip them with competitive advantage in line with the labor market requirements and pay considerable attention to attraction of female and male trainees and trainers.</p>	<p>W*O (3)</p> <p>Treat or reduce weaknesses. (1X1) (1X3) (3X3). Taking advantage, the great interest of the local government and COSs to update the training programs and supplies.</p> <p>2-(2X1) Receive the unemployed before receiving the loans.</p> <p>3-(4X1) (5X1) (7X1) (5X2) (5X3), coordinate through the local government with university of AL-Qadisiya and other training bodies to make use of from the programs provided the quality assurance department to improve the experience of the trainees and acquire new skills from the trainees.</p>
<p>Threats (T)</p> <p>There is no sufficient government financial support. Poor vocational training opportunities provided by the private sector and poor competitive capacity. Difficulties of developing some legislation related to vocational training.</p>	<p>S*T (2)</p> <p>Make use of strengthens to avoid or identify or reduce threats.</p> <p>1-(4X2) Develop the capacities of the specialized staff to enable to compete with the rapid development in the private sector.</p> <p>2-(1X3) Working with the local government to issue or draft legislation promoting unemployed to join the training courses held by the VTC.</p>	<p>W*T (4)</p> <p>Treat or reduce weaknesses and <b>avoid</b> or reduce threats.</p> <p>1-(4X1) At the present time, absence of financial support and lack of staff or some specialties resulting in postponing and cancelling some training workshops</p>

**Annex (D) Matrix for evaluating the effect of targets**

Target I: Continue holding training courses of specialized workshops, which are very required or desired by job seekers, at 100% to 300 trainees per year up to 2021, to address the shortage in the financial specialties. Holding only necessary training courses of heavy specialties, till the completion of the new center building.

factors		Lower impact		High impact	
		1	2	3	4
1	short-term improvement within one or two years	There is no tangible improvement on the short term.	There is medium improvement on short the term	High improvement on the short term.	High improvement on the short term
2	Supporting the principle of justice	There is no marked support to achieve justice in the society.	Medium support to achieve justice in the society.	High support to achieve justice.	High support to achieve justice.
3	Supporting the principle of competitiveness	There is no clear support to achieve competition in the delivery of services the community	Medium support to realize a competition in the delivery of services to the community	High support to realize a competition in the delivery of services to the community.	High support to realize a competition in the delivery of services to the community.
4	supporting the principle of sustainability (improvement within 3-10 years)	It does not lead to a marked improvement support on the long term.	Medium support on the long term.	High improvement on the long term.	High improvement on the long term.
5	Number of groups positively affected	A very small number is positively influenced, without achieving vision expectations	Medium number is positively influenced. Uninfluenced groups do not achieve vision expectations.	High number is positively influenced, and the influenced groups support the vision expectations	High number is positively influenced. Influenced groups support the vision expectations



factors		Lower impact		High impact	
		1	2	3	4
6	Size of individual effect	Interrupted impacts, from time to time	Interrupted impacts for all time	Important and interrupted impacts	Important impacts along time.

### Evaluation method

- Put a mark for each tactic target according to the cell.
- Collect the score of each target and divide the total by 6.
- The result is the effect degree on the target.

### Matrix for evaluating easiness of implementing targets

Target I: Continue holding training courses of specialized workshops, which are very required or desired by job seekers, at 100% to 300 trainees per year up to 2021, to address the shortage in the financial specialties. Holding only necessary training courses of heavy specialties, till the completion of the new center building.

factors		evaluation			
		implementation of the Target is difficult Target is easy		implementation of Target is easy	
		1	2	3	4
1	Implementati on period	More than 2 years	From 1 to 2 years	From 6 to 12 months	Below 6 months
2	Quantity and quality of required sources	There is a need for human resources or/and additional financial resources from outside the budget. .	There is a need for human resources or/and additional financial resources from outside the budget. .	There is no need for additional resources; insufficiency can be funded from the budget reserve.	Implementati on Can be made by the resources allocated from the budget
3	Participation of outside agencies	Implementation requires approval /partnership of outside bodies.	Implementation depends on the cooperation of outside bodies (technical advice, etc.)	There is a need for coordination with outside bodies within narrow bound	There is no relation with outside bodies
4	Type of Change	Requires comprehensive change in abilities and behavior may be structural change.	Requires comprehensive change in abilities and behavior may be structural change.	There is no need to change the standards, measureme nts and, or internal or external operations	There is no need to change the standards, measureme nts and, or internal or external operations
5	risks	Political risks and /or heavy executive	Political and executive risks can be treated	Executive risks can be treated.	There are no risks to be mentioned

factors		evaluation			
		implementation of the Target is difficult		implementation of Target is easy	
		1	2	3	4
6	Coordination with the Ministry vision	Contradicts with the vision and its topics and elements	Contradicts with the vision and its topics and elements	Consistent with the vision and its topics and elements.	High consistent with one or more of the vision topics or elements.

### Evaluation method

- Put a mark for each tactic target according to the cell.
- Collect the score of each target and divide the total by 6.
- The result is the effect degree on the target.

## Matrix for evaluating targets

Target 2: Address the administrative and technical staff gap of the center at 100% to be parallel with the number of trainees 2017 -2021

Factors		Lower impact		High impact	
		1	2	3	4
1	short-term improvement within one or two years	There is no tangible improvement on the short term.	There is medium improvement on short the term	High improvement on the short term.	High improvement on the short term
2	Supporting the principle of justice	There is no marked support to achieve justice in the society.	Medium support to achieve justice in the society.	High support to achieve justice.	High support to achieve justice.
3	Supporting the principle of competitiveness	There is no clear support to achieve competition in the delivery of services to citizens.	Medium support to realize a competition in the delivery of services to the community	High support to realize a competition in the delivery of services to the community.	High support to realize a competition in the delivery of services to the community.
4	supporting the principle of sustainability (improvement within 3-10 years)	It does not lead to a marked improvement support on the long term.	Medium support on the long term.	High improvement on the long term.	Overall improvement on the long term.
5	Number of groups positively affected	A very small number is positively influenced ,without achieving vision expectations	Medium number is positively influenced. Uninfluenced groups do not achieve vision expectations.	High number is positively influenced, and the influenced groups support the vision expectations	High number is positively influenced. Influenced groups support the vision expectations

Factors		Lower impact		High impact	
		1	2	3	4
6	Size of individual effect	Interrupted impacts, from time to time	Interrupted impacts along time.	Important and interrupted impacts	Important impacts along time.

### Evaluation method

- Put a mark for each tactic target according to the cell.
- Collect the score of each target and divide the total by 6.
- The result is the effect degree on the target.

**Matrix for evaluating targets**

Target 2: Address the administrative and technical staff gap of the center at 100% to be parallel with the number of trainees 2017 -2021.

factors		evaluation			
		implementation of the Target is difficult Target is easy		implementation of Target is easy	
		1	2	3	4
1	Implementation period	More than 2 years	From 1 to 2 years	From 6 to 12 months	Below 6 months
2	Quantity and quality of required sources	There is a need for human resources or/and additional financial resources from outside the budget.	There is a need for human resources or/and additional financial resources from outside the budget.	There is no need for additional resources; insufficiency can be funded from the budget reserve.	Implementation Can be made by the resources allocated from the budget
3	Participation of outside agencies	Implementation requires approval /partnership of outside bodies.	Implementation depends on the cooperation of outside bodies (technical advice, etc.)	There is a need for coordination with outside bodies within narrow bound	There is no relation with outside bodies
4	Type of Change	Requires comprehensive change in abilities and behavior may be structural change.	Requires comprehensive change in abilities and behavior may be structural change.	There is no need to change the standards, measurement s and, or internal or external operations	There is no need to change the standards, measurements and, or internal or external operations
5	risks	Political risks and /or heavy executive	Political and executive risks can be treated	Executive risks can be treated.	There are no risks to be mentioned
6	Coordination with the Ministry vision	Contradicts with the vision and its topics and elements	Contradicts with the vision and its topics and elements	Consistent with the vision and its topics and elements.	High consistent with one or more of the vision topics or elements.

### **Evaluation method**

- Put a mark for each tactic target according to the cell.
- Collect the score of each target and divide the total by 6.
- The result is the effect degree on the target.

**Matrix for evaluating targets**

Target 3: Improve the training efficiency at 20% up to 2021, by developing the trainers capacities, in accordance with the labor market requirements.

factors		Lower impact		High impact	
		1	2	3	4
1	short-term improvement within one or two years	There is no tangible improvement on the short term.	There is medium improvement on short the term	High improvement on the short term.	High improvement on the short term
2	Supporting the principle of justice	There is no marked support to achieve justice in the society.	Medium support to achieve justice in the society.	High support to achieve justice.	High support to achieve justice.
3	Supporting the principle of competitiveness	There is no clear support to achieve competition in the delivery of services to citizens.	Medium support to realize a competition in the delivery of services to the community	High support to realize a competition in the delivery of services to the community.	High support to realize a competition in the delivery of services to the community.
4	supporting the principle of sustainability (improvement within 3-10 years)	It does not lead to a marked improvement support on the long term.	Medium support on the long term.	High improvement on the long term.	Overall improvement on the long term.
5	Number of groups positively affected	A very small number is positively influenced, without achieving vision expectations	Medium number is positively influenced. Uninfluenced groups do not achieve vision expectations.	High number is positively influenced, and the influenced groups support the vision expectations	High number is positively influenced. Influenced groups support the vision expectations
6	Size of individual effect	Interrupted impacts, from time to time	Interrupted impacts along time.	Important and interrupted impacts	Important impacts along time.



### **Evaluation method**

- Put a mark for each tactic target according to the cell.
- Collect the score of each target and divide the total by 6.
- The result is the effect degree on the target.

**Matrix for evaluating targets**

Target 3: Improve the training efficiency at 20% up to 2021, by developing the trainers capacities ,in accordance with the labor market requirements.

factors		evaluation			
		implementation of the Target is difficult			
		implementation of Target easy			
		1	2	3	4
1	Implementation period	More than 2 years	From 1 to 2 years	From 6 to 12 months	Below 6 months
2	Quantity and quality of required sources	There is a need for human resources or/and additional financial resources from outside the budget.	There is a need for human resources or/and additional financial resources from outside the budget.	There is no need for additional resources; insufficiency can be funded from the budget reserve.	Implementation Can be made by the resources allocated from the budget
3	Participation of outside agencies	Implementation requires approval /partnership of outside bodies.	Implementation depends on the cooperation of outside bodies (technical advice, etc.)	There is a need for coordination with outside bodies within narrow bound	There is no relation with outside bodies
4	Type of Change	Requires comprehensive change in abilities and behavior may be structural change.	Requires comprehensive change in abilities and behavior may be structural change.	There is a need to change the standards, measurements and, or internal or external operations	There is no need to change the standards, measurements and, or internal or external operations
5	risks	Political risks and /or heavy executive	Political and executive risks can be treated	Executive risks can be treated.	There are no risks to be mentioned
6	Coordination with the Ministry vision	Contradicts with the vision and its topics and elements	Contradicts with the vision and its topics and elements	Consistent with the vision and its topics and elements.	High consistent with one or more of the vision topics or elements.

### **Evaluation method**

- Put a mark for each tactic target according to the cell.
- Collect the score of each target and divide the total by 6.
- The result is the effect degree on the target.

### Matrix for evaluating targets

Target 4: Accommodate the maximum number of male and female trainees how have the desire to have training at 5% per year up to 2021, to equip them with a competitive advantage in the labor market.

factors		Lower impact		High impact	
		1	2	3	4
1	short-term improvement within one or two years	There is no tangible improvement on the short term.	There is medium improvement on short the term	High improvement on the short term.	High improvement on the short term
2	Supporting the principle of justice	There is no marked support to achieve justice in the society.	Medium support to achieve justice in the society.	High support to achieve justice.	High support to achieve justice.
3	Supporting the principle of competitiveness	There is no clear support to achieve competition in the delivery of services to citizens.	Medium support to realize a competition in the delivery of services to the community	High support to realize a competition in the delivery of services to the community.	High support to realize a competition in the delivery of services to the community.
4	supporting the principle of sustainability (improvement within 3-10 years)	It does not lead to a marked improvement support on the long term.	Medium support on the long term.	High improvement on the long term.	Overall improvement on the long term.
5	Number of groups positively affected	A very small number is positively influenced, without achieving vision expectations	Medium number is positively influenced. Uninfluenced groups do not achieve vision expectations.	High number is positively influenced, and the influenced groups support the vision expectations	High number is positively influenced. Influenced groups support the vision expectations

factors		Lower impact		High impact	
		1	2	3	4
6	Size of individual effect	Interrupted impacts, from time to time	Interrupted impacts along time.	Important and interrupted impacts	Important impacts along time.

### Evaluation method

- Put a mark for each tactic target according to the cell.
- Collect the score of each target and divide the total by 6.
- The result is the effect degree on the target.

### Matrix for evaluating targets

Target 4: Accommodate the maximum number of male and female trainees how have the desire to have training at 5% per year up to 2021, to equip them with a competitive advantage in the labor market.

factors		evaluation			
		implementation of the Target is difficult implementation of Target easy			
		1	2	3	4
1	Implementation period	More than 2 years	From 1 to 2 years	From 6 to 12 months	Below 6 months
2	Quantity and quality of required sources	There is a need for human resources or/and additional financial resources from outside the budget.	There is a need for human resources or/and additional financial resources from outside the budget.	There is no need for additional resources; insufficiency can be funded from the budget reserve.	Implementation Can be made by the resources allocated from the budget
3	Participation of outside agencies	Implementation requires approval /partnership of outside bodies.	Implementation depends on the cooperation of outside bodies (technical advice, etc.)	There is a need for coordination with outside bodies within narrow bound	There is no relation with outside bodies
4	Type of Change	Requires comprehensive change in abilities and behavior may be structural change.	Requires comprehensive change in abilities and behavior may be structural change.	There is a need to change the standards, measurements and, or internal or external operations	There is no need to change the standards, measurements and, or internal or external operations
5	risks	Political risks and /or heavy executive	Political and executive risks can be treated	Executive risks can be treated.	There are no risks to be mentioned
6	Coordination with the	Contradicts with the vision and its	Contradicts with the vision and its	Consistent with the vision and	High consistent with one or

factors		evaluation			
		implementation of the Target is difficult implementation of Target easy			
		1	2	3	4
	Ministry vision	topics and elements	topics and elements	its topics and elements.	more of the vision topics or elements.

### Evaluation method

- Put a mark for each tactic target according to the cell.
- Collect the score of each target and divide the total by 6.
- The result is the effect degree on the target.

S.No	Target	Expected effect of the Target	Easiness or difficulty of implementing the target	Decision
1	Accommodate the maximum number of male and female trainees how have the desire to have training to equip them with a competitive advantage in the labor market.	2.83	2.67	Implement Now
2	Integration with academic and training agencies in the province	2.67	3.17	Implement Now
3	Develop training and academic programs, which enable the trainees obtaining job opportunities.	2.5	2.33	Implement Now
4	Rehabilitate and develop the staff of the VTC in the vocational aspects according to labor requirements.	3.17	2.33	Implement Now
5	Enhance the partnership between the public sector, private sector and CSOs in the VTC work.	2.67	2.83	Implement Now
6	Encourage investment in the field of vocational training	2.83	1.67	Plan how to implement Now



