



Ministry of Planning and
Development Cooperation



Summary Report

from

DAD Unit Training

for

**International Cooperation
Directorate (ICD), Ministry of Planning and
Development Cooperation (MoPDC)**

*Amman, Jordan
27th to 30th April 2008*

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1. Workshop Summary

This workshop provided the participating DAD Unit staff with a deepened understanding of the Iraqi aid management context and the organisational design of the ICD as well as enhanced technical skills and capacities in effective communication, technical support, data validation, report writing and e-government.

1.1. Aid Management Context

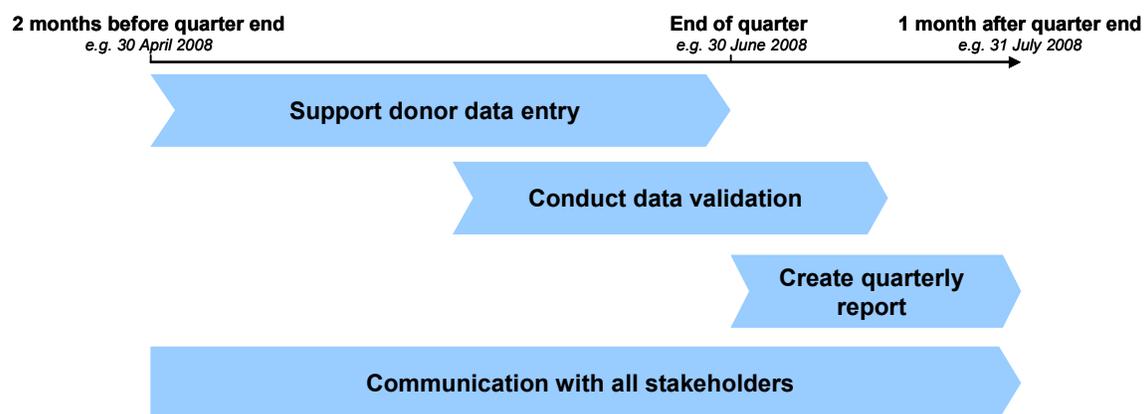
During this session, the political and institutional challenges for development in Iraq were discussed at length. In particular the framework of the Paris Declaration on Aid Effectiveness (ownership, alignment, harmonisation, managing for results and mutual accountability) was applied to the specific context in Iraq and participants raised a number of issues and potential solutions.

- Create a list of political and institutional challenges and proposed solutions facing the ICD for further discussion with MoPDC senior management **(Recommendation 1)**

The mandate and role of the DAD Unit within the ICD were also discussed in detail. Some essential services that were highlighted include: strengthened relations and communications with all stakeholders to promote the role and profile of the MoPDC; working with donors to update the DAD on a quarterly basis; creating periodic reports for all stakeholders, including GoI; increased usage of the website as a means for effective communication.

Based on the discussion, the following core workflow for the DAD Unit is proposed, which would be repeated each quarter (see diagram 1). Communication with all stakeholders is essential throughout, e.g. generating on-demand reports, training provision, website maintenance.

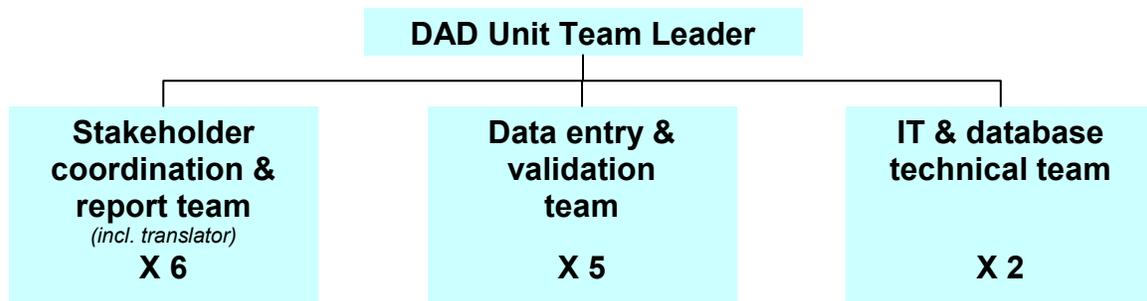
Diagram 1: DAD Unit High Level Workflow



- Draft and secure approval for the mandate and service offerings of the DAD Unit within the ICD **(Recommendation 2)**

In order to ensure the effective operation of the DAD Unit, the following high level organisation chart is proposed (see diagram 2). This is based on the discussions held during the workshop.

Diagram 2: Proposed structure of DAD Unit



- Agree proposed DAD Unit structure, formulate specific terms of reference for all posts, identify current staffing availability, and initiate required recruitment process (**Recommendation 3**)

Finally, discussion centred on how to make best use of training provided to the ICD DAD Unit staff. The following recommendations were proposed:

- During each training course, appoint a “Trainer of trainers” to impart skills and knowledge acquired during each workshop to MoPDC staff who did not attend (**Recommendation 4**)
- Create a “Knowledge Library” within the MoPDC to store key materials for future reference (**Recommendation 5**)
- Provide electronic copies of all training materials, including summary report, to all participants for distribution within MoPDC (**Recommendation 6**)
- Use nomination forms to select participants for training courses to ensure the most appropriate recipients (**Recommendation 7**)
- Participants should feel free to consult UNDP Iraq with any requests for further assistance or follow-up training to maximise value of the sessions (**Recommendation 8**)

1.2. Communication Planning

This session focussed on improving participants’ communication skills with DAD stakeholders, enhancing email writing skills and creation of a draft communication plan to increase usage of the DAD. The elements of the communication plan are summarised in diagram 3 below.

- DAD Unit to implement communications plan as soon as possible, in particular by disseminating newsletter and quarterly report and also compiling a contact list of stakeholders (**Recommendation 9**)

Diagram 3: Summary of DAD Unit Communication Plan

Goals: improving role of DAD as an important aid management tool, creating an information sharing environment by communicating with donors and ministries; increasing quantity and quality of data exchange

Target Audience: donors, ministries, implementing organisations, private sector and general public

Key Messages: DAD is the official repository of project information and an important tool to help the GoI manage external aid to ensure alignment with priorities

Channel Options: quarterly DAD analytical report, monthly newsletters, on demand reports, website updates, emails and faxes, regular meetings with ministries and donors

Resources: DAD Unit with support from UNDP Iraq, meeting costs and reprographic services

M&E: # of reports created, # of hits to the portal, % of achieved goals from plan, evaluating performance at end of each quarter, capturing lessons learned from communication plan

1.3. Technical Support and Data Entry

To date, data entry in DAD has been conducted primarily by the DAD Unit rather than by donors themselves. This latter option is preferred as donors know their own projects best and the resources of the DAD Unit are limited. This session therefore focussed on building participants skills in training users on the usage of DAD. The objective is to create the capacity within the DAD Unit to provide hands-on technical support to stakeholders in order to complete DAD data entry in line with the new standard operating procedures.

An initial skills presentation focussed on key tips for successful training including: training should be focussed and practical in nature; training should be instructor facilitated but trainee led; training must be interactive. The following steps to help users enter a new project were highlighted:

1. Register username and approve edit rights in Administration Centre
2. Facilitate login
3. Ensure user checks for duplicate project to avoid double-counting
4. Assist users to create new project through data entry form
5. Check users complete minimum fields
6. Ensure users successfully save and close

The participants then facilitated two volunteer users to enter their project data into DAD. Despite the volunteers never having used the DAD before and internet connectivity problems, the participants were able to successfully instruct the users on how to enter data into DAD. Feedback from the exercise is summarised in diagram 4 below.

Diagram 4: Feedback on training exercise

Lessons learned for providing technical support in the future included:

- (1) **Focus on facilitation** of data entry rather than doing it yourself as the donor knows their projects best.
- (2) **Capture suggestions** for technical improvements to DAD (e.g. highlighting the new project icon).
- (3) **Provide explanations** and answers on the definitions of each of the fields to ensure users have a common understanding.
- (4) **Encourage users to save often** to ensure that they do not lose their work if connectivity problems are encountered

Discussion during the wrap-up meeting at the end of the training resulted in the following recommendations being made:

- To encourage donor data entry, DAD Unit should disseminate the SOPs, user manuals and guides as widely as possible and use the website and newsletter to promote training events (**Recommendation 10**)
- Develop a detailed training programme to empower stakeholders to enter data into DAD. To be reviewed in June (**Recommendation 11**)

In addition, the question of how to improve the capture of US data on a regular basis emerged as a particular issue. The previous update took the DAD Unit over 3 months to process which is not sustainable in the long term.

- Meet with US representatives in early June in Baghdad in order to improve data collection and loading process (**Recommendation 12**)

1.4. Data Validation

This session focussed on learning about principles of data validation and building technical skills to critically assess the quality of data in the DAD. This is an essential analytical task for the DAD Unit to complete in order to increase confidence in data set and enable effective trend analysis and monitoring. The following six principles were suggested for usage by the DAD Unit:

Diagram 4: Six Principles of Data Validation

- (1) **Completeness:** Check how much of the required information has been fully entered, especially sector, location and time distribution
- (2) **Timeliness:** Check whether ongoing projects have been updated in the current data entry period
- (3) **Consistency:** Check whether information submitted for each project is logical and makes sense, e.g. is project status set to "ongoing" but end date has expired *or* are disbursements greater than commitments
- (4) **Feasibility:** Conduct a sense-check to ascertain whether project formulation is realistic
- (5) **Compliance:** Check whether project has been approved by the ISRB and meets other GoI standards
- (6) **Accuracy:** Check other data sources, e.g. donor or trust fund websites, to verify accuracy of data entered

Following this, the participants completed a data validation exercise for two sample donors to practice skills. The following lessons learned and recommendations are proposed:

- Adopt data validation as a core exercise for the DAD Unit to undertake every quarter (in line with the proposed workflow process) (**Recommendation 13**)
- Prioritise data validation workload to concentrate on improving quality of most important projects (e.g. highest project cost) and most significant donors (e.g. the US) (**Recommendation 14**)

1.5. Report writing and generation

This session focussed on essential report writing skills, reviewing the current DAD quarterly report, learning how to create standard reports from the DAD and practicing generation of short on-demand reports for stakeholders. Creating reports is the added value of the DAD & raises the profile of the MoPDC. Furthermore, it is a vindication of the effort required by all stakeholders to input data. This is therefore a high priority for the DAD Unit.

- To demonstrate the value of the DAD, the DAD Unit should focus on creating high quality analytical reports on a quarterly basis, a brief monthly newsletter to provide updates and short on-demand reports for interested stakeholders (**Recommendation 15**)

The standard layout of reports and tips on presentation were discussed in detail with a number of recommendations made, such as:

- Format all reports to provide a professional look and feel, including use of standard logos, title pages, table of contents (**Recommendation 16**)
- Add an "Executive Summary" including recommendations to the quarterly report to highlight key policy issues and entice readers to explore the document in more detail (**Recommendation 17**)

1.6. e-Government

The session focused on improving communications for Aid Coordination through Web Portal and Content Management. The concept of e-government, government portals and content management system were introduced. This session therefore focused on building participants skills in utilizing content management of MoPDC portal. As well as understand and practice the steps required to manage and improve portal content and performance.

The suggested steps and techniques to improve portal content and performance were discussed in detail and scheduled to be used by the DAD unit as the first activity to develop. The following seven steps with their implementation techniques were presented:

- Focusing on Top Tasks
- Knowing Your Audience

- Organizing and categorizing content
- Using standard Metadata
- Writing for the web
- Keeping content current
- Using the Content management systems

Following this, the new DAD portal section was discussed and agreed upon. And the mandate and role of Portal management team were discussed in detail to cover the following:

Suggested Tasks:

- Portal analysis used
- Information organization and categorization
- Utilize standard system to classify and label web content
- Regularly review the content to make sure it's correct and up-to-date
- Validate the quality and adequacy of written and graphic content
- Coordinate with the ministry' units coordinators and the portal working group.
- Day-by-day oversight, administration and management of the Web site
- Train coordinators
- Writing for the Web
- Promote the portal
- Portal development

Suggested required mandates:

- Coordinate with the ministry's units and constitute the portal working group.
- Assign portal coordinator from each unit.
- Portal content manager (1 person)
- Portal content manager assistant (1 person)
- Translator / part time

The following lessons learned and recommendations are proposed:

- Draft mandate and the responsibilities of the portal management team (**Recommendation 18**)
- Utilize standard system to manage and improve portal content and performance (**Recommendation 19**)
- Validate the quality and adequacy of written content (**Recommendation 20**)
- Approve new DAD portal section (**Recommendation 21**)
- DAD Unit to implement the portal management and administration plan as soon as possible, in particular by clearly allocating and distributing the tasks among the five training participants (**Recommendation 22**)

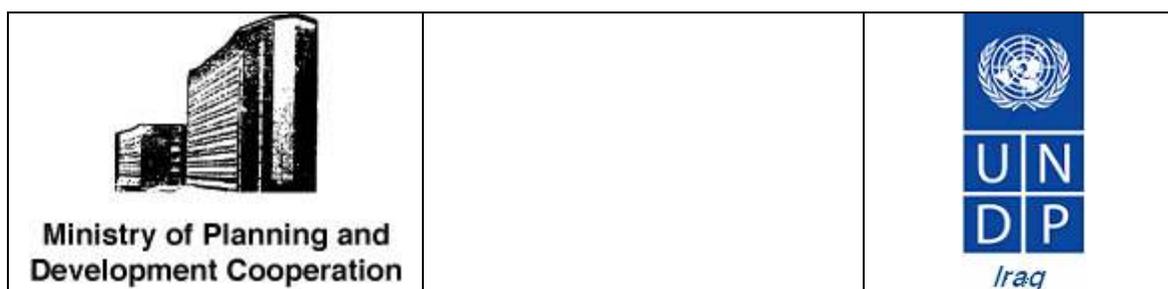
2. Summary of Recommendations

A number of recommendations emerged from this workshop across a range of training areas. They are summarised below for ease of reference:

- **Recommendation 1:** Create a list of political and institutional challenges and proposed solutions facing the ICD for further discussion with MoPDC senior management.
- **Recommendation 2:** Draft and secure approval for the mandate and service offerings of the DAD Unit within the ICD.
- **Recommendation 3:** Agree proposed DAD Unit structure, formulate specific terms of reference for all posts, identify current staffing availability, and initiate required recruitment process.
- **Recommendation 4:** During each training course, appoint a "Trainer of trainers" to impart skills and knowledge acquired during each workshop to MoPDC staff who did not attend.
- **Recommendation 5:** Create a "Knowledge Library" within the MoPDC to store key training materials for future reference.
- **Recommendation 6:** Provide electronic copies of all training materials, including summary report, to all participants for distribution within MoPDC.
- **Recommendation 7:** Use nomination forms to select participants for training courses to ensure the most appropriate recipients.
- **Recommendation 8:** Participants should feel free to consult UNDP Iraq with any requests for further assistance or follow-up training to maximise value of the sessions.
- **Recommendation 9:** DAD Unit to implement communications plan as soon as possible, in particular by disseminating newsletter and quarterly report and also compiling a contact list of stakeholders.
- **Recommendation 10:** To encourage donor data entry, DAD Unit should disseminate the SOPs, user manuals and guides as widely as possible and use the website and newsletter to promote training events.
- **Recommendation 11:** Develop a detailed training programme to empower stakeholders to enter data into DAD. To be reviewed in June.
- **Recommendation 12:** Meet with US representatives in early June in Baghdad in order to improve data collection and loading process.
- **Recommendation 13:** Adopt data validation as a core exercise for the DAD Unit to undertake every quarter (in line with the proposed workflow process).
- **Recommendation 14:** Prioritise data validation workload to concentrate on improving quality of most important projects (e.g. highest project cost) and most significant donors (e.g. the US).
- **Recommendation 15:** To demonstrate the value of the DAD, the DAD Unit should focus on creating high quality analytical reports on a quarterly basis, a brief monthly newsletter to provide updates and short on-demand reports for interested stakeholders.
- **Recommendation 16:** Format all reports to provide a professional look and feel, including use of standard logos, title pages, table of contents.

- **Recommendation 17:** Add an “Executive Summary” including recommendations to the quarterly report to highlight key policy issues and entice readers to explore the document in more detail.
- **Recommendation 18:** The draft mandate and the roles of the portal management team.
- **Recommendation 19:** Utilize standard system to manage and improve portal content and performance
- **Recommendation 20:** Validate the quality and adequacy of written content and be attention in providing English contents/ news same as in Arabic.
- **Recommendation 21:** Approve new DAD portal section
- **Recommendation 22:** DAD Unit to implement the portal management and administration plan as soon as possible, in particular by distributes the tasks within the five training participants.

3. Agenda for DAD Unit Training



DEVELOPMENT ASSISTANCE DATABASE (DAD) UNIT TRAINING
Ministry of Planning and Development Cooperation (MoPDC)
 27th– 30th April, 2008, Amman

Statement of Purpose:

The Development Assistance Database of Iraq (DAD-Iraq) is a bi-lingual web-based aid information management system, owned and hosted by the Ministry of Planning and Development Cooperation (MoPDC).

DAD-Iraq was funded by an EC-earmarked contribution through UNDG.TF, and was established by UNDP-Iraq in 2005. DAD-Iraq is a major tool in aid coordination and management.

DAD-Iraq is the only public source of consolidated data on development projects in Iraq some of the benefits for aid effectiveness are:

- **Enhanced Transparency**
- **Improved Planning**
- **Managing for Results**

However, DAD Iraq’s utility as a tool for effective aid management is dependent on the completeness, accuracy and timeliness of the information provided.

This Swedish Ministry of Foreign Affairs funded training forms part of UNDP Iraq's larger ambition to assist the MoPDC improving its aid management capacity by strengthening the International Cooperation Directorate (ICD). ICD aims to build staff competency and technical skills in project screening and appraisal, project monitoring and evaluation and donor relations, based on information derived from the Development Assistance Database (DAD).

Key Objectives:

Specifically, this workshop intends to provide the participating DAD staff with a deepened understanding of:

- The Iraqi development context: key aid management challenges and possible remedies;
- Technical, staffing as well as capacity based improvements that could advance the Development Assistance Database's contributions to address highlighted remedies;
- Web portal management and its potential in effectively communicating and promoting the ambitions and achievements of the MoPDC.

Programme

April 27th, 2008

10:00 – 10:15	Opening Remarks <i>Henrik Lindroth/Programme Manager, UNDP</i>
10:15 – 10:45	Aid management <ul style="list-style-type: none">• Suggest priorities to improve aid effectiveness in Iraq <i>Henrik Lindroth /Programme Manager, UNDP</i>
10:45 – 11:30	DAD and Aid Information Management Systems <ul style="list-style-type: none">• Identify strengths and weaknesses of DAD <i>Neil Taylor/Aid effectiveness specialist, UNDP</i>
11:30 – 12:00	Coffee Break
12:00 – 13:00	ICD / DAD Unit institutional design <ul style="list-style-type: none">• Begin drafting personal ToR for DAD Unit <i>Henrik Lindroth/Programme Manager, UNDP</i>
13:00 – 14:00	Lunch Break
14:00 – 15:30	General communication skills <ul style="list-style-type: none">• DAD-specific communication planning <i>Neil Taylor/ Aid effectiveness specialist, UNDP</i>
15:30 – 16:00	Coffee Break
16:00 – 17:30	Review DAD Unit institutional design <ul style="list-style-type: none">• Draft DAD communication plan <i>Neil Taylor/ Aid effectiveness specialist, UNDP</i>

April 28th, 2008

09:30 – 10:15	Technical support <ul style="list-style-type: none">• General training skills <i>Henrik Lindroth/Programme Manager, UNDP</i>
10:15 – 11:00	DAD data entry <ul style="list-style-type: none">• Review steps to enter project information into DAD <i>Neil Taylor/ Aid effectiveness specialist, UNDP</i>
11:00 – 11:30	Coffee Break
11:30 – 13:00	DAD data entry support exercise <ul style="list-style-type: none">• Assist new users to add project information into DAD <i>Neil Taylor/ Aid effectiveness specialist, UNDP</i>
13:00 – 14:00	Lunch Break
14:00 – 15:30	Data management <ul style="list-style-type: none">• DAD data management <i>Neil Taylor/ Aid effectiveness specialist, UNDP</i>
15:30 – 16:00	Coffee Break
16:00 – 17:30	Create data validation scorecard <i>Neil Taylor/ Aid effectiveness specialist, UNDP</i>

April 29th, 2008

09:30 – 10:30	General report writing skills <i>Henrik Lindroth/Programme Manager, UNDP</i>
10:30 – 11:00	Coffee Break
11:00 – 12:00	DAD report generation training <i>Neil Taylor/ Aid effectiveness specialist, UNDP</i>
12:00 – 13:00	Create DAD sample quarterly report <i>Neil Taylor/ Aid effectiveness specialist, UNDP</i>
13:00 – 14:00	Lunch Break

- 14:00 – 15:30** **Finalise group outputs and DAD component wrap up**
- **Present group outputs for DAD unit including**
 - Personal DAD Unit ToR
 - Communications plan
 - Technical Support guide
 - Data Validation plan
 - Reports
- Neil Taylor/ Aid effectiveness specialist, UNDP*
- 15:30 – 16:00** **Coffee Break**
- 16:00 – 17:30** **Wrap up and identify requirements for further training**
- Prioritised list of future learning needs
- Henrik Lindroth/ Programme Manager, UNDP*
Neil Taylor/ Aid effectiveness specialist, UNDP

April 30th, 2008

- 09:30 – 11:00** **Overview of e-government**
- Introduction to web portal and content management
- Abeer Fawaer/E-Governance Specialist, UNDP
- 11:00 – 11:30** **Coffee Break**
- 11:30 – 13:00** **Introduction to MoPDC portal**
- Practice content management of MoPDC portal
- Abeer Fawaer/E-Governance Specialist, UNDP
- 13:00 – 14:00** **Lunch Break**
- 14:00 – 15:30** Review DAD Unit institutional design
- Draft portal management and administration plan
- Abeer Fawaer/E-Governance Specialist, UNDP
- 15:30 – 16:00** **Coffee Break**
- 16:00 – 16:30** **Closing**

List of Participants

Ministry of Planning and Development Cooperation

List of Facilitators

UNDP-Iraq

- **Henrik Lindroth/Programme Manager**
- **Neil Taylor/ Aid effectiveness specialist**
- **Abeer Fawaer/E-Governance Specialist**