

Org-ology worked with and guided the Iraq Government in the development and definition of their current Governmental strategic plan (2016-2019). Org-ology worked with Iraq Government to develop a comprehensive monitoring and evaluation (M&E) system. The beginning knowledge of the Iraq Government on these processes and procedures is very limited and we introduced in an innovative and collaborative approach to build the capacity of Iraq Government to implement the strategic plan with M&E tools.

Org-ology has requested that the capacity building function within Iraq Government provide a committee to help with the process, which has a dual purpose. First to ensure Iraq Governmental engagement during the entire process and educates the committee with in-depth knowledge of the process so that it can be repeated in the future. The process being undertaken has five different modules that all build on each other. Each module being presented in a three-step process; First a training session, then a review and additional training session and finally the individual sections of the Iraq Government are required to submit their individual worksheets related to each phase for consolidation. The committee in collaboration with Org-ology reviews each submitted worksheet for completeness. This ensures the committee's knowledge is enhanced and developed. The entire process will allow Iraq Government to be able to adjust performance based on evaluation and measures. The process will allow Iraq Government to monitor and measure success for their actions related to their strategic plan and will also inform the next strategic planning cycle at Iraq Government. A final workshop was conducted with the M&E committee to ensure complete knowledge transfer.

Org-ology assisted Iraq Government in improvement of its strategic planning process, developing coherent and viable strategic and operational plans, and monitoring and evaluating the implementation of these plans. Expected results included development of strategic and operational plans and vision and mission statements; conduct of internal and external assessments; and creation of a monitoring and evaluation strategy for strategic.

Org-ology drafted an outline of the strategic plan, which included already developed mission, vision, goals and objectives, was discussed with the Strategic Planning Committee (SPC) for their feedback and further development into the strategic plan. The outline was based on examples of current best practices in strategic planning.

Building on the experience gained by Iraq Government during the drafting of the strategic plan, Org-ology continued assisting Iraq Government in finalizing the strategic planning document and during its implementation phase in developing and building monitoring and evaluation processes that will allow for the continual review and assessment of the strategic plan.

At the end of the 2016, Iraq Government adopted and posted the final strategic plan on the Iraq Government website (in English and Arabic) to ensure transparency and accountability. On September 22, 2016 Org-ology had submitted to Iraq Government the strategic planning document outline, which since then underwent a few changes by Iraq Government.

Immediately after the finalization of the draft strategic plan, Org-ology started working with Iraq Government to publish both the Arabic and English versions of the document for public relations and

information purposes. Org-ology will work with Iraq Government to plan for wide dissemination of the strategic plan in both printed form and electronic media.

Building on the experience Iraq Government gained during the drafting of the strategic plan, and following adoption and publication of the plan, Org-ology continued assisting Iraq Government in developing and building monitoring and evaluation processes that allowed for the continual and sustained review and assessment of the strategic plan.

Sustainable institutional capacity to conduct strategic and operational planning is built upon the bedrock of a solid monitoring and evaluation (M&E) tools. Review and evaluation is an ongoing process that is necessary to encourage continuous improvement, and provide evidence of the impact of Iraq Government's activities and an informed basis for decision-making and future planning.

Org-ology has developed the basic concept of country-led M&E and practical on-the-job training for M&E tool use. Org-ology has also prepared and submitted to the Chief Executive Officer (CEO) a concept of the M&E workshops to be conducted in the next quarter. Participants will include members of the Strategic Planning Committee (SPC), staff from the Iraq Government Capacity Building Department (CBD) and members from other departments, such as the Public Outreach Department (POD).

Org-ology is assisting the Iraq Government M&E committee in deploying custom indicators for the Iraq Government strategic plan, as well as development of systems and procedures for operationalizing the M&E plans. Org-ology developed and provided Iraq Government with the "Foundational Building Blocks for the Iraq Government Monitoring and Evaluation Process" document. This methodology allows for the building and transfer of knowledge and processes during the M&E and strategic planning process, namely the tracking of progress of the strategic plan's implementation.

Org-ology continued to work with Iraq Government to further cascade the plan development down to the division and section levels within Iraq Government. The following model and methodology was approved by Iraq Government as the baseline processes to be followed in the development and training of Iraq Government staff towards the M&E goal.

Org-ology has with the assistance of the M&E committee completed the training and collection of the data from the first 4 phases (see below). Training over The M&E committee is currently working with Org-ology (through mentoring, coaching, training and monitoring) to analyze the data and develop the findings and recommendations for each phase as well as a M&E dashboard for the second phase.

Overall this first cycle of the repeatable monitoring and evaluations was a very useful and productive first step. The process that was undertaken had five different modules that all build on each other. Each module is presented in a three-step process. First a training session, then a review and additional training session and finally the individual sections of the Iraq Government are required to submit their individual worksheets related to each phase for consolidation. During this process over 180 individuals went through this multi-step process (total training attendees was 577). Each submitted the monitoring and evaluations committee in collaboration with Org-ology reviewed worksheet for completeness. This ensures the committee's knowledge is enhanced and developed. The entire process allows Iraq Government to be able to adjust performance based on evaluation and measures. The repeatable process will allow Iraq Government to monitor and measure success for their actions related to their strategic plan and will also inform the next strategic planning cycle at IRAQ GOVERNMENT. Not all modules were validated but the process was followed and the knowledge of the process was transferred for future use.

Monitoring and Evaluation Process Phases:

Phase 1: The Iraq Governmental Strategic Alignment (OSA) is an invaluable tool to help the leadership of the Iraq Government as well as the Iraqi leadership staff to engage in an evaluation process and ensures alignment of functions that are areas of possible efficiency improvement and have linkage to the strategic plan and mission execution.

Phase 2: The Baseline System Assessment (BSA) is an invaluable tool to help the Iraq Government engage in an unbiased evaluation of processes and functions and define the current level of success as well as the future state and identify areas of possible efficiency improvement and linkage to the strategic plan, goals and mission execution. This phase will also develop the initial dashboard for monitoring current and future progress.

Phase 3: The Iraq Governmental Monitoring and Evaluation Design (OMED) is a process that develops an Iraq Governmental view into and around the actions and interactions of the Iraq Government strategic goals and activities and allows the Iraq Government to make informed future decisions. This includes internal and external connections, pressures and influencers. This process may also show potential gaps or weaknesses within the Iraq Governmental environment.

Phase 4: The Performance Cultural and Communications (PCC) is a proven process that outlines and develops a guide for Iraq Government to take the appropriate actions to ensure Iraq Governmental interactions are successful during the mission execution process and the informed Iraq Governmental decisions are adopted and integrated effectively and efficiently.

Phase 5: The Roadmap to the Future is the driving process document that will ensure the Iraq Government achieves continued success well into the future. The processes and methodology have always ensured continued growth and development of the Iraq Governments. Strategy and mission change may change, but with a roadmap that is well defined and executable the challenges can be mitigated.

The final Org-ology activity was conducting a final workshop to ensure the participants had a complete understanding of the processes and procedures and tools available to continue the monitoring and evaluation of Iraq Government against their strategic plan. This workshop focused the information on the monitoring and evaluation committee members made up from employees of IRAQ GOVERNMENT from the capacity building department, public outreach department and the Leadership education institute. There was a 65% increase in the knowledge and understanding of the information and a complete transfer of knowledge.

There were 22 participants, 3 female (monitoring and evaluations committee members) from all activities within the government. There was a good mix of participants which perform various functions within Iraq Government and the monitoring and evaluation committee the which lead to very good discussions around procedures, processes, tools to support the monitoring and evaluation of the Iraq Government strategy.

Best practices

Strategic Planning: Org-ology worked with Iraq Government to develop a comprehensive monitoring and evaluation (M&E) system. The beginning knowledge of the Iraq Government on these processes and procedures is very limited and were introduced in an innovative and collaborative approach to build the capacity of Iraq Government to implement M&E tools. Org-ology has requested that the capacity building function within Iraq Government provide a committee to help with the process, which has a dual purpose.

First to ensure Iraq Governmental engagement during the entire process and educates the committee with in-depth knowledge of the process so that it can be repeated in the future. The process being undertaken has six different models that all build on each other. Each module is being presented in a three-step process. First a training session, then a review and additional training session and finally the individual sections of the Iraq Government are required to submit their individual worksheets related to each phase for consolidation. The committee in collaboration with Org-ology reviews each submitted worksheet for completeness. This

ensures the committee's knowledge is enhanced and developed. The entire process will allow Iraq Government to be able to adjust performance based on evaluation and measures. The process will allow Iraq Government to monitor and measure success for their actions related to their strategic plan and will also inform the next strategic planning cycle at Iraq Government. A final workshop was conducted with the M&E committee to ensure complete knowledge transfer.

Task 2 Communications and Change Management Planning:

Org-ology worked with Iraq Government to implement communications planning and Change Management developed their understanding of the communications planning process. This was done utilizing an innovative process that combined collaboration and engagement during the entire process which was both well received and ensured Iraq Governmental buy-in. Iraq Government has personnel and units devoted to the management of the implementation of the communications plan and Change Management which met to define and design the communications and Change Management matrix in collaboration with Org-ology. Iraq Government coordinated the development of a communications and Change Management committee, which took ownership of the repeatable process and conducted a review of the implementation plan to include all internal and external stakeholders driven by the national office.

The credibility of Iraq Government as the institution for managing activities depends on its ability to proactively present itself to the media and to other stakeholders. To enhance its ability to do so, Org-ology has worked with Iraq Government on the development of a communications and change management plan. The communications and change management plan was publicly launched during 2016-2017. This would provide a workable strategy, an accountability and feedback mechanism for stakeholders and an opportunity for Iraq Government to demonstrate its achievements.

Therefore, Org-ology continued to work with and support Iraq Government on the development of the communications plan. In particular, Org-ology continued to assist Iraq Government in developing and managing effective strategic relationships with Leadership stakeholders. Org-ology encouraged Iraq Government to reach out to representatives of the electorate for feedback and consultation on effectiveness of the proposed communications plan.

Iraq Government developed a communications and change management planning committee AKA Communications Committee (CC). It was agreed that the Committee would be formed as per the recommendations of the communications strategy workshop held in January 2016. Building relationships with external stakeholders became the first priority of the communications committee.

Org-ology continued to work with and support Iraq Government on the development of a communications plan. Org-ology has supported Iraq Government in the development of a process to identify, develop and monitor an Iraq Governmental communications methodology, which is repeatable and sustainable.

Following a submission of the communication objectives paper drafted by Org-ology, Iraq Government developed an outline of mechanisms to implement communication and to nominate members of the communication committee. The established committee consists of an Iraq Government Commissioner responsible for communication, the public outreach department director and the capacity building department director. It has been decided that, to avoid any confusion with the overall Iraq Government strategic plan, the strategic communication plan should be referred to as the "communication plan."

Org-ology worked with the head of the Iraq Government communications committee to review the draft CC charter and discuss the action process methodology and next steps. The meeting participants also planned a follow on meeting schedule and plan to address concerns and opportunities for interactions in the future. Org-ology facilitated a number of the CC meetings to review and approve the charter and action process

methodology. Org-ology and CC members agreed to draft an agenda for subsequent meetings with stakeholders and to set up a regular scheduled weekly meeting of the committee.

Org-ology implemented the communications committee-planning workshop in Erbil. The goal of the workshop was to finalize the communication plan by bringing together the primary Iraq Government communications committee members and members of the public outreach sections at the GEOs. Also, the workshop aimed to align the communications plan with Iraq Government's strategic goals and the communications committee goals and ensure that ownership of specific tasks and next steps were established. The workshop was attended by a total of 32 participants (of whom five were female) from the national office and GEOs.

Org-ology supported Iraq Government in improving and enhancing relations with the media. On February 14, 2016 Org-ology, in cooperation with Iraq Government, conducted the media conference in Baghdad with 42 participants (including four women) representing the Iraqi Journalists Association; the Communications and Media Commission; the Iraqi Journalists Right Defense Association; and various media outlets. The conference began with a panel presentation of three white papers with recommendations and observations related to potential actions and interactions between the media and Iraq Government in future election cycles. The panel then opened up to discussions with the participants related to their papers and development of further recommendations.

Org-ology continued to work with and support Iraq Government on the development of the communications plan. Org-ology has supported Iraq Government in the development of a process to identify, develop and monitor an Iraq Governmental internal and external communications methodology, which is repeatable and sustainable.

Through the continued use of the framework of the communication plan, which was developed by the Communications Committee (CC) in coordination with Org-ology, the participants continued to develop their input for the plan by identification of current and future activities and stakeholders.

Org-ology attended all regular meetings of CC to discuss the recommendations from the CC and information received from the GEO's. The GEO's provided 48 specific communication activities, which were rated and ranked by the number of GEO's requesting the same or like type of activity. The committee defined projects and activities for possible future implementation: 1) a training program, to be implemented in conjunction with the Leadership Education Institute (LEI), targeting new journalists and media members in order to introduce them to Iraq Government's work, regulations, and procedures; and 2) a training program to target political entities (PEs) representatives about Iraq Government procedures. This along with another 36 recommendations from the CC, which were also rated and ranked. This became the basis for the communications plan recommendations and activities.

On June 20, 2016 Org-ology delivered the CC the communications plan to Iraq Government that outlined 7 specific initial recommendations as well as discussed the challenges such as the lack of a specific budget for various implementation activities. All activities and recommendations were ordered by cost, time resources needed, human resources needed and benefit measure. The recommendations were also aligned with the results of the Iraq Government conducted 2014 public opinion survey of voting-age citizens in Iraq.

On July 29, 2016 the Iraq Government Board of Commissioners (BoC) approved the final report and analysis associated with the communications committee work in the form of the communications plan. They accepted the plan in its entirety and have taken specific action on one of the recommendations to build a data base of stakeholders and continue to populate and verify the information to ensure accurate and timely communications can be sustained in the future.

The plan was distributed internally within Iraq Government national office as well as to the communication committee members and to the GEO offices.

Best practices

Communications and change management Planning: Org-ology worked with Iraq Government to implement communications planning and developed their understanding of strategic communications. This was done utilizing an innovative process that combined collaboration and engagement during the entire process which was both well received and ensured Iraq Governmental buy-in. Iraq Government has personnel and units devoted to the management of the implementation of the communications plan which met to define and design the communications matrix in collaboration with Org-ology. Iraq Government coordinated the development of a communications committee, which took ownership of the repeatable process and conducted a review implementation to include all internal and external stakeholders driven by the national office.