



# SUCCESS STORY

## Internal Training Institutionalized and Linked to CPD!

**An investment in human capacity development is an investment in the quality of work**



*Ministry of Public Works and Housing's  
Peer-to-Peer Training in Action!*



*Shrouq Etawi, Ministry Engineer.  
Certified Trainer.*

With the aim to sustain procedures, institutionalize peer-to-peer knowledge transfer and to pave the way for the continuous professional development (CPD) implementation, USAID's Enhancing School Management and Planning (ESMP) project established a core group of trainers at the Ministry of Public Works and Housing and coached the implementation of the first of a kind internal training.

Throughout the years, ESMP has positioned sustainability and ministerial self-reliance at the core of its interventions. Accordingly, one of ESMP's objectives is to institutionalize internal trainings within the Ministry of Public Works and Housing. To initiate the cycle, in March 2022, ESMP in collaboration with the Institute of Public Administration (IPA) conducted a Training of Trainers (ToT) for 20 ministry staff with a focus on the school construction management standard operating procedures, contract and project management, as well as the Construction Management Information System (CMIS) user training.

To activate the role of the trainers, in August – September, ESMP assisted the Ministry to develop a peer-to-peer training methodology and collaborated with the Institute of Public Administration and the Civil Service Bureau (CSB) to align it with bylaws for internal trainings while reflecting the annual promotion requirements. On a parallel track, ESMP supported the trainers to develop their training plans and obtain the Secretary General's approval and IPA accreditation of the training topics included therein.

Back in 2020, ESMP had supported the Ministry of Education and the Ministry of Public Works and Housing with the development of a CPD framework that identifies the competencies required for engineers to qualify for CPD appraisal requirements. With this knowledge and with the notion that institutionalization of internal trainings requires a certain level of credibility, this year, the Activity facilitated collaborations between the trainers and the Directorate of Policy and Institutional Development and the Directorate of Human Resources (Training Department to be specific). Their roles included revision of the training materials, coordination of trainings' official correspondences, monitoring of implementation and conducting tests for the trainees (other ministry staff). In doing so, ESMP identified the roles and responsibilities of different entities within the Ministry to identify the path for internal trainings' linkage to CPD.

In October, ESMP coached two certified trainers, Eng. Shrouq Etawi and Eng. Sawzan Abbadi to conduct the first-of-a-kind peer-to-peer training on Design Review standard operating procedures. The training targeted fresh-graduate engineers hired at the Ministry during the COVID-19



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*“Through this experience, my passion for training increased. I have registered in other technical trainings and certification programs at my own expense. Once I complete these programs, I intend to share the knowledge with my colleagues, so we can increase the quality of work together.”*

– Shrouq Etawi



Sawsan Abbadi, Ministry Engineer.  
Certified Trainer.

*“I envision that someday our ministry forms an Engineering Development Department, that provides technical trainings to private sector stakeholders too.”*

– Sawsan Abbadi

pandemic. “Just the other day, I passed by one of my colleagues’ office –who participated in the training– and found her referring to the procedures and referencing certain technical documents when speaking to another colleague. It is nice to see that our new colleagues are now capable of making decisions based on procedures.” Eng. Sawsan reflected.

Shrouq on the other hand highlighted the impact saying: “The training clearly increased the level of awareness of the fresh engineers of the workflow, procedures, and reference documents. This deepened their level of engagement in the work environment.”

To complete the cycle, ESMP ensured the intervention of the Directorate of Finance to allocate the needed financial resources. In addition, once the Directorate of Policy and Institutional Development issued the results of the test, they were ratified by the Secretary-General in order for the IPA to issue the certificates and confirm that the training will be considered for the annual promotion cycle, and for CPD implementation.

The institutionalization of internal training and implementation of the first training made the Ministry of Public Works and Housing a pioneer in putting the related Civil Service Bureau bylaw –for internal training– into action and preparing for CPD framework implementation. This also serves as a cornerstone for achieving the Royal Committee to Modernise Public Sector’s goals related to human resources.

*“USAID helped us by laying the foundation, based on which we will continue the journey”* Shrouq echoed.

USAID continues to support the Government of Jordan’s investments in human capacity to improve systems, ultimately become self-reliant, and provide quality services to the people of Jordan.