



Program Overview: National Capacity Development

USAID/Iraq launches the new National Capacity Development (NCD) program

Through the National Capacity Development (NCD) program, USAID will significantly enhance its efforts to strengthen the Government of Iraq's (GOI's) public administration and professional training capabilities. The NCD program, scheduled to start later this summer, will train officials to manage and administer institutions delivering services to the public. Responsive and effective government services are a bulwark for a civil society that will enhance the GOI's legitimacy, diminish the influence of the insurgency, and build a culture of lawfulness, all essential elements to the sustainability of successful democracy in Iraq. The NCD program is part of a broader integrated U.S. Government effort to develop the GOI's administrative capacity.

The NCD program is a planned three-year effort designed to strengthen the management capability of executive government institutions and key ministries such as the ministries of Oil, Electricity, Finance, Municipalities and Public Works, Agriculture, Water

Resources, Planning, Justice, Health, and Education. Public institutions will benefit from the development of sustainable training and human resource management systems capable of promoting modern management techniques throughout the civil service. Ethics and anti-corruption, in the form of standardized auditing, procurement reform and other measures, will be central cross-cutting themes throughout the program.

Iraq's National Center for Consultation and Management Development (NCCMD) has served as the GOI's public administration training center for over 30 years. The NCD program will work to revitalize the NCCMD facility in Baghdad and regional training institutes by equipping them with modern teaching technology, upgrading curricula and modules, training consultants and other trainers, and creating a mechanism for on-the-job training. These institutes will serve as "centers of excellence" to train Iraqi civil servants in public administration best practices.

The approach of the NCD program was shaped by discussions between U.S. and Iraqi officials from the office of the Prime Minister, the Ministry of Planning, and input from the Capacity Development Working Group.

NCD will strengthen the following key functions:

- Leadership and communications
- Strategic planning and policy development
- Fiscal Management
- Personnel management and administration
- Information Technology
- Technical Operations and Management Skills
- Standard investigative practices
- Project Management
- Quality Management (such as ISSO 9001)

Expected results of fortifying these key functions are:

- Successful use of the Financial Management Information System across the GOI
- Strategic and annual planning process at the central and governorate level
- Procedures for hiring and promotions based on merit and competition
- Information management that identifies information relevant to each institution's operations, thus providing standards by which performance can be measured