



# National Capacity Development Initiative

## Executive Summary

**Purpose:** To strengthen the core public administration functions and training systems of the Government of Iraq (GOI).

**Total Duration and Funding:** The Contractor will be required to design and implement a two plus one option year NCD Program. For all three years, the NCD Program would cost approximately \$300.8 million, subject to available funding from the United States Government (USG). The program will begin in August 2006.

**Expectations:** NCD support is expected to foster a professional and competent civil service shaped by an institutionalized, sustainable training system that provides leadership and modern management through Iraqi public institutions. By assisting the GOI improve its operations, management, and policy formulation, the NCD program will improve the effectiveness and legitimacy of Iraq's national-level institutions. The program will provide short-term support for key GOI priorities, execute medium-term activities to improve and standardize public administration systems, and revitalize GOI training centers to provide sustainable human resource development. Ethics and anti-corruption will be cross-cutting themes throughout the program.

**Key Influences:** The NCD Program's approach has been shaped by discussions between senior U.S. and Iraqi officials from the office of the Prime Minister and Ministry of Plan, and input from the Capacity Development Working Group (CDWG). The CDWG shaped the program by identifying core public administration functions, potential key ministries, and potential key training institutions, including the National Center for Consultations and Management Development.

**Background:** The capacity building initiative began in September 2005 with the assistance of the CDWG, which consists of USG, GOI, and donor representatives. The CDWG drives the national capacity building process; it coordinates NCD-related assistance among the various donors and complements existing donor coordination mechanisms like the Baghdad Coordination Group (BCG). The GOI is fully involved in the donor coordination process. The Secretary General of the Council of Ministers Secretariat (COMSEC) may co-chair the CDWG along with a donor representative. Representatives from key ministries and donor countries such as Italy, Denmark, and the United Kingdom serve on the CDWG. The NCD Program will coordinate with sector working groups (i.e., the Education, Health, Rule of Law, and Electricity Sector Working Groups), implement key policies set by the Ministerial Advisory Teams (MATs)

consisting of working-level GOI, USG, and donor advisors for key ministries, and coordinate all assistance to the PMO/COMSEC with the United Kingdom's Department for International Development (DFID). Overall responsibility for the NCD Program and the CDWG will fall under the Joint Executive Steering Committee (JESC), chaired by a representative from the Prime Minister's Office and a donor representative.

## **Program Overview**

The NCD program will strengthen the following illustrative core public administration functions:

- 1) Leadership/communications;
- 2) Strategic planning/policy development;
- 3) Fiscal management;
- 4) Personnel management and administration;
- 5) Information technology (IT) equipment and corresponding training for basic and advanced IT programs; and
- 6) Technical skills (e.g., operations and maintenance, standard investigative practices, project management, ISSO 9001 quality management, etc.)

To address Iraq's need for strong, independent anti-corruption organizations that proactively promote transparency, integrity, and accountability, the NCD Program has incorporated extensive anti-corruption activities throughout the program. Policies and practices such as standardized auditing and procurement reform will combat corruption and eliminate patronage. All anti-corruption activities will be closely coordinated with other donor efforts and the anti-corruption working group.

The National Center for Consultation and Management Development has served as Iraq's public administration training center for over 30 years. The NCD Program will revitalize the National Center and regional training centers to serve as sustainable intellectual resources for public administration knowledge. These institutions will provide up-to-date civil service and administration training for Iraqi government officials. The program will equip the centers with modern teaching technology, upgrade curricula and public administration training modules, train consultants and trainers, and provide a mechanism for on-the-job training.

The NCD Program will be divided into three mandatory tasks and three optional tasks, dependent upon available funding. Planning and implementation will be closely coordinated with the Ministerial Advisory Teams (MAT) and the donor community.

**Task I: Immediate Support to the National Center:** The program will address urgent needs such as upgrading the Center and writing training plans to teach critical skills to the new GOI like procurement, management, and basic computers skill. Short term activities may include establishing regional training centers at several universities.

**Task II: Assess and Design NCD Support to National Center and Regional Centers and the COMSEC:** The program will foster close working relationships

between the National Center and the COMSEC. NCD will work with the GOI to diagnose, analyze and recommend sustainable changes to improve the organizational practices and procedures of targeted public institutions. Training modules, IT departments, trained consultants, technical assistance, and updated curricula, facilities and equipment, will be several of the outcomes of this phase of the NCD program. The National Capacity Development program will also help the GOI draft an overall Capacity Development Strategy. Support will also be given to COMSEC to help them efficiently carry out core business, formulate and execute policy, and manage daily operations.

**Task III: Implementation of NCD Support to National Center and Regional Centers and the COMSEC:** The implementation phase is anticipated to last 18 months. During this time the GOI's Capacity Development Strategy will be finalized and implemented. The NCD program will provide short-term consultation services to the PMO/COMSEC, train the trainers for the regional and national centers utilizing competency based teaching methods and emphasizing learning by doing techniques. Standardize training modules that teach the core administrative functions will be applied to train senior- and mid-level GOI staff at the regional centers. The program will train Implementation Teams based out of the National Center to provide post-training support, ensuring that trainees apply their the newly acquired knowledge. At least 50 Iraqi students will be sponsored for study-abroad graduate-level public administration programs complemented by internship programs within the ministries. To foster ties to institutions and knowledge outside of Iraq, the NCD program will forge public-private alliance that provide current knowledge, technology, and financial resources from the private sector. The program will also be ready to provide immediate assistance to key ministries, improving their ability to plan, develop and implement policy.

By influencing organizational reform, improving communications infrastructure and establishing good institutional procedures, the NCD program will result in improved coordination between the PMO, COMSEC, individual ministries, the Council of Representatives, provincial governments and the public.

**Optional Task IV: Immediate Support to GOI:** The program is designed to respond to short-term requests for assistance to key ministries, including the ministries of oil, finance and electricity. These programs will be closely coordinated through the MATs to determine priorities and direction, and avoid duplication with other activities.

**Optional Task V: Assess and Design NCD Support to Key Ministries:** The program is able to conduct in-depth diagnostics at key ministries to identify needs and serve as a foundation to develop the overall National Capacity Development Program Design. These activities would be closely coordinated with the appropriate USG, GOI, and international stakeholders.

**Optional Task VI: Implementation of NCD Support to Key Ministries:** This task would last over 24 months. The program would support training and help the ministries improve functional capacity in conjunction with Iraq's NCD Program Design. Improvements may focus on developing a human resources department, link financial

systems to the Financial Management Information System, personnel management procedures, information management, and transforming corporate culture through a leadership paradigm shift.