



# Capacity Development

U.S. ARMY CORPS OF ENGINEERS

BUILDING STRONG.®

## Mission

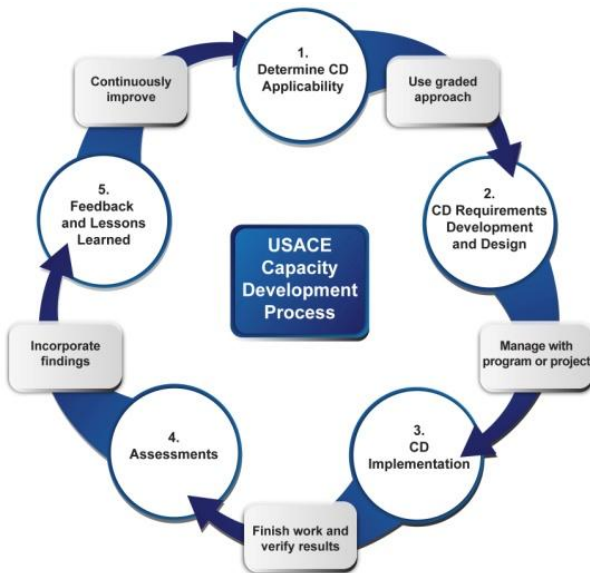
The Corps continues its important mission of conducting programs and projects within host nations. We have introduced a systematic process for developing capacity and capability within these nations to help them meet the objective of positive outcomes and sustainable results. USACE representatives serve as advocates for Capacity Development on all international programs and projects.

## Capacity Development Process

The Corps' approach to Capacity Development is consistent with models used by other governments and non-government organizations (NGO). A five-step structured process is designed to help Corps staff plan and implement Capacity Development. The process has sufficient flexibility to accommodate on-the-ground conditions and changing environments.

“Capacity Development is the building of human, institutional and infrastructure capacity to help societies develop secure, stable and sustainable economies, governments and other institutions through mentoring, training, education, and physical projects, the infusion of financial and other resources, and most importantly, the motivation and inspiration of people to improve their lives.”

*Definition by LTG Henry J. Hatch (Ret.)*



**Step 1.** Stakeholders identify basic host nation capacity needs necessary to achieve sustainable results. Initial assessment of host nation capacity begins.

**Step 2.** Existing host nation capacity assessment is completed and specific mitigation actions are defined and prioritized to close the gaps. Mitigation actions are assigned to lead stakeholders.

**Step 3.** Lead stakeholders guide implementation of all assigned mitigation actions.

**Step 4.** Assessments (internal and external) are conducted to determine the effectiveness of the Capacity Development planning and implementation process.

**Step 5.** Feedback and lessons learned are used to support continuous improvement.

## Points of Contact

The Capacity Development business practice is managed within Military Programs, Interagency and International Services Community of Practice (IIS CoP). The actual planning and implementation of Capacity Development occurs at the international program and project level. The Capacity Development Sub-CoP provides an important link between HQUSACE and field operations where Capacity Development occurs. Ms. Sheryl Lewis is the National Program Manager for Capacity Development and can be reached at HQUSACE at [Sheryl.E.Lewis@usace.army.mil](mailto:Sheryl.E.Lewis@usace.army.mil); (202) 761-5750.

**U.S. ARMY CORPS OF ENGINEERS – Military Programs, IIS Community of Practice**

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<http://usace.army.mil/CEMP/iis/CD/Pages/default.aspx>



## Current Status – Capacity Development is Underway

Examples of recent USACE Capacity Development initiatives include the following:

### Africa

The Corps is building Civil Affairs (CA) capacity within the Kenyan Army Engineers to increase their appreciation for, knowledge of and ability to build shared visions among populations affected by disasters and development efforts and enhance their ability to create a sense of stability and security for local communities in affected areas.



### Europe

The Civil-Military Emergency Preparedness (CMEP) mission is to build all hazard national and regional consequence management capacity

CMEP has conducted 76 events in 28 countries since 1998, including Warsaw Initiative countries, Swaziland, and Guyana.

The CMEP mission has now expanded world-wide.



### Central and Southeast Asia

The Afghan Engineer District – North (AEN) is building the capacity of Afghan military engineers through its ongoing internship and outreach efforts with the National Military Academy of Afghanistan (NMAA). Internships are offered to graduates of the NMAA at the lieutenant level for a period of 21 weeks. At the completion of the internship, the lieutenants return to the NMAA to teach civil engineering classes. In addition, AEN participates in bi-monthly NMAA faculty seminars and provides training on topics such as engineering, construction, safety, project scheduling, and leadership.



### Middle East

The Gulf Region District is working to support Iraq's ability to operate and maintain infrastructure through the following programs: training City of Baghdad workers on proper operations and maintenance of public water, sewage, solid waste, and transportation infrastructure; updating curriculum at Al Anbar University's Engineer College to meet current accreditation standards; and providing on-the-job training for 45 Iraqi associates who serve as construction and quality assurance representatives, public affairs officers, and program managers.



### Central and South America

The International Center for Integrated Water Resources Management (ICIWaRM), in collaboration with the National Water Authority (ANA) of Peru and the World Bank, held a four-day workshop in Arequipa, Peru with stakeholders in the Chili River basin with a focus on building the capacity of ANA planning staff to lead the implementation of Shared Vision Planning workshops in four other Peruvian basins. Follow-on workshops are being held to train local ANA staff on developing the hydrological modeling and decision support tools for collaborative water planning with stakeholders in the local basins.



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