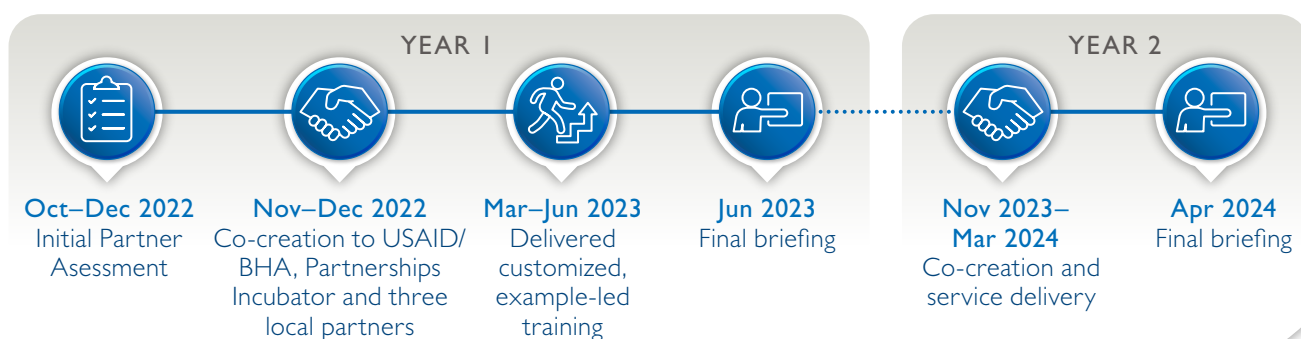


# USAID's Partnerships Incubator Empowers Three Local Organizations in Iraq

The USAID/Bureau of Humanitarian Assistance (BHA)/Iraq team engaged the USAID New Partnerships Initiative Incubator to provide technical assistance to build the organizational capacity of three Iraqi nongovernmental organizations. The Incubator team crafted tailored solutions and provided applicable tools to empower these organizations for sustained success.

## IRAQ TECHNICAL ASSISTANCE PROJECT

Empowering local Iraqi partners to become stronger actors



## YEAR 1

A team of five subject matter experts led informational sessions and workshops and delivered one-on-one tailored coaching with each organization during a four-month period, March–June 2023. Services included the following.

### TECHNICAL ASSISTANCE PROVIDED, YEARS 1 AND 2

Year 1 Services	Year 2 Services
Business Development	Monitoring and Evaluation
Business Viability	Workforce and Talent Management
Finance and Budgeting	New Business Development Help Desk
Marketing and Communications	
Partnership Development	

## Highlights

One organization secured a \$70,000 (in U.S. dollars) six-month grant from a Dutch organization after implementing the tools and mechanisms provided by the Incubator's subject matter experts. This achievement is a testament to the efficacy and impact of the training program, which empowered partners to navigate funding opportunities and strengthen organizational capacity. The receiving organization attributed its success in securing this funding to the Incubator's support.

"[The Incubator] taught us how to track opportunities. We followed deadlines, tracked the budget, and decided on a 'go' decision. We wrote and submitted the proposal and [the prospective donor] came to our office. I showed them we're using QuickBooks and they liked that. They liked our reporting method, which adheres to international systems." —Finance Officer

## YEAR 2

From November 2023 through March 2024, the Incubator team conducted a co-creation process with USAID/BHA/Iraq and the three partners to determine the most important business needs. Together, they developed customized technical assistance interventions targeting:

Monitoring and evaluation

Workforce and talent management

New business development help desk

### Highlights

#### Monitoring and Evaluation (M&E)

**Support focus:** Review existing processes and policies for staff performance measurement and professional development. Training included best practices on monitoring, evaluation, and learning (MEL) key concepts and USAID requirements; support in developing theory of change (TOC) statements and M&E frameworks; and a customized M&E policies and procedures manual.

“This training empowered our staff to review existing M&E policies and develop enhanced frameworks aligned with industry standards, reflecting our improved knowledge and skills in this area. Additionally, the guidance received from the Incubator in establishing meaningful indicators has enabled us to implement more effective monitoring processes, leading to improved data collection and analysis capabilities.” —*Head of Organization*

#### Workforce and Talent Management

**Support focus:** Assess human resources (HR) and provide a roadmap of activities to be completed by the organizations. Training included optimizing performance appraisal templates, succession planning, strengthening HR audits, and methods for collecting HR data.

“We revised our organizational policies and procedures related to project management, procurement, and human resources based on Incubator guidance; developed new manuals and guidelines for standardized practices; streamlined workflow processes to reduce turnaround times; strengthened monitoring and evaluation systems using recommended tools; and conducted capacity-building initiatives to ensure staff adoption of new procedures.” —*Head of Organization*

#### New Business Development Help Desk

**Support focus:** Help the organizations continue to enhance knowledge and closely monitor emerging opportunities. Training included tailored business development coaching as well as a resource document offering tools, articles, and guidance across various stages of business development.