

# Higher Education & Human & Institutional Capacity Development

Presentation on HICD

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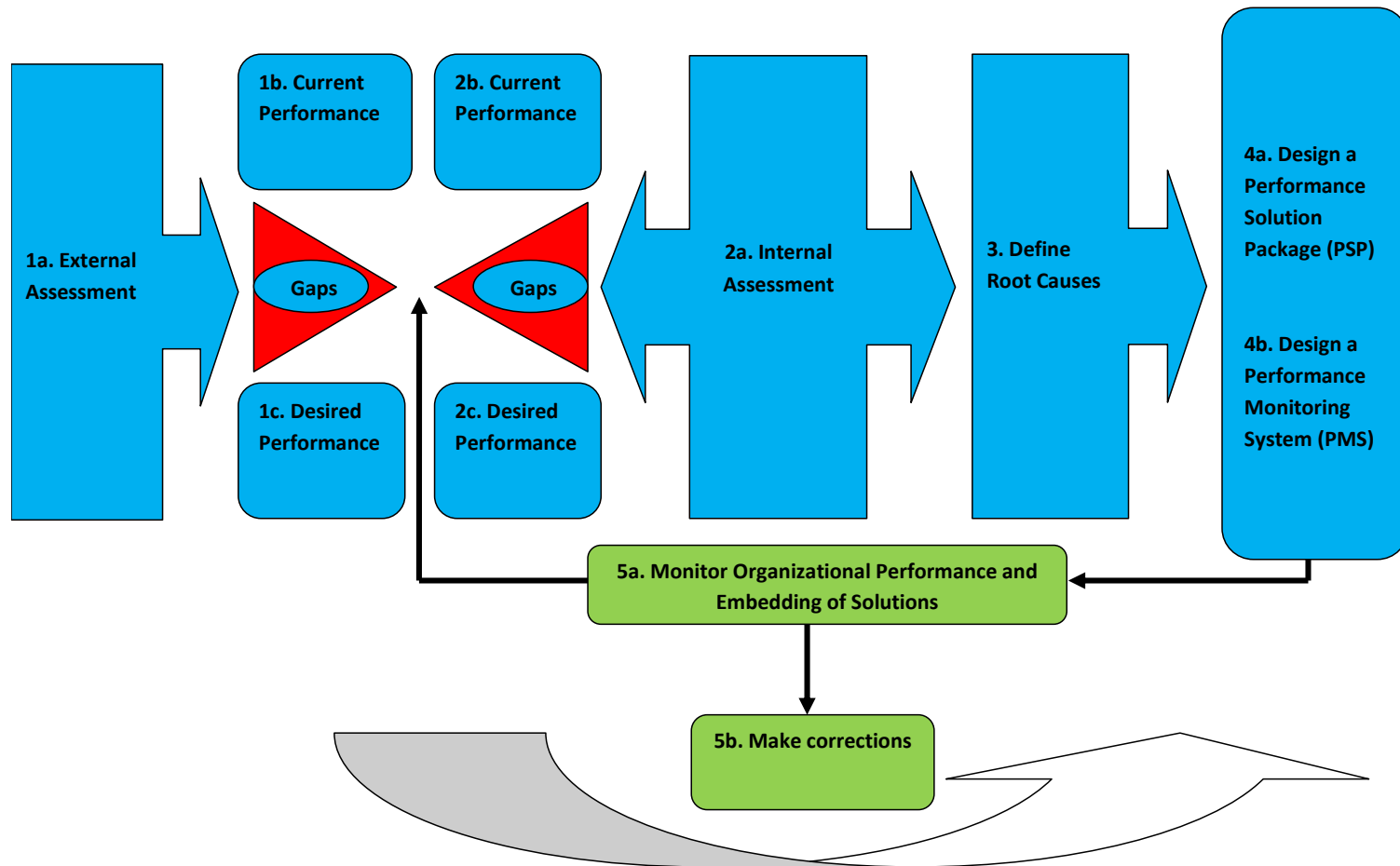
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# Purpose of HICD

- ***The ultimate goal of HICD is to help USAID's partners improve performance in critical areas leading to measurable results in achieving the organization's goals and objectives"***

***2011 USAID EGAT HICD Handbook, p7***

# HICD as used in USAID's "GEMS" Project in Liberia



# Training by Type & Focus

## Training by Type

- ✓ Long-term graduate degree training
- ✓ Leadership training
- ✓ Short-term technical training with certificate
- ✓ Short-term “one-off” training, whether off-the-shelf or tailored
- ✓ Study tours, conference attendance, etc.

## Training Programs – by Focus

### *Individual*

- ✓ Grants to “best & brightest” unemployed students
- ✓ **G**rants to qualified employees for further degree training
- ✓ **G**rants to graduate students or professors (research, etc.)

### *Institutional*

- ✓ Project focused on or located at a single or several institutions where training is sponsored outside the country
- ✓ Project focused on or located at a single or several institutions where training is one of several interventions being used

# Building Institutional Capacity

How does HICD differ from training?

- ✓ HICD Aims to **increase performance** at an institution, whereas individual training increases an **individual's KSA** (Knowledge, Skills and Attitudes)
- ✓ HICD employs both training *and* non-training interventions

## Comparing Individual Training with Institutional Capacity Building

<u>TRAINING</u>	<u>HICD</u>
Focuses on <i>only one</i> performance factor - skills and knowledge	Focuses on <i>all five</i> performance factors
An event	A process
Follow-up with individual performers	Continuous measurement process
Based on learner needs	Based on organizational needs
Evaluated by individual performance	Evaluated by Organizational Performance
Focus on 1 or few individuals	Focus on <i>systems</i> approach to improve organizational performance
Single type of intervention (training)	Multiple types of interventions
Based on project commitment	Based on organizational commitment
Training needs assessment	Performance assessment
Builds capacity of individual	Builds capacity of organization
Results-oriented at participant level	Results-oriented at organizational level
Can be ad hoc	Must be systematic

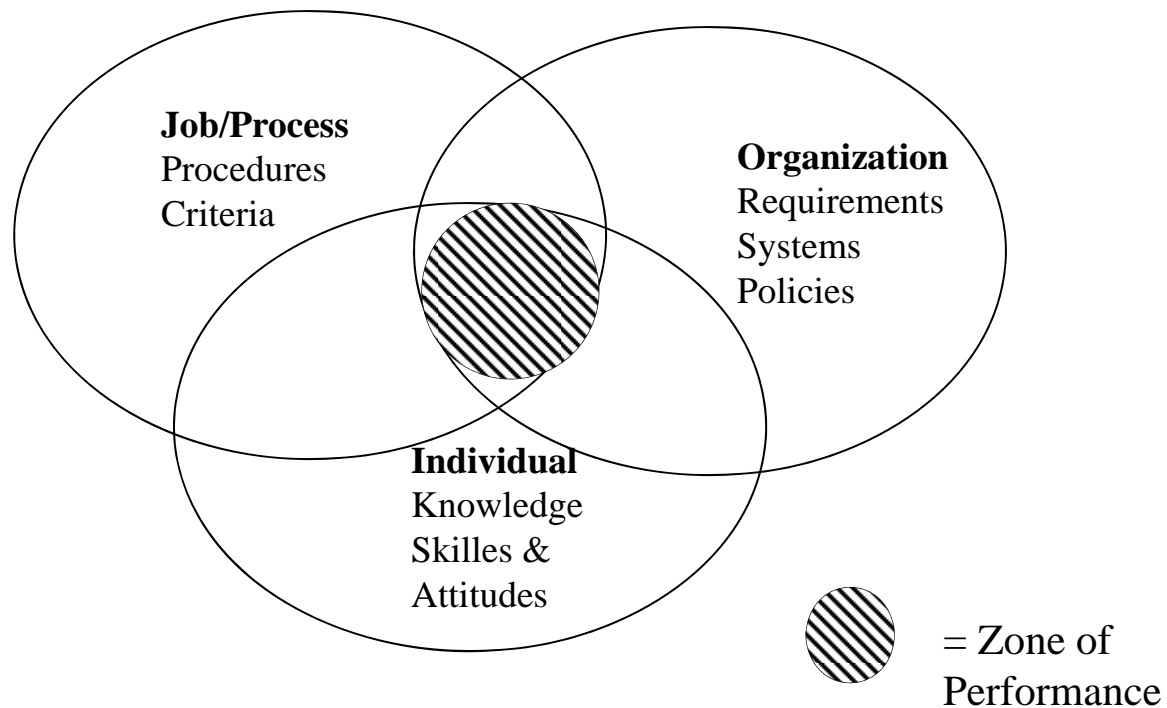
## Linking Training to Institutional Capacity Building

For programs focusing on the *individual* – additional ideas to consider:

- ✓ identify host institutions and require that students maintain regular communication with deans, dept heads, peers
- ✓ develop career paths that link student to institutional gaps back home
- ✓ build networks among students that can help drive Institutional changes

# Zone of High Performance

When the three variables overlap,  
optimal performance is more likely



Adapted by Andrew Gilboy from *The Performance Consultant's Fieldbook*,  
by Judith Hale, 1998



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