In an effort to more effectively fulfill USAID's worldwide development assistance mandate, the agency established the Human and Institutional Capacity Development (HICD) framework. USAID has recognized training to be only "one piece of the organizational performance puzzle." The framework outlines an evidence-based systemic approach, with systematic and cost-effective steps for sustaining changes to human behavior that result in strengthened organizational effectiveness.

In the context of USAID's increasing focus on local solutions and other donors' efforts to shift more resources toward local institutional capacity building, applying the science of organizational learning and behavior change is a growing imperative.

What HICD Does

"Human and Institutional Capacity Development is... designed to *identify root causes* of performance gaps in host country partner institutions, address those gaps through a wide array of *performance solutions* in the context of all human performance factors, and *enable cyclical processes of continuous performance improvement* through the establishment of performance monitoring systems."

HICD Model

Identify Partner Organization

Obrain Partner Comitment

Form Stakeholder Group

Conduct Performance Assesment

Prepare Performance Solutions Pakage

Implement Performance Solutions

Monitor Change in Performance

Measuring Performance

Through a comprehensive analysis of organizational performance, HICD identifies performance gaps and introduces performance solutions. Performance of the organization as a whole is analyzed at three different levels: the Organizational Level; the Process Level; and the Individual Performer Level. Organizational performance is examined based on six performance factors: information, resources and tools, incentives, knowledge and skills, capacity, motives. Following the analysis, recommendations for performance solutions are designed to close the gap.

Updated Behavior Engineering Model

ENVIRONMENTAL	**Information:** • Roles and performance expectations are clearly defined; employees are given relevant and frequent feedback about the adequacy of performance. • Clear and relevant guides are used to describe the work process. • The performance management system guides employee performance and development.	**Resources and Tools:** • Materials, tools, expert support, and time needed to do the job are present. • Processes and procedures are clearly defined in reference documentation. • Overall physical and psychological work environment contributes to improved performance; work conditions are safe, clean, organized, and conductive to performance.	**Incentives:** • Financial and non-financial incentives are present; measurement and reward systems reinforce positive performance. • Jobs are enriched to allow for fulfillment of employee needs. • Overall work environment is positive, where employees believe they have an opportunity to succeed; career development opportunities are present.
INDIVIDUAL	**Knowledge and Skills:** • Employees have the necessary knowledge, experience and skills to do the desired behaviors. • Employees with the necessary knowledge, experience and skills are properly placed to use and share what they know. • Employees are cross-trained to understand each other's roles.	**Capacity:** • Employees have the individual capacity to learn and do what is needed to perform successfully. • Employees are recruited and selected to match the realities of the work situation. • Employees are free of emotional limitations that would interfere with their performance.	**Motives:** • Motives of employees are aligned with the work and the work environment. • Employees desire to perform the required jobs. • Employees are recruited and selected to match the realities of the work situation.

How is HICD Different From Training?

Training	HICD
• An Event • Follow-up with individuals • Based on learner's needs • Evaluate Individual performance • Focus on few individuals • Single type of performance solution • Training needs assessment • Results-oriented at participant level • Can be ad hoc	• A process • Continuous measurement • Based on organizational needs • Evaluate organizational performance • Focus on systems approach • Multiple types of solutions • Performance assessment • Results-oriented organizational level • Must be systematic

To access the full USAID HICD handbook, go to http://pdf.usaid.gov/pdf_docs/Pnadt442.pdf