



**FEED THE FUTURE**

The U.S. Government's Global Hunger and Food Security Initiative

# **Achieving Synergy in Your HICD Strategy: The Sequel**

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**Innovation Lab Partners Meeting  
Lilongwe, Malawi  
20-24 April 2015**



**USAID**  
FROM THE AMERICAN PEOPLE



- Recap from the September meeting
- Summary of survey results
- Resources to meet your needs
  - Peace Corps and Udemy
- News you can use from the HICD team
- WB African Centers of Excellence II RFA
- A success story from Malawi
  - Mentoring and coaching works better than training
- Themes for working with LUANAR



## Three Layers or Dimensions

- Individual training
  - Technical training
  - Relevant professional skills
    - Scientific publication, grant writing
- “Institutional capacity-aware” individual training
  - Trainees selected from target institutions
  - “Soft skills” beyond the technical and professional
    - Leadership, change management, performance management
- Direct focus on enhancing institutions’ ability to perform and deliver on their specific mandates
  - Dependent on local needs and specific performance issues
  - Might extend beyond the institution to networks, etc.



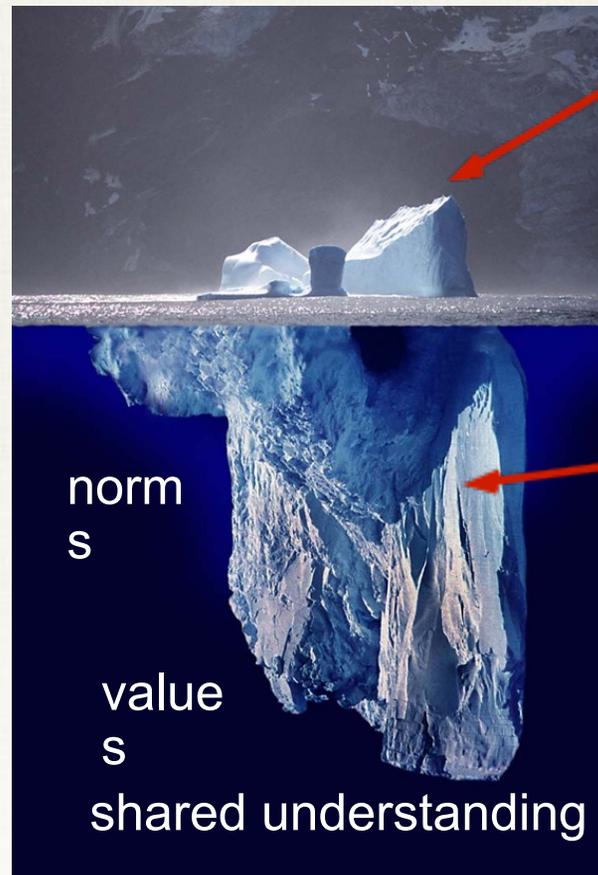
## HICD requires a “Local First” approach

- **Locally delivered**, where the approach comes from outside and a local organization is selected to implement it, with no involvement in setting priorities, and no transfer of ownership
- **Locally owned**, where the approach comes from outside but there is a determined effort to 'transplant' the ownership of the work so that over time the program can be locally led
- **Locally led**, where local partners analyze problems, set goals, and formulate resonant approaches. Outside agencies provide resources, connections, and technical expertise



What is on the ground that could be moved to the next level?

The will to move to the next level is **absolutely essential.**



**skill and knowledge domain  
(technical or soft)**

**cognitive-cultural domain  
"institutions"  
change here**

norms

values

shared understanding

**Trajectories are historical and context-specific.**



# Problem Driven Iterative Adaptation (PDIA)

- In-country partner institution identifies the performance problem it wants to solve
- Together, analyze the cause and develop a remedial plan
  - Sub-optimal outcomes result when the cause is incorrectly identified
    - Problems are solved at the levels where they are created
      - You can't solve a policy problem just with training
    - Majority of capacity problems are not technical in nature
    - Capacity is more important than specific research outcomes for sustainable development
- Constantly monitor progress and adapt the plan as needed



Category	Number of Responses	Percent of Total Respondents
<b>Training</b>	44	98%
Empowerment and Networking	29	64%
<b>Infrastructure</b>	23	51%
Back Office and Org Development	22	49%
Knowledge/Execution	18	40%
Education	7	16%

**TRAINING** is necessary, but not sufficient for institution building.

Alone, it has limited impact on total institutional performance, particularly when the institution starts weak.



<b>Category</b>	<b>Number of Responses</b>	<b>Percent of Total Respondents</b>
<b>Performance Improvement and Continuous Adaptation</b>	15	88%
<b>Networking/Collaboration and Knowledge Sharing</b>	13	76%
<b>Investing in People/Mentoring</b>	9	53%
<b>Institutional Connectivity and Systems</b>	7	41%
<b>Skill Building and Training</b>	18	40%
Governance and Local Ownership	6	35%
Developing Leadership	6	35%
Financial Stability	3	18%



# Peace Corps – Gordon Mengel

- In 2011 PC signed a 5 year Global Food Security Framework Agreement (PAPA) signed with USAID
  - Established a food security team at PC/HQ
  - Funding to train and support over 1,000 Food Security Volunteers
- 5 individual PC Posts (Tanzania, Uganda, Ethiopia, Guatemala and Zambia) have separate in-country agreements with their respective USAID missions.
- 11 PC Posts in West Africa are part of a West Africa Food Security Partnership agreement with USAID
- **LISTING OF ALL PEACE CORPS POCs IN FtF COUNTRIES**



# Udemy – Meg Evans

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7:17 AM  
4/20/2015



# What were your requests?

- Case studies
- M&E and assessment tools
  - OPI and OCA
  - M&E – stay tuned! Coming soon.
- HICD frameworks
- HICD execution



## What were your requests?

The screenshot shows a Windows Explorer window with the following details:

- Address Bar:** Libraries > Documents > BFS > IL > HICD Workshop in Lilongwe April 2015
- Left Navigation Pane:** Favorites (Desktop, Network, Downloads, Recent Places, Desktop, Videos, Dropbox, Recent Places, RealPlayer Cloud, iCloud Photos), Libraries (Documents, Music, Pictures, Videos), Homegroup, Computer (Local Disk (C:), RealPlayer Cloud), Network.
- Right Pane:** Documents library, HICD Workshop in Lilongwe April 2015. Arranged by Folder.
- Table of Contents:**

Name	Date modified	Type	Size
CD Network Meeting	4/20/2015 7:05 AM	File folder	
Miscellaneous	4/19/2015 7:29 PM	File folder	
Peace Corps	4/20/2015 7:09 AM	File folder	
Reports on Institution Building	4/20/2015 1:03 AM	File folder	
Updated NARS Partnership Graphs	4/19/2015 6:00 PM	File folder	
USAID Capacity Development Tools	4/19/2015 6:47 PM	File folder	
USAID Learning Agenda	4/20/2015 7:09 AM	File folder	
World Bank ACE	4/19/2015 7:06 PM	File folder	

8 items

Taskbar: Windows Start button, Internet Explorer, RealPlayer, Google Chrome, Firefox, Word, Excel, PowerPoint, and system tray (7:20 AM, 4/20/2015).



## On the horizon

- Higher Education Co-ordinator at USAID
  - Barbara Schneeman (UC Davis – Nutrition)
- Higher Education Partnerships for Impact and Innovation [public comment just closed]
  - APS mechanism for strengthening tertiary education
- USAID grantee Seeding Labs
  - Call for equipment grants opens on May 1
- HICD online training and in-person course
- HICD strategy review led by Tom Dichter



- Regional graduate training and research centers
  - Themes: STEM, agriculture, health, some open
  - ~\$300 million US, ~\$8 million per center
- West and Central African centers are about to launch, call for East and South Africa coming soon
- Drivers of economic growth
- Partnerships are mandatory and are the way the centers get their money released
  - 15% local partners
  - 10% international partners



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**Thank you for your attention!**



Feel free to reach out to the BFS HICD team anytime.  
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and Kristin Franklin.**