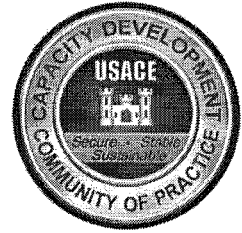


USACE Capacity Development Framework Summary



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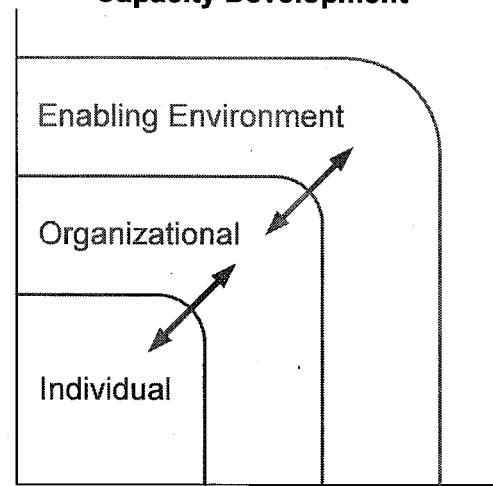
The Framework –

The Corps has developed a three-level framework, as shown on the figure, to guide the Capacity Development process on programs and projects.

This framework sets the basic parameters for planning and implementation and provides a structure for interface between the stakeholders that operate at each level.

The levels within the framework do not have hard boundaries. Capacity Development activities are intended to operate interdependently, as a system, with each level complementing the others. Program or project success is unlikely unless Capacity Development is integrated across all three levels.

The Corps' Framework for Capacity Development



The three levels of the Corps' Capacity Development framework are described below.

- **Enabling Environment Level.** The Enabling Environment (strategic level) sets the conditions under which Capacity Development activities are conducted for programs and projects at the Organizational and Individual levels. This includes policy frameworks, legal systems, regulations, political institutions, and market economy considerations. The Corps generally has a subordinate or supporting role to other U.S. Government organizations (e.g., Department of State), foreign governments providing assistance in this area, the host national government or service recipient, international organizations, and non-governmental organizations.
- **Organizational Level.** The Organizational level (operational level) is comprised of leadership, culture, and administrative structure (e.g., payroll system, human resources system, decision-making processes) required to achieve external and internal goals. The organizational level serves as a link between the Enabling Environment and the Individual level. Continuity of organizational practices across programs and projects is often challenging, due to the wide variety of circumstances that can impact Capacity Development planning and implementation. The Corps may have a lead role or a subordinate role at the Organizational level.

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- **Individual Level.** The Individual level (tactical level) pertains to the knowledge and skills of individuals who are responsible for conducting particular work scopes. This includes the motivation and ability to appropriately set behavioral objectives and achieve those objectives using that knowledge and skill set. Individuals are strongly influenced by the organizations in which they work. The Corps may frequently have the lead stakeholder role at this level of CD as it pertains to the Corps' programs or projects.

The Corps' Role in the Framework. The levels provide the model through which issues are identified and analyzed by stakeholders and individuals. Each level is interdependent with the others and a failure at any level has the potential to limit the success of the program or project. The levels typically involve several stakeholders that have different interests, commitments, mandates, and areas of expertise. This system approach is most successful when there is agreement between the stakeholders regarding roles and responsibilities for Capacity Development.

The Corps is often an executing agent, which means it conducts work at the direction of others. Its roles and responsibilities vary from case to case, but it does not typically set policy or make unilateral decisions on the extent to which Capacity Development will be employed on specific programs or projects.

The type and amount of Capacity Development to be employed on a program or project is often determined first by the customer and second by the collective stakeholders during the initial planning phase. Corps personnel, as stakeholders, have the responsibility to always be advocates for Capacity Development and to document their positions and inputs to the stakeholders. The Corps may be accountable for work it performs at a particular framework level, but as a stakeholder in the final outcome, it may also be in a position to influence other stakeholders at other levels.

Point of Contact

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