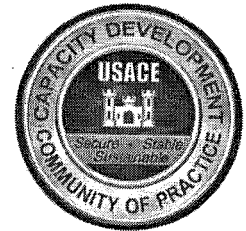


USACE Capacity Development Five-Step Process Summary



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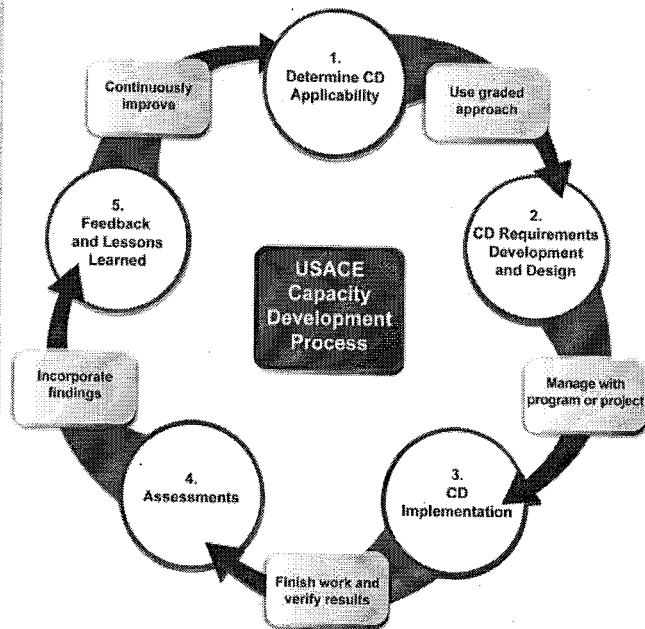
The Process –

The Corps' approach to Capacity Development is consistent with models used by other governments and international organizations across the world.

The five-step process is designed to help Corps staff plan and implement Capacity Development on programs and projects of all types. This process provides continuity in the approach, yet has sufficient flexibility to accommodate on-the-ground conditions and changing environments.

The five process steps are consistent with the Corps' Project Management Business Process.

The process steps must be integrated into the overall program or project baseline documents to support successful outcomes.



Step 1. Determine Capacity Development Applicability. The Corps and other stakeholders determine the extent to which Capacity Development should be applied to achieve program or project objectives and desired end states. This determination can range from “not applicable” to an extensive level of intervention necessary for a successful outcome and should be made by the group of stakeholders. The service recipient must always be directly engaged in this determination as a key stakeholder.

Step 2: Requirements Development and Design. This is a key step that involves planning and stakeholder coordination to ensure that the appropriate Capacity Development activities are incorporated into the program or project specific planning documents. This step includes an analysis of the capacity needs for sustainable results, capacity gaps that may exist, and the risk associated with each gap.

The stakeholders use this information to plan and develop specific Capacity Development activities to reduce or eliminate the capacity gaps. Each mitigation action is assigned to a lead

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stakeholder that has the responsibility to fund and implement the mitigation action. This step also includes development of Capacity Development metrics and incorporating Capacity Development into the acquisition and contracting strategy. The mitigation actions are priced, scheduled, and added to the baseline planning documents to ensure Capacity Development integration into the program or project.

Step 3: Implementation. This is the step in which Capacity Development activities are carried out by the Corps and other stakeholders. Implementation is done as part of overall program or project implementation, since Capacity Development has been planned and integrated into the baseline. Final resource planning and assignment of specific resources is the first step of implementation. The lead stakeholder then implements the activities consistent with the program or project plans and schedules. It may be necessary to make mid-course adjustments based on on-the-ground conditions, so flexibility for such adjustments is an important element of successful implementation. Finally, documenting and tracking the activities is necessary for easy retrieval of information to support internal management requests, external requests and audits, and to support the lessons learned program.

Step 4: Assessments. Assessments of Capacity Development effectiveness are valuable tools contributing to the goal of continuous improvement. Assessments or audits can be done in a variety of ways and can focus on specific elements of a program or project or can serve as a review of an entire program or project. Appropriate metrics, developed during the planning stages, serve as benchmarks for all future assessments. Adjustments to metrics can be made during implementation to reflect the dynamic nature of the program or project.

Step 5: Feedback and Lessons Learned. Gaps or deficiencies noted during assessments and the associated recommendations for improvement are incorporated into the Corps' lessons learned system to further improve the effectiveness of Capacity Development planning and implementation. Positive findings or noted "best practices" are also used to document and reinforce specific Capacity Development activities that add value.

The Program Manager or Project Manager is responsible for entering potential lessons learned into the Corp's lessons learned system. These lessons are then reviewed and incorporated into future programs and projects to ensure that investments of the U.S. Government or other stakeholders are not lost or reduced.

Point of Contact

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