

Cairo Initiative Steering Committee:

Human Resource Capacity Evaluation Criteria

Criteria One: Organization Business Strategy

- Does the organization lay out a clear and long-term business strategy with attainable goals?
- Does this strategy reflect the need for human resource capacity building and does it realistically lay-out the challenges it faces?
- Does this strategy comply with the shared USAID/GOE vision as expressed in the Cairo Initiative?

Criteria Two: Organization Mission Statement or Statement of Intent

- Does the Statement outline long-term desire for human resource capacity building?
- Does the Statement comply with the shared USAID/GOE vision as expressed in the Cairo Initiative?

Criteria Three: Organizational Analysis

In answering these questions, the reviewer should take into consideration systematic processes of the organization. These questions not only speak to the structure of the organization but of the capacity of the organization for the purpose of the training program. The culture of the organization should also be taken into consideration. Culture includes the beliefs, values, norms and management style of the organization. One should ask if this aligns with the shared USAID/GOE vision as expressed in planning of the Cairo Initiative. The organization should be evaluated in the following manner:

- Organization Strengths
- Organizational Weaknesses

Criteria Four: Human Resource Analysis/ Critical People Issues

- Does the training strategy reflect a sufficient human resource needs analysis?
- Does the organization have sufficient management capability for program implementation, selection of trainees, monitoring of trainees, and follow-up of trainees?
- Does the organization look to developing skills within the employee that will ensure long-term employability?
- Does the organization have a recruitment strategy in place? Is this strategy flexible? Are systems in place for rapid or protracted responses?
- Is the organization sufficiently staffed to select trainees?
- Does the selection staff have demonstrable experience to select trainees?

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Criteria Five: Consequences and Solutions

This section focuses on attainment of skills and training. It evaluates the organizations deliverability of training and skills attainment. Focus should be given on the process of training and the types of skills to be achieved for capacity building and employee sustainability. Evaluate the following:

- Training
- Skills

Criteria Six: Implementation and Evaluation

- Does the organization have a clear plan of how to implement training?
- Does the organization have a clear plan of how to evaluate trainees?
- Does the organization set forth an established performance and monitoring plan?
 - Does this performance and monitoring plan evaluate monthly, quarterly?
 - What established reporting mechanism is in place?
 - How can monitoring be verified as sufficient?
- Does the organization set-forth clear targets to be assessed and achieved?
- Does the organization have demonstrable and sufficient financial management processes in place?