



FEED THE FUTURE

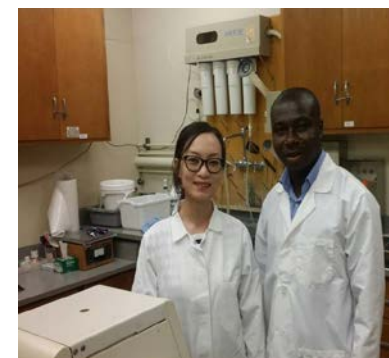
The U.S. Government's Global Hunger & Food Security Initiative



Welcome to

CS2B: Panel Discussion: Institutional Capacity

Moderator: Mywish K. Maredia



Feed the Future Innovation
Lab for Collaborative
Research on Grain Legumes



Before we get to hear from our panel members, let me introduce to you on-screen some guests and the organizations they work for...





Legumes for a
Sustainable World



ILS2 | Second International
Legume Society Conference

11th-14th Oct 2016
TRÓIA RESORT | PORTUGAL

mob NOVA



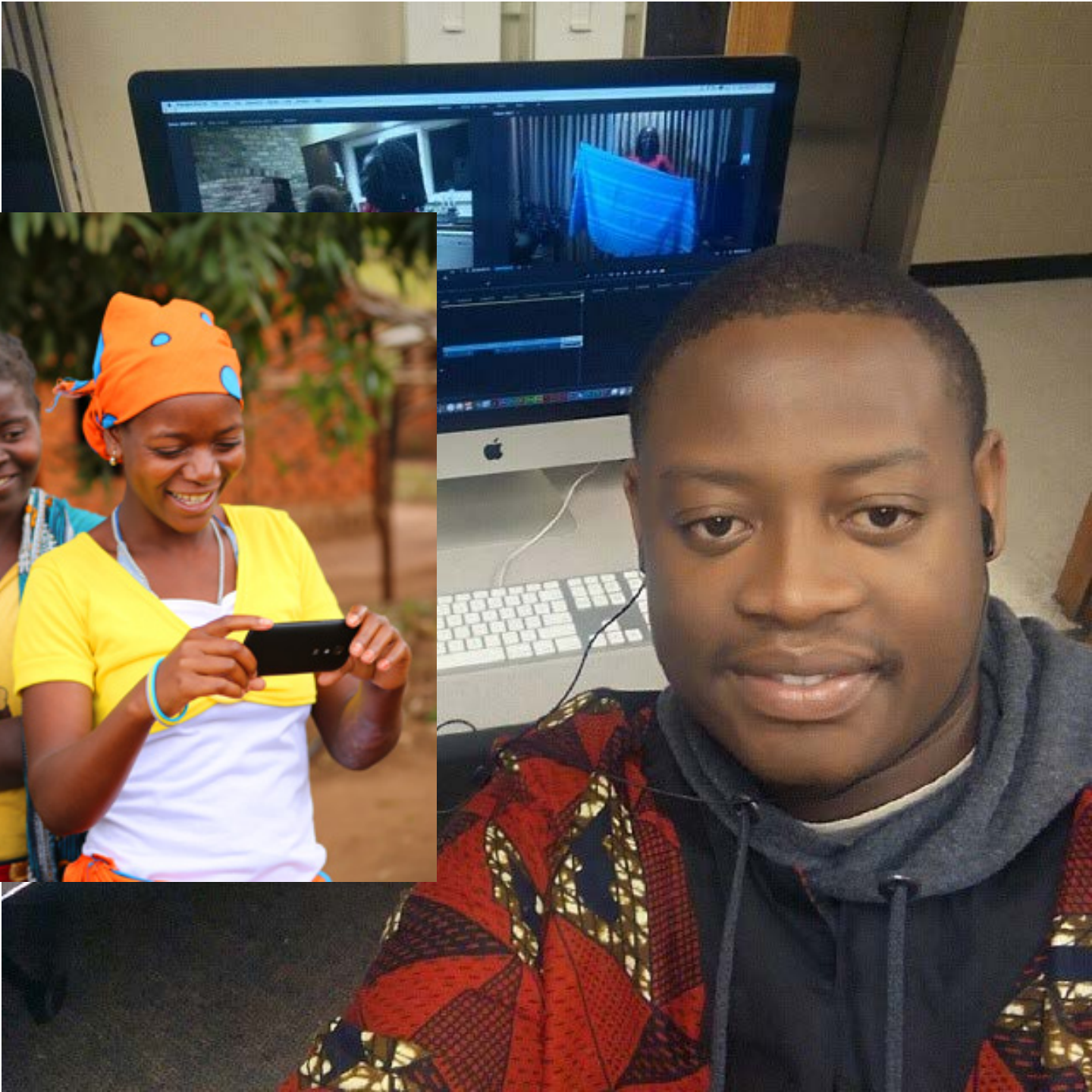


**Screen house fitted with
micro sprinklers**



Irrigation system at the Manga Station







Insect rearing facilities at INERA







Panelists:

- Robin Buruchara, International Center for Tropical Agriculture
- Don Clark, USAID/Bukina Faso
- Gabriela Tobar Piñón, North Dakota State University
- Kelvin Kamfwa, University of Zambia

Rationale

Why this session?

- Capacity Development--one of the cornerstones of Development
 - Strong emphasis by USAID in its development strategy
 - In the GFSS Results Framework it is represented as a cross-cutting result
 - Innovation Labs (and CRSPs) have integrated capacity development as a core and cross-cutting activity

Why Institutional Capacity Development?

Theory of Change

- Agricultural innovation is critical for increasing agricultural productivity as well as for sustainability of agricultural systems
- Innovation, however, cannot rely solely on spin-offs from foreign research (spillovers).
- It requires endogenous capacities to generate, systematize, and adapt knowledge as well as to adopt and up-scale new practices

What is Capacity Development?

Definitions:

- *“Capacity can generally be viewed as the ability of **individuals, organizations** or **society as a whole** to set and implement development objectives as well as to identify and meet development challenges in a sustainable manner” (Land, 2000)*
- *“Capacity is **the process** whereby people, organizations and society as a whole unleash, strengthen, create, adapt and maintain capacity over time (OECD 2006, 2008).”*

Levels/Dimensions of Capacity Development

- **Individual-** Change in competencies (core knowledge, skills), attitudes, motivation/energies, and behaviors – needed to work effectively
- **Organizational-** Change in:
 - *organizational functions and processes* (financial/human resources management, priority setting, strategic planning, resource mobilization);
 - *infrastructure* (laboratories, libraries, information and communication technologies);
 - *external legitimacy* (whether the organization is perceived to provide valuable products and services); and
 - *internal confidence* (whether there is high demand for the organization's products and services)

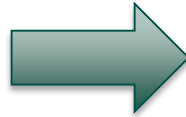
Levels/Dimensions of Capacity Development (cont'd)

- **Network**- Changes in linkages and networks among national, regional, and global organizations, farmer groups, non-governmental organizations (NGOs), the private sector, policymakers.
- **State/Societal/Enabling Environment**- Changes in the ability to influence policy, innovation, and technology (e.g., extension systems, technology commercialization systems)


How does Legume Innovation Lab contribute to Capacity Development?

Through three strategic investments:

- Degree training
- Short-term training
- Research infrastructure/facilities



Aimed at developing:

- Individual capacity
 - Organizational capacity
 - Networking
- 
- Enabling environment

Capacity Development by Legume Innovation Lab: **Salient Features**

- **Integration** of individual and organizational capacity development through degree and non-degree short-term training into research projects
- **Direct supervision** of degree training at a collaborating university by PI(s)
- Trainees conduct thesis **research on topical areas** identified in project workplans
- **Travel grants** for professional development, networking, building linkages with stakeholders
- **Infrastructure development grants** for host country institutions to purchase equipment, upgrade facilities, etc.

Capacity Development by Legume Innovation Lab: **Approach**

- Integrating training and research infrastructure development
 - **an explicit requirement** in all project workplans (~20-30% of project budget)
- Additional funds for “institutional capacity building” on a **competitive basis** (~\$1.5 million investment over the past 10 years) that meet following criteria:
 - Cost-effectiveness
 - Innovation
 - Demand-driven (i.e., in accord with priorities and identified needs of HC institutions)
 - Leverage funds from other sources
 - Gender balance

Capacity Development by Legume Innovation Lab: **Achievements**

- Numbers:
 - Thousands of non-degree trainees;
 - Hundreds of degree trainees
 - Hundreds of people given travel grants
 - Dozens of laboratories and research programs equipped with new and modern infrastructures and facilities
- Critical questions are:
 - How these investments have unleashed, strengthened, created, and maintained capacity over time to innovate?
 - What are the outcomes?
 - What are the CHANGES in X, Y, Z needed to INNOVATE that are triggered by these capacity development efforts?

Capacity Development: Examples of Outcomes

- Changes in attitudes, motivation, and energy to be the change agent



Capacity Development: Examples of Outcomes

- Changes in competencies (knowledge, technical skills) that are passed on to others (multiplier effects)



Capacity Development: Examples of Outcomes

- Changes in external legitimacy (individual and organizations perceived as providing valuable products and services)



Capacity Development: Examples of Outcomes

- Changes in internal confidence (high demand for technical services)



Capacity Development: Examples of Outcomes

Changes in the ability to influence innovation and technology



Capacity Development by Legume Innovation Lab: Challenges

(Caveat: These are not specific to LIL)

- How to keep the **focus on organization and society level capacity development** (i.e., need assessment of HC institutions, trainee selection, organization development)? - **Simply training individuals \neq capacity development**
- How to provide **innovative** educational experiences in degree training (internships, exposure to private sector linkages)?
- **How do we add value to Host Country Graduate Programs?**
 - Research opportunities for host country students in U.S. university laboratories
 - Internships in U.S. agribusinesses
 - Participation in U.S. university outreach programs (Land-Grant Model)
 - U.S. university faculty instruction of courses at HC universities

Capacity Development by Legume Innovation Lab: Challenges

- Recognizing the tradeoff between the **changing nature of research projects** (short-term, competitive grants) vs. long-term needs of capacity development:
 - How do we prepare a new generation of “**global leaders**” for private/public sector professions and meeting the challenges of agricultural development in a rapidly changing environment (changing food demand structures, increasing resource constraints, enhancing food and nutrition security, climate change, gender issues)

Thanks...

*...I welcome thoughts from the panel members
and audience on how to address these challenges*

Panel Members

- Robin Buruchara, International Center for Tropical Agriculture
- Don Clark, USAID/Bukina Faso
- Gabriela Tobar Piñón, North Dakota State University
- Kelvin Kamfwa, University of Zambia

- What are the skill sets that future grain legume scientists need to acquire to be professionally successful and to effectively serve the grain legume sectors in their home countries?
- What recommendations would you give to USAID regarding how to more effectively strengthen their institutional capacity development programs?