

HICD in Practice and in Support of Agricultural Development

International Ag. Section
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Innovative Agricultural Research Initiative (iAGRI), Tanzania

Goals of iAGRI

iAGRI: \$24 million over 5 years

Overarching Goal:

- Improve food security and agricultural productivity in Tanzania
- This goal is aligned with the USAID Feed-the-Future (FtF) initiative. (Tanzania is a targeted FtF country).



Purpose of iAGRI:

Strengthen the training and research capacities of Sokoine University of Agriculture (SUA) and the Ministry of Agriculture, Food Security & Cooperatives (MAFC).

Objectives of iAGRI



- Improve agricultural research output of SUA and MAFC.
- Provide advanced degree training in agriculture for 120 (now 135) Tanzanian graduate students.
- Strengthen the capacity of SUA to implement instructional, research, and outreach programs in agriculture
- Global linkages: Promote cooperation between SUA, U.S. universities, and global south universities.

Major Tanzanian Stakeholders



**Sokoine University of Agriculture
(SUA), Faculty of Agriculture
and
Ministry of Agriculture, Food
Security & Cooperatives (MAFC)**



Others:

- Local Government Authorities (regional- and district-level extension)
- Zanzibar Ministry of Agriculture & Natural Resources
- Private Sector

Human Capacity is Out of Sync with Institutional Capacity in AKCOs in Africa

- Today, many African scientists, teachers, and managers are well-educated.
- But they work in organizations able to harness only a small fraction of their talent, skill, and creative energy.

Integrated Human, Institutional, and Private Sector Development (HIPCD)

- Aims to transform an organization through a series of innovations (“organizational experiments”) that alter the mindsets of persons within the organization through interactions with external actors.
- As mindsets change, organizational change occurs.
- Public-private partnerships are excellent organizational experiments for fomenting mindset change and, ultimately, organizational change in African universities.

Organization Experiments at SUA under iAGRI

- Public private partnerships
 - Innovation portfolio (of sponsored research projects)
 - Sokoine University Graduate Entrepreneurs Cooperative (SUGECO)
 - Recruiting firms to establish R&D/demo/training farms or labs on SUA land
 - Tanzania Horticultural Association (TAHA) establishing commercial horticulture farm
 - Alumni association re-organization and re-purposing
- Teaching innovations
 - Teaching and learning improvement workshops
 - Videoconference between advisors and advisees during field research
 - Computer projector installation in classrooms
 - Classroom services unit (for equipment use support and maintenance)
- Research innovations
 - Innovation portfolio – training, mentoring, funding
 - Statistics lab for internal consulting for researchers
 - Digital access to scientific literature via library

Lessons Learned

- Project award is large enough to make large scale impact (\$24 million)
- Contract is long enough (5+ yrs) to make institutional capacity development (ICD) possible
 - Especially important for building private sector orientation in Agricultural Knowledge-Creating Organizations (AKCOs)
- Cooperative agreement allows flexibility for adaptive learning and change of direction
- Prime contractor (OSU) has its own faculty on ground in host country on a resident basis
 - Important for building deep trust with stakeholders and USAID Mission
- Prime contractor is a university handling both academic and management aspect of the project
 - University-to-university relationship builds trust

Lessons Learned

- ICD must be done in situ. It cannot be done in the classroom or through workshops;
- HICD initiatives need to place more emphasis on developing PPPs, and this requires long term investment in coaching, mentoring, and ICD.
- HCD contributes to ICD.