HICD in Practice and in Support of Agricultural Development

International Ag. Section
CII/CRPGE Joint Summer Meeting
Tuesday, July 15, 2014
Berkeley, CA
Innovative Agricultural Research Initiative (iAGRI), Tanzania
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.