

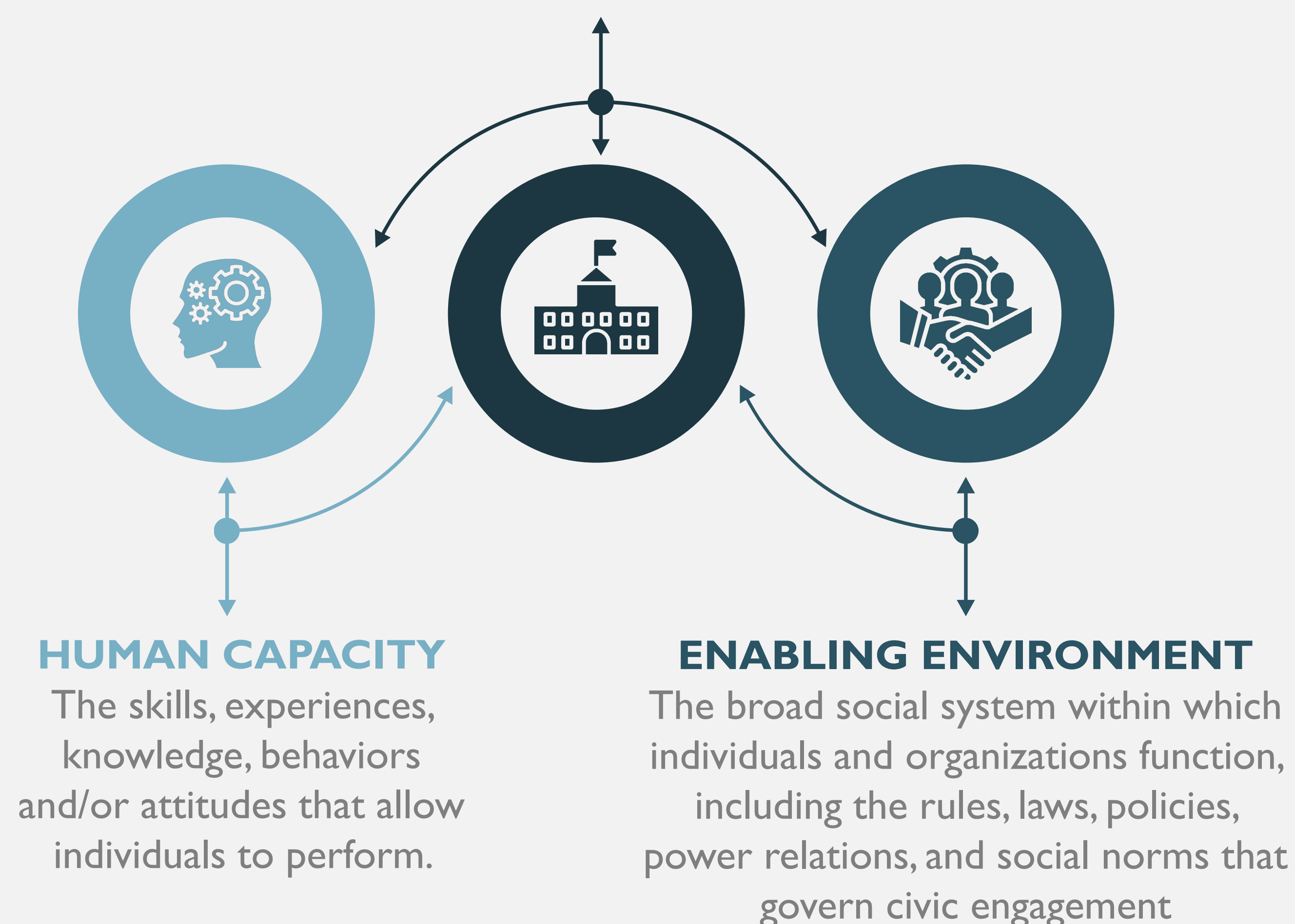
# Cross-country analysis of human and institutional capacity development challenges in livestock systems research: Problematizing training as a research capacity development solution

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WHAT IS CAPACITY DEVELOPMENT?

## ORGANIZATIONAL & INSTITUTIONAL CAPACITY

The internal structures, policies, and procedures that determine an organization's effectiveness. This includes support systems (*fiscal, human resources, technical*), incentive systems, and organizational goals and plans.



How do the organizational capacity, institutional arrangements, and enabling environment impact the efficacy of training approaches to capacity development in Livestock System Innovation Lab partner countries?  
**QUESTION**

## CROSS COUNTRY ANALYSIS



## NEPAL, RWANDA, ETHIOPIA

**ANALYSIS**  
A thematic analysis was used to identify the major themes discussed by participants. Participatory workshops were used to prioritize themes. 26 themes were identified. 15 themes were shared across the three study countries.

**Purposive sample:** Universities who are partnering with the Feed the Future Innovation Lab for Livestock Systems and/or who are the primary university responsible for agriculture and livestock training.  
**SAMPLE**

**METHODS**

- Key informant interviews
- Focus groups
- Participatory workshops

With university administration, senior faculty, junior faculty, female students, male students, local communities, and government agencies

## TRAINING vs CAPACITY DEVELOPMENT



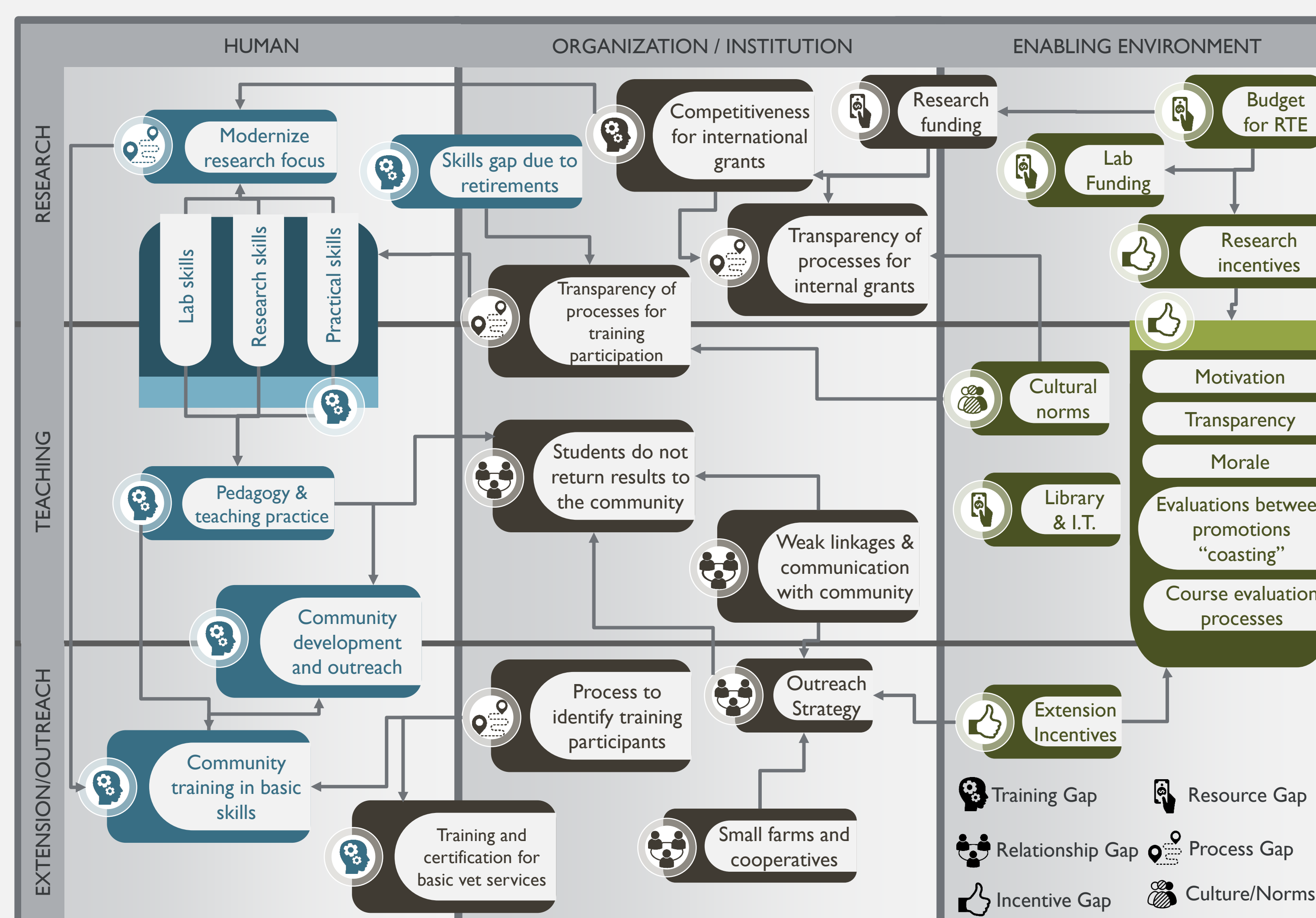
### TRAINING ONLY APPROACH

- An event
- Follow-up with individual performers
- Based on learner needs
- Evaluated by individual performance
- Focus on one or few individuals
- Training needs assessment
- Results-oriented at participant level
- Can be ad hoc

### HICD SYSTEMS APPROACH

- A process
- Continuous measurement process
- Based on organization needs
- Evaluated by organizational performance
- Focus on systems approach to improve performance
- Performance assessment
- Results-oriented at organizational level
- Must be systematic

## GAP ANALYSIS EXAMPLE: THE CASE OF NEPAL

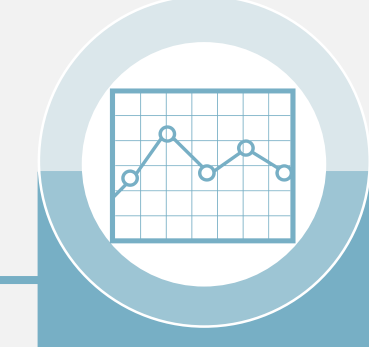


SAMPLE OF COMMON THEMES



### LABORATORY SKILLS & MANAGEMENT

The most commonly reported issue across all countries. Lab technicians lack equipment maintenance skills (*how to maintain, calibrate, repair equipment*). Researchers (*faculty, technicians, students, etc.*) lack skills on how to properly use equipment, which tests to run & why, & how to interpret test results.



### RESEARCH METHODS & STATISTICS

Blockages at the lab relate/tie to outdated research methods & lack of advanced statistical knowledge needed to interpret test results, create models, & advance to innovative & internationally competitive research platforms.



### COMMUNITY RELEVANT RESEARCH

In all countries there is concern about "shelf research" & "academic exercises" meaning repetition & lacks of innovation. Research is not meeting the demands/needs of local stakeholders. This ties to lack of strategic planning in outreach & communication, lack of stakeholder engagement (*from community to policy levels*), & poor linkages between research, teaching, & extension.



### RESEARCH → TEACHING → EXTENSION LINKAGES

In all countries RTE linkages are weak or nonexistent. Some countries have instituted a "land grant" model but without adequate institutions & funding mechanisms. Other countries have different ministries handling research, teaching, & extension. Lack of cross-institutional relationships, collaboration, planning, funding, & policies contribute to poor RTE linkages.



### ENABLING POLICIES

At the institutional level policies & process including tenure & promotion, incentive systems, & time allocation (*such as only time for teaching*) are pervasive issues. At the governmental level, national budget allocations, conflicting or competing missions of ministries, & political strife have reverberating effects through the system.



### FUNDING

National budget allocations for research are low (*particularly for agriculture & livestock research*). Education budgets lack funding for infrastructure & equipment for practical skills training. Extension/outreach budgets are minimal. Across RTE budget for laboratories & farms are blockages.