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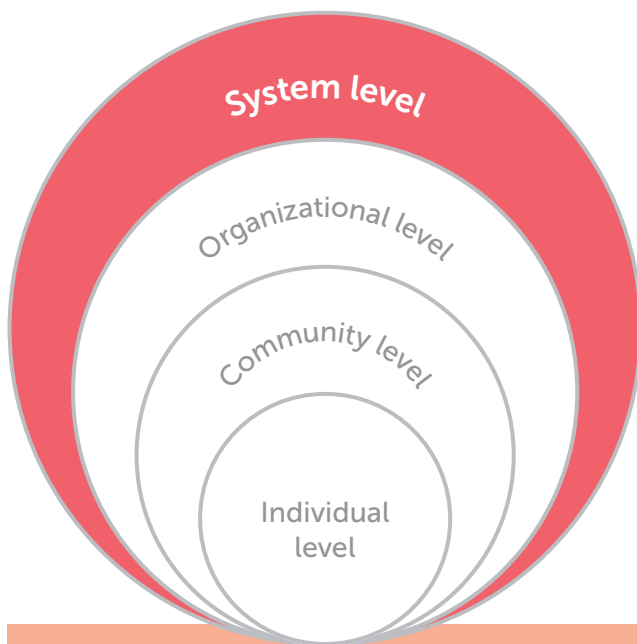
## Capacity Development in Systems - Practice Brief # 8

# Site Integration and Capacity Development

Developing and  
Sustaining Capacity  
in National Systems  
Through Coordinated,  
Aligned and  
Collaborative CapDev  
Interventions

### Rationale

According to the CGIAR Strategy and Results Framework (SRF) 2016-2030, site integration aims for CGIAR entities to “coordinate with each other to ensure that, in key geographies, (their) activities are aligned for maximum impact.” This offers a valuable entry point for achieving coordinated, aligned and collaborative capacity development (CapDev) activities at country-level as a key delivery mechanism towards impact.



In order to target the enablement of national partners and other beneficiaries, it is important that CapDev goes beyond the transfer of knowledge and skills through training, and cuts across multiple levels. Through site integration, capacity can be developed at individual, community, organizational and system levels, contributing to the achievement of four key intermediate development outcomes:

- Enhanced institutional capacity of partner research organizations.
- Enhanced individual capacity in partner research organizations through training and exchange of knowledge.
- Increased capacity for innovation in partner research organizations.
- Increased capacity for innovation in partner development organizations, and in poor and vulnerable communities.

## Rationale

CapDev is a strategic enabler of impact, particularly through building and sustaining capacity of national partners and beneficiaries. National research and development organizations, many of which

CGIAR partners with, often face constraints to their ability and effectiveness to identify and respond to challenges and opportunities that supports the transformation of agriculture and sustains inclusive growth in their country. CGIAR aims to enhance institutional and individual capacity of both research and development organizations, and of poor, vulnerable communities. The second phase of CGIAR Research Programs (CRPs) will each now have a CapDev strategy covering a range of activities guided by a CapDev Framework. However, despite this increased recognition of the need for CapDev as reflected in the individual CRPs, there is little indication of further coordination of these activities across the whole portfolio of research programs. This may result in a potentially fragmented approach that not only misses out on opportunities for a greater scale of impact, but also runs the risk of duplication or conflict between approaches and content of CapDev interventions.

Site integration is aimed at supporting effective research for development (R4D) along the whole impact pathway. It provides an additional avenue for methods and lessons from systems research, now integrated into agri-food system research programs and supported by global integrating research programs, to be applied on the ground, particularly through the multi-stakeholder processes (MSP) it promotes. Site integration therefore provides a useful structure for improving the implementation and impact of CapDev activities as well. Additionally, implementing site integration provides the opportunity to build capacity of CGIAR and national actors to work in an integrative and collaborative manner towards targeted goals.

## Description

Site integration will be implemented towards five key objectives:

1. Establishing and sustaining **coordination** among CGIAR entities.
2. **Engaging** with national actors and agencies along the whole impact pathway.
3. **Aligning** CGIAR goals and interventions with country strategic plans for agricultural and national development.



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4. Embarking on **collaborative** research and development activities.
5. Enhancing **efficiencies** of operation of CGIAR entities.

The way in which these objectives will be reached are outlined in site integration plans developed in each country.

Through site integration, CapDev interventions proposed by individual CGIAR entities can be coordinated and targeted. An integrated CapDev program can be designed and carried out, guided by a CapDev needs assessment for the country. Site integration should provide the impetus and mechanism for CGIAR centers, CRPs and partner organizations to collaborate on a range of CapDev activities including training, fellowships, and the development of tools and approaches. Arrangements for sharing facilities and staff for CapDev can also be explored. Since site integration will involve CGIAR staff working together, and with others, in new ways, this will likely require additional and even new capacities to be developed amongst all actors. Site integration therefore offers a prime case for understanding the gaps and needs of capacity to innovate, and provides a real opportunity for this particular type of capacity to be developed.

## Requirements

Three organizational requirements for CapDev to play a key role in the delivery of outcomes are:

- A broad set of well planned and resourced CapDev activities for every program.
- Coordination across CapDev activities in an organization to ensure quality and cohesion.
- CapDev activities at country level are coordinated, targeted to address country priorities and are undertaken collaboratively with other actors.

Site integration offers a mechanism particularly for the third element. Making this successful requires resources to support staff to participate in coordination mechanisms, engagement platform meetings and activities, studies to guide alignment, specially designed collaborative programs, co-development of products, and feasibility studies of shared facilities, equipment and staff. Costs for these will vary by program and country context. Donors' interest in supporting supporting CapDev at national level can be explored through joint resource mobilization efforts enabled by site integration mechanisms and processes.

## Acknowledgments:

Capacity development (CapDev) has been identified in CGIAR's Strategy and Results Framework (SRF) as a strategic enabler of impact for CGIAR and its partners. It goes far beyond the transfer of knowledge and skills through training, and cuts across multiple levels.

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These CapDev briefs have been developed by representatives of the International Livestock Research Institute (ILRI), the International Institute for Tropical Agriculture (IITA), the International Center for Tropical Agriculture (CIAT), the Royal Tropical Institute (KIT), Wageningen University (WUR), and the CGIAR System Management Office.

## Briefs in this series:

BRIEF #	LEVEL	TITLE OF BRIEF
1	Overview	Capacity Development in Agri-Food Systems: A Series of Briefs about Developing Capacity Across Individual, Community, Organizational and System Levels
2	Individual	Can Our Research Benefit From 'Tech, Fun and Games'? : Leveraging Alternative Learning Approaches and Technologies to Enhance R4D Outcomes
3	Individual	Coaching: Guided Action Learning on Agricultural Innovation Systems, Integrating Gender and Youth and Nutrition in AR4D
4	Community	Community Level Entry Points: Integrated Analysis of Complex Agricultural Problems and Identification of Entry Points for Innovation in Agri-Food Systems
5	Community	Effective Multi-Stakeholder Processes: Measuring the Effectiveness of Multi-Stakeholder Processes and Partnerships for Innovation and Scaling
6	Organizational	Capacity Needs Assessments: Effective Targeting of Interventions Based on Capacity Needs Assessments and Intervention Strategies
7	Organizational	Capacity Development Effectiveness: Leveraging Instructional Design and Experimental Research Design to Increase the Effectiveness of CapDev
8	System	Site Integration and Capacity Development: Developing and Sustaining Capacity in National Systems Through Coordinated, Aligned and Collaborative CapDev Interventions

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### References and resources to draw from:

- <http://gcard3.cgiar.org/cgiar-site-integration/>



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