SPS Capacity Development

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www.cabi.org

KNOWLEDGE FOR LIFE

Overview

- CABI
  - The organisation
  - What we do
- Reflections on SPS capacity development
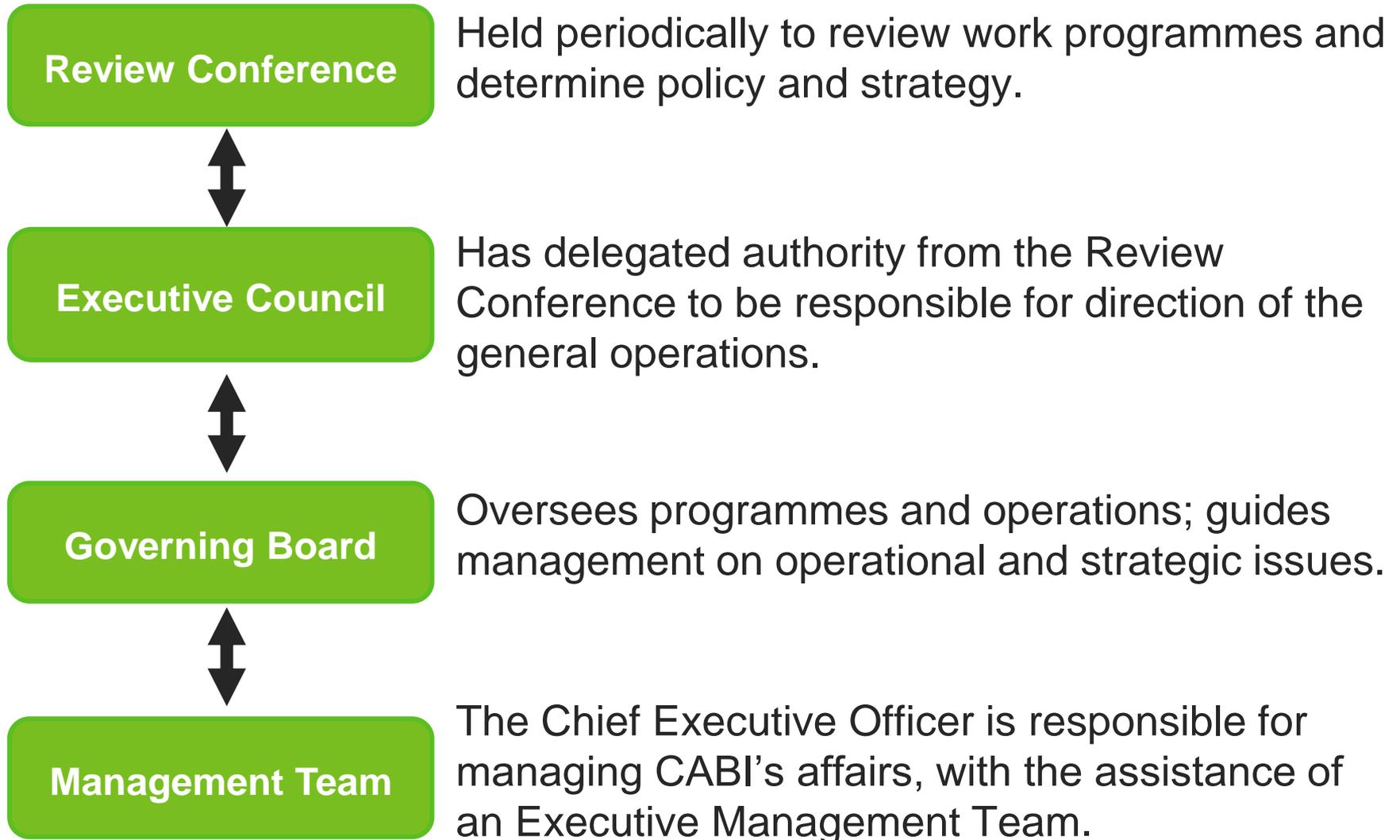 - Strengthening SPS systems
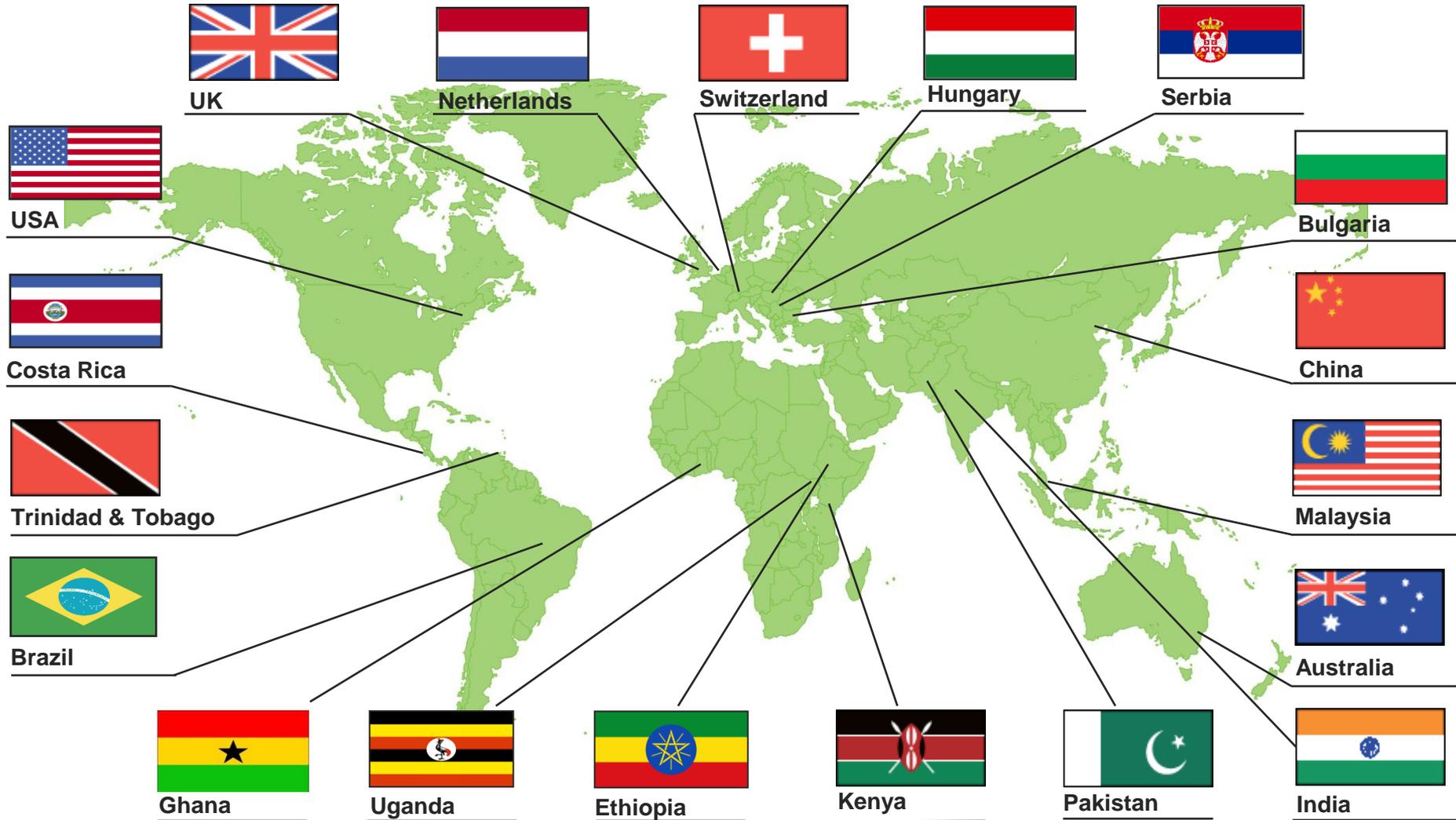 - Lessons from experience

CABI

In Brief

- CABI provides scientific expertise and information about agriculture and the environment
- Activities: scientific publishing, development projects, research, microbial services
- Established in 1910
- Not-for-profit
- Owned by 47 member countries

CABI governance

Review Conference

Held periodically to review work programmes and determine policy and strategy.

Executive Council

Has delegated authority from the Review Conference to be responsible for direction of the general operations.

Governing Board

Oversees programmes and operations; guides management on operational and strategic issues.

Management Team

The Chief Executive Officer is responsible for managing CABI's affairs, with the assistance of an Executive Management Team.

CABI Worldwide

www.cabi.org

UK

Netherlands

Switzerland

Hungary

Serbia

USA

Bulgaria

Costa Rica

China

Trinidad & Tobago

Malaysia

Brazil

Australia

Ghana

Uganda

Ethiopia

Kenya

Pakistan

India

CABI's business units

- **Publishing**
  - Research databases, books, Compendia and Internet Resources
  - Agriculture, veterinary science human health, leisure & tourism
  - Knowledge Management projects

- **International Development**
  - Commodities
  - Invasive Species
  - Knowledge for Development
  - Bioservices

  - Plantwise

Publishing

International Development

- **Commodities** – enabling smallholder commodity value chains to compete in local and global markets

- **Invasive Species** – reducing the spread of invasive species, and their impact on agriculture, trade and the environment

- **Knowledge for Development** – building capacity to use specific knowledge ("research into use") and building capacity to identify and respond to emerging problems on an on-going basis ("innovation capacity")

- **Bioservices** – diagnostic & food safety services; BioNet

Plant clinics
- Advice to farmers
- General surveillance

Knowledge bank
- Pest distribution
- Pest alerts

SPS and CABI

- SPS relevant to all CABI's themes, Plantwise
- Capacity development a feature of many projects
- Strengths in phytosanitary, information and KM, diagnostics

- Member countries have prioritised trade and market-access issues
- Developing a strategy in response to member country requests, including SPS capacity development
- Raising internal awareness and understanding of SPS

Systems, capacity development, innovation

- Studies on capacity and capacity development
  - ECDPM, OECD, others
  - Strengthening "Complex adaptive systems"
- Innovation systems studies and approaches
  - How can businesses be more effective
  - Agriculture in developing countries
  - The nature of innovation
  - Self assembling systems

Systems as "organisms" rather than systems as "machines"

Strengthening SPS Systems

National Phytosanitary Capacity

"The ability of individuals, organizations and systems of a country to perform functions effectively and sustainably in order to protect plants and plant products from pests and to facilitate trade, in accordance with the IPPC." (CPM)

Much more than the knowledge, skills and tools of individuals…

…a property of a system comprising a range of different actors and the formal and informal linkages between them

- Implications for capacity development?

What does "systems thinking" mean in practice?

- Not always clear!

- Romney *at al.* (2013) identify 8 generic areas, adapted from Barnett (2006) and Jones *et al.* (2009) on "innovation systems approaches"

- Reflect on these in the context of SPS capacity development

- Experience mainly from phytosanitary CD in Africa

1. Using System Diagnosis…

*…to understand the different **actors**, **interactions** and **power relations**, and to determine constraints and identify opportunities.*
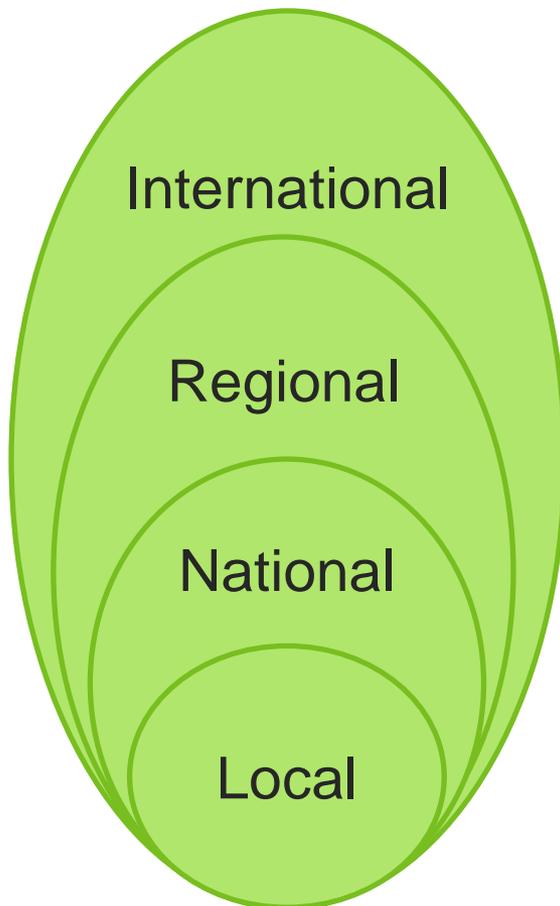
- Various good SPS capacity evaluation tools
- Tend to be based on the "system as machine" paradigm
- Perhaps could be enhanced by use of methods from innovation systems analysis, studies
- Process may be as important as the output
  - Not just a "needs analysis"
  - The diagnosis is the beginning of CD

2. Recognising Institutional Context…

People attending rural plant clinics		
Country	Women (%)	Men (%)
Democratic Republic of Congo	12.6	87.4
Pakistan	0.0	100.0
Sierra Leone	40.3	59.7
Trinidad and Tobago	41.9	58.1
Kenya	38.0	62.0
Afghanistan	0.7	99.3

3. Facilitating Networks & Linkages…

*…between actors, to provide channels for **information flow***

International — ISSOs, WTO, multinationals…

Regional — AU, RECs, SROs…

NPPOs-RPPO

National — CAs, Research, Regulators, Traders…

NPPO-Private sector

Local — Farms, Extension, Agroinputs…

- Build links, networks in context

4. Balancing Power Relations…

*…between **supply push** of knowledge creators & providers and **demand pull** of users of new knowledge.*

- Research context
  - More SPS research needed
- Capacity development context
  - Supply side more powerful
  - Lack of capacity to assess and exert demand
- Build on strengths: individuals, organisations, institutions

5. Strengthening Intermediaries…

*…**between the suppliers and users** of new knowledge.*

- SPS intermediaries: Export promotion agencies, grower organisations, RECs, other regional bodies
- Need to make sure they serve the intermediary role, not others' roles
  - Identify clear mandates
  - Coordination, harmonisation, information flow, advocacy

6. Creating Incentives…

*…that **motivate** people and organisations to play their role in the innovation process*

- Incentives in public sector often weak
- Financial: retention of funds from service charges
- Career progression
- Satisfaction in doing a good job; pride in organisation
- Governance, organisational management

7. Using Different Types of Knowledge…

*…both **tacit knowledge** and **codified knowledge***

- Most SPS capacity development focuses on codified knowledge
- What tacit knowledge could be used more effectively?
    - Probably not technical knowledge
    - How to make things happen in a local context
    - How to build linkages, influence decision makers

8. Experimenting, Investing in Learning…

*…so that individuals and organisations improve their performance through an **evolutionary process***

- Allow for failures; being flexible
- Start journey without knowing the exact destination
    - COPE: Centre of Phytosanitary Excellence
- Include reflection, self-assessment, participatory M&E

COPE
Centre of Phytosanitary Excellence

Protecting Agriculture, Supporting Trade

www.AfricaCOPE.org
info@AfricaCOPE.org

Conclusion

- Capacity development may be as much a sociological endeavour as a technical one

- Systems need capacity to respond (innovate) to new situations as they arise

  - Trade rules, technology, climate change

  - But develop it in specific contexts

- STDF's "good practice" contains a number of the features described

Thank You