

a. One is to include R/E issues in the continuing policy dialogue with host government, particularly investment in research and extension and institutional development. No matter how effective are the Host Institution and the implementing team in addressing these issues, the donor can make them more effective.

b. The second is to seek collaboration of other donors to help protect the basic national capacity that you are helping to build. Many donor projects press on national capacity and tend to dissipate it, rather than build it.

B. Identify and Defend Host Country Interests

Donors must work through projects which must obey certain specific criteria. It is not automatic that these criteria will be consistent with Host Country interests. A donor project can actually work at cross-purposes to genuine, long-term country interests. Although specifics vary, some general statements can be made.

1. A major national interest is to have an indigenous capacity to develop, maintain, and manage an effective technology program. This institutional need represents a major donor opportunity, an opportunity far greater than that offered by projects designed for short-run specific production goals. A mix of donor projects, each following its own criteria, is piece meal and tends to press on fragile Host Country capacity and fragment it, rather than to help build it. Thus, the effectiveness of investments in research and extension are reduced, and they could actually work against Host Country interests.

This handbook assumes that donor projects have a specific interest in the development and strengthening of Host Country capacity.

2. Host Countries do need help in developing their basic national capacity, and most projects can provide it, even if there are short-term, direct action objectives involved.

Capacity building is essentially a function of management. Management components can be included in projects at relatively little cost. Capital costs, except for training or human resource development, are minimal. Technical assistance is most needed and can be provided by short term personnel.

For example, one of the great needs of R/E institutions is for strategic planning, which needs to be done by Host Institution management and personnel and over considerable time. This component could be designed into a project at little cost, to take place over the life of the project, and the results would be far more useful than plans done in a matter of weeks with exceptionally heavy participation of an expatriate team.