

Research Capacity Building Guidelines

To get the right people with the right skills in place is more than a managerial or logistical problem. It will need a review of the skills needed to achieve the research objectives and a skills audit (what skills do the team have). The difference between the two is the Capacity and Training Gap. A Training and Development Plan will need to be designed to close this Gap - and will be presented in **Capacity building** Report. The diagnosis of capacity needs will involve gathering data and dealing with questions on several fronts.

The following questions need to be answered:

1. What are the knowledge and skills needed to conduct the research to which the team is committed (And to what extent do they have these skills)?
2. How many individuals / teams need to have these skills (And how many currently have them)?
3. At what level are these skills needed - 'Research associate, Research assistant, Technician, etc.'?
4. Are the gaps identified best dealt with by training or by some other intervention such as internal mentoring or seconding someone from another part of the research organisation or by buying in a technical specialist?
5. List key activities at each level over the time period of the project.
6. Identify which team member will be responsible for which aspects of training, i.e., the development of traditional research/methodology skills.
7. State which training methods will be used (i.e., workshop, lab work, teaching) for which part of the overall capacity building plan.
8. Spell out how the PI will ensure that all team members are fully engaged in the process so that their concerns are dealt with at an early stage.
9. Identify key risks and a plan to mitigate them.
10. Produce costings and timescales for key training activities.
11. Explain how they will undertake or up-date a baseline survey against which to measure progress and describe monitoring and evaluation arrangements.