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Tanzania CAADP National Agricultural Investment Plan Capacity Assessment Summary Analysis of Identified Capacity and Training Needs

This report provides an analysis of training and capacity needs as based on the Africa Lead Project's capacity assessment of the Tanzania Agriculture and Food Security Investment Plan (TAFSIP). Training and technical assistance needs have been divided into the following three broad categories:

- **Management capacity:** This includes strategic planning, value chain analysis, policy analysis and monitoring and evaluation.
- **Technical capacity:** This includes nutrition, post-harvest food management, food production and pest and rodent control.
- **Technical assistance needs:** This includes creating certification systems, information systems, and national standards.

The first two categories of capacity requirements, technical and managerial, can be addressed through short-term training. The latter category, technical assistance, may be assisted with short-term training but would likely benefit from consulting assistance.

The next section provides an overview of the demand expressed for various types of training. When there is significant demand across organizations it may be useful to build an in-country training capacity through providing a training-of-trainers approach, or by providing training in partnership with local organizations.

I. Management Skills

The following management skills were identified for the following institutions, and are listed in order of demand.

Capacity Area - Management	Organizations
Monitoring and evaluation - 8 organizations	<ul style="list-style-type: none">- MoA: Directorate of Policy and Planning- Prime Minister's Office Regional Administration and Local Government- Tanzania Chamber of Commerce, Industry and Agriculture (TCCIA)- Tanzania Horticultural Association (TAHA)- FAIDA MARKET LINK (Faida Mali)- Agricultural Non-State Actors' Forum (ANSAF)- Rural Urban Development Initiatives (RUDI)- National Bureau of Statistics (NBS)

Capacity Area - Management	Organizations
Value chain analysis - 5 organizations	- MoA: National Food Security Division - MoA: Directorate of Crop Development - Agricultural Non-State Actors' Forum (ANSAF) - Small Industries Development Organization (SIDO) - Rural Urban Development Initiatives (RUDI)
Policy analysis, implementation and monitoring - 5 organizations	- MoA: Directorate of Policy and Planning - Tanzania Chamber of Commerce, Industry and Agriculture (TCCIA) - Agricultural Council of Tanzania (ACT) - Agricultural Non-State Actors' Forum (ANSAF) - FAIDA MARKET LINK (Faida Mali)
Financial management (incl. using related software) - 4 organizations	- Tanzania Horticultural Association (TAHA) - FAIDA MARKET LINK (Faida Mali) - Centre for Agricultural Mechanization and Rural Technology (CAMARTEC) - Rural Urban Development Initiatives (RUDI)
Strategic planning - 3 organizations	- MoA: Directorate of Policy and Planning - Tanzania Chamber of Commerce, Industry and Agriculture (TCCIA) - Rural Urban Development Initiatives (RUDI)
Building public-private partnerships	MoA: Directorate of Policy and Planning
Project and program design	Rural Urban Development Initiatives (RUDI)
Board management	Agricultural Council of Tanzania (ACT)
Entrepreneurship and business management	Small Industries Development Organization (SIDO)
Climate change management	MoA: Directorate of Policy and Planning
Trade Negotiation	Ministry of Industry, Trade and Marketing

II. Technical Skills

The following management skills were identified for the following institutions, and are listed in order of demand.

Capacity Area - Technical	Organizations
Post harvest food management, including storage, processing and packaging - 4 organizations	- MoA: National Food Security Division - MoA: Division of Cooperatives - Small Industries Development Organization (SIDO) - Agricultural Non-State Actors' Forum (ANSAF)
Food production/improved seed technology - 2 organizations	- Tanzania Seed Trade Association (TASTA) - Kilimanjaro Agricultural Training Centre (KATC)
Nutrition - 2 organizations	- MoA: National Food Security Division - Tanzania Food and Nutrition Centre
Warehouse receipt management	FAIDA MARKET LINK (Faida Mali)
Pest and rodent control	- MoA: Plant Health Services Section
Establish HACCP expertise (and ToT program)	Small Industries Development Organization (SIDO)

III. Technical Assistance Needs

The following technical assistance needs were identified for the following institutions. These are distinct from the above capacity needs (management and technical) in that they are likely best addressed through consulting/technical assistance as opposed to through just short-term technical training.

Technical Assistance Needs	Organizations
Develop an HRD/training plan	- Small Industries Development Organization (SIDO) - Tanzania Chamber of Commerce, Industry and Agriculture (TCCIA)
Establish a certification process for district nutrition subject matter specialists	MoA: National Food Security Division
Establish a Cooperatives training program	MoA: Division of Cooperatives

Technical Assistance Needs	Organizations
Develop national standards for staff hiring	MoA: Division of Cooperatives
Develop a trade information system	Ministry of Industry, Trade and Marketing

IV. Expanded Notes on Capacity Needs – by Capacity Need and Organization

This section provides additional information on the particular capacity skills identified for the various organizations that appear in previous sections (overview of needs).

Capacity Building Areas	Organization	Overview of Needs
Managerial Skill Areas (Capacity Improvement)		
Monitoring and evaluation	MoA: Directorate of Policy and Planning	Design and operationalize a user-friendly Monitoring and Evaluation Systems
Monitoring and evaluation	Prime Minister's Office Regional Administration and Local Government	Provide training and support for LGA/District performance reporting and monitoring system Develop a system to monitor/assess the effectiveness and needs of decentralization by devolution process for five main agricultural ministries.
Monitoring and evaluation	Tanzania Chamber of Commerce, Industry and Agriculture (TCCIA)	- Establish a user-friendly monitoring and evaluation - Result- based management
Monitoring and evaluation	Tanzania Horticultural Association (TAHA)	Recruitment of M&E personnel and development of an effective system.
Monitoring and evaluation	FAIDA MARKET LINK (Faida Mali)	Recruitment of M&E personnel.
Monitoring and evaluation	Agricultural Non-State Actors' Forum (ANSAF)	Training in development of performance monitoring systems
Monitoring and evaluation	Rural Urban Development Initiatives (RUDI)	Training on Results-based Monitoring and Evaluation

Capacity Building Areas	Organization	Overview of Needs
Monitoring and evaluation	National Bureau of Statistics	<ul style="list-style-type: none"> - Training on Data collection, monitoring and evaluation for district level officers including District Statisticians, Department Heads, and Councilors - Training on agricultural enumeration for village extension officers, ward extension officers and village chairpersons. - Short courses for district statisticians on statistical methods, survey methods and design - Increase awareness among district level officers of the importance of improving agricultural data system - Improve capacity to develop routine data collection system
Value chain analysis	MoA: National Food Security Division	Train district level workers (possibly train MoA trainers to provide capacity training)
Value chain analysis	MoA: Directorate of Crop Development	Need to complete value-chain analysis of crops under mandate.
Value chain analysis	Agricultural Non-State Actors' Forum (ANSAF)	Training for members in value-chain analysis and management
Value chain analysis	Small Industries Development Organization (SIDO)	Training on value-chain analysis could be useful for staff. This is a program SIDO operates that is relevant to TAFSIP and FTF, and it might be useful to provide training staff additional skills in value-chain analysis.
Value chain analysis	Rural Urban Development Initiatives (RUDI)	Short Course on Value-chain analysis and management
Policy analysis, implementation and monitoring	MoA: Directorate of Policy and Planning	The planning officers need training to enable them effectively analyze policies and track their effectiveness during their implementation. The Directorate needs to sharpen skills in policy formulation and how to coordinate effective policy implementation.
Policy analysis	Tanzania Chamber of Commerce, Industry and Agriculture (TCCIA)	Policy analysis and advocacy

Capacity Building Areas	Organization	Overview of Needs
Policy analysis	Agricultural Council of Tanzania (ACT)	Improving Lobbying and advocacy skills targeted at Board members. Short course to improve policy analysis and research skills will prove invaluable
Policy analysis	Agricultural Non-State Actors' Forum (ANSAF)	Training in policy analysis and advocacy as well as communications skills
Policy analysis	FAIDA MARKET LINK (Faida Mali)	Capacity building in advocacy and policy research to influence policy and regulations that are favorable to small scale farmers, traders and agro-processors.
Financial management	Tanzania Horticultural Association (TAHA)	Training in financial management system and related software.
Financial management	FAIDA MARKET LINK (Faida Mali)	Training in financial management system and related software.
Financial management	Centre for Agricultural Mechanization and Rural Technology (CAMARTEC)	Training in financial management skills.
Financial management	Rural Urban Development Initiatives (RUDI)	Training on financial management, administration and compliance
Strategic planning	MoA: Directorate of Policy and Planning	The Directorate needs to be equipped with skills on how to develop effective strategic plans
Strategic planning	Tanzania Chamber of Commerce, Industry and Agriculture (TCCIA)	
Strategic planning	Rural Urban Development Initiatives (RUDI)	Short course/training on Strategic planning and vision development
Building public-private partnerships	MoA: Directorate of Policy and Planning	Planning for Public-Private-Partnerships
Project and program design	Rural Urban Development Initiatives (RUDI)	
Board management	Agricultural Council of Tanzania (ACT)	Training on Leadership and Governance for both Board and members
Entrepreneurship and business management.	SIDO - Small Industries Development Organization	
Climate change management	MoA: Directorate of Policy and Planning	Planning for climate change mitigation and adaptation

Capacity Building Areas	Organization	Overview of Needs
Trade Negotiation	Ministry of Industry, Trade and Marketing	Provide trade negotiation skills to staff
Technical Skill Areas (Capacity Improvement)		
Post harvest food management, incl. storage, processing and packaging	MoA: National Food Security Division	Training is required for extension staff on latest technology
Post harvest food management, incl. storage, processing and packaging	MoA: Division of Cooperatives	Training for cooperative officers on post-harvest handling techniques and technologies. Updated training skills in post-harvest handling (including storage management)
Post harvest food management, incl. storage, processing and packaging	Small Industries Development Organization (SIDO)	<ul style="list-style-type: none"> - Improve SIDO's ability to provide training in food processing technology. Provide staff update skills in food processing. Specific processing technologies would need to be identified, but likely include oil processing (sunflower). - Provide staff training on post-harvest handling, food processing and packaging techniques and technologies required
Post harvest food management, incl. storage, processing and packaging	Agricultural Non-State Actors' Forum (ANSAF)	Training for members in Agro-processing
Nutrition	MoA: National Food Security Division	Need a program to train and fund subject matter specialists in nutrition at the district level
Nutrition	Tanzania Food and Nutrition Centre	The district governments are responsible for nutrition program implementation and, at this level, there are no trained subject matter specialists. Providing training to the designed local nutrition officers would be useful.
Food Production/Improved seed technology	Tanzania Seed Trade Association (TASTA)	An exposure program for seed producers is recommended to acquire skill and modern technology in seed production technology.
Food Production/Improved seed technology	Kilimanjaro Agricultural Training Centre (KATC)	Increasing the knowledge of regular staff in the fields of modern technology in rice production and irrigation skills is needed

Capacity Building Areas	Organization	Overview of Needs
Warehouse receipt management	FAIDA MARKET LINK (Faida Mali)	Capacity building in the area of warehouse receipt management and commodity exchange.
Pest and rodent control	MoA: Plant Health Services Section	<ul style="list-style-type: none"> - Train extension workers (and develop materials) on the following: armyworm forecasting and control; rodent control; Quelea monitoring and control; monitoring and control of red locusts. - Conduct TOT for 100 extension staff on Integrated Pest Management (IPM) - Train 200 plant protection inspectors on pesticide, quarantine and regulatory services by 2015
Establish HACCP expertise (and ToT program)	Small Industries Development Organization (SIDO)	There is a shortage of HACCP experts in Tanzania, and there is currently no accreditation body or process.
Technical Assistance		
Certification process for district nutrition subject matter specialists	MoA: National Food Security Division	Need to develop national standards for hiring/certifying district-level nutritionists.
Cooperatives training program	MoA: Division of Cooperatives	Need to develop an internal training program for district-level cooperative officers.
National standards for staff hiring	MoA: Division of Cooperatives	
Develop a trade information system	Ministry of Industry, Trade and Marketing	
Develop an HRD training plan	Small Industries Development Organization (SIDO)	Develop an HRD/training plan. SIDO does not currently have a HRD/training plan and could benefit from consultancy assistance to develop a plan, or from sending one or more staff for training so they can lead the development of a plan.
Develop an HRD training plan	Tanzania Chamber of Commerce, Industry and Agriculture (TCCIA)	Human resource planning and demand driven human resource development