iAGRI Annual Report

March 1 - September 30, 2011

submitted by

iAGRI Project Management Unit

on behalf of

Ohio State University Management Entity

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iAGRI
Innovative Agricultural Research Initiative

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iAGRI Annual Report

March 1 – September 30, 2011

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Chronology of Major Project Events for Year I - iAGRI

Activity Dates	Persons Involved	Events which Occurred
February 22, 2011		CA signed/ $500,000 initial funding
March 1		Project begins
March 17	Erbaugh & Kraybill	First conference call with OSUC partners
March 22 – April 1	Erbaugh & Kraybill	To Tanzania to initiate project activities
April 30		Call for degree training posted in Tanzania newspapers
May 3 – June 15	Kraybill	TDY to Tanzania
May 22 - 27	Kraybill	Attend FtF meeting in Morogoro
May 30 – June 12	Minde	TDY to Tanzania
June 8-9	Kraybill	Degree candidate workshop in Morogoro
June 27		Project Affiliated Entity approved by OSU Board of Trustees
June 30 – July 1	Erbaugh, Kraybill, Hansen, Crawford	Needs Assessment planning workshop, OSU
June 21 - 23	Kraybill	FtF Research Forum, Washington, D.C.
July 13 - 15	Mullei and Kraybill	FtF monitoring and evaluation workshop in Dar
July 11 – August 15	Mullei	Goes to Tanzania to initiate M&E planning
August 2		$2 million obligated first year funds received.
August 10	Rose, Rigby, Erbaugh	6 Long-Term Degree Placements at 4 OSUC universities
August 15 – Sept. 9	Minde, Crawford, Haggblade, Freed, Colverson,	Needs Assessment Initiation in Tanzania
August 15 - 16	Kraybill	FtF Chief-of-Party Meeting in Zanzibar
October 16-18	Needs Assessment Team and Erbaugh	Needs Assessment Workshop in Morogoro

iAGRI Annual Report
March 1 – September 30, 2011

Introduction

This is the first Annual Report for iAGRI. In order to establish correspondence to USAID reporting periods as requested in the USAID Agreement for the program entitled *"Collaborative Research and Capacity Building of Sokoine University of Agriculture (SUA) and the National Agricultural Research System (NARS)."* Since the program began March 1, 2011, it is a report on only the first seven months of activity. The technical content of this report were also noted in Quarterly Reports for this period which are found in the Appendix to this document.

The original Agreement document provided $500,000 which it was noted were to be spent in pursuance of program objectives beginning on March 1, 2011 and ending on February 28, 2012. The document further stated that USAID would not be liable for reimbursement of the Recipient for any costs in excess of the obligated amount. As a consequence, we were highly selective at the onset in terms of defining priority activities and committing additional funds in support of program activities.

An additional $2,000,000 in obligated funding for the first year of project activity was provided on August 2, 2011 toward the end of USAID Fiscal Year 2010/2011. They consisted of a commitment of $2,000,000 for said year. At this juncture, we broadened our scope of activities and entered into full implementation of the Program.

Description of Program

The purpose of iAGRI is to strengthen the training and collaborative research capacities of SUA and NARS. This purpose is aligned with the themes and road map of the USAID Feed the Future initiative

and the Government of Tanzania Comprehensive Africa Agricultural Development Program Compact and the Agricultural Sector Development Program. Major objectives of iAGRI are:

- Establish a program of collaborative agricultural research with SUA and NARS;
- Provide advance degree training in agriculture for 120 Tanzanian graduate students (Ph.D. - 20; M.Sc. - 100);
- Strengthen the capacity of SUA to develop and implement instructional, internship, and outreach programs in agriculture; and
- Promote cooperation between SUA, U.S. universities, and global south universities.

iAGRI is a partnership of Tanzanian institutions and The Ohio State University Consortium (OSUC), a group of six major U.S. land-grant universities, including The Ohio State University (OSU) as the lead institution, Michigan State University (MSU), University of Florida (UF), Virginia Tech (VT), Tuskegee University (TU), and Iowa State University (ISU). The OSUC partners have many years of experience in human and institutional agricultural capacity development in Africa, including a history of collaboration with SUA and NARS institutions in Tanzania. Other U.S. land-grant institutions and global south institutions, such as Punjab Agricultural University (India) and EARTH University (Costa Rica) may provide training and technical assistance inputs.

iAGRI draws upon successful development approaches to agricultural and nutrition-related research, extension, and education, building on participant institutions' experiences with the U.S. land-grant model. These approaches may reduce training and technical assistance costs, increase program relevance to development needs, and engage stakeholder, including the private sector, NGOs and civil society representatives. The project will be responsive to Government of Tanzania and donor priorities.

Results Achieved

OSU Management Entity Staff Appointed – The OSU management team was established. It includes Dr. Mark Erbaugh, who is the Administrative Director, Dr. David Hansen who is the Project Coordinator, Dr. Mary Ann Rose, who is the Training Coordinator, Angie Brumfield-Hersey, who is the Budget Manager, and Pat Rigby, Administrative Assistant. They work together as a team.

Project Director (PD) and Deputy Project Director (DPD) Placed in Field – Dr. David Kraybill, OSU Agricultural Economist, travelled to Tanzania and took up temporary residence from the beginning of May to the middle of June, during which time he initiated field activities related to the project. This involved close interaction with the USAID Mission, Sokoine University of Agriculture, the Ministry of Agriculture, Food Security and Cooperatives, other government agencies, and partner Feed-the-Future projects. It also involved recruiting and placing six initial graduate students at OSUC partner institutions as requested by USAID/Tanzania in March, beginning work on establishing a bank account and office presence in Tanzania. He returned to Tanzania to take up permanent residence beginning the middle July and has been at station since then. Dr. Isaac Minde traveled to Tanzania in June as a consultant and took up permanent residence in Tanzania in July.

PMU Established – During this reporting period, Dr. Kraybill worked out of a temporary office at the Sokoine University of Agriculture (SUA). Maria Mullei, Virginia Tech, was also brought onto the team on a part-time basis to be in charge of monitoring and evaluating (M&E), including development of a Performance Management Plan (PMP). In addition, she was assigned responsibility for handling genders dimension of the project.

Ohio State University Consortium (OSUC) Established – The Ohio State University Consortium (OSUC) consists of several U.S. partner institutions, namely, Michigan State University, Virginia Tech, University of Florida, Tuskegee University, and Iowa State University. Together, they form the core of

support for the project. Other south partners may include the Punjab Agricultural University (India) EARTH University (Costa Rica), partners in China and elsewhere. They were listed in the original proposal and will be invited to participate in project-related activities as needed. Principal contacts have been identified at each participating institution. They have been kept informed about project activities and how they might participate in project implementation activities. Communication with the members includes regular e-mail updates on project activities now routinized by a Quarterly newsletter, periodic conference call, interactions with individual members regarding inputs needed from them, including technical assistance, conducting long-term training, etc. We anticipate that there will be a meeting called of institutional representatives to discuss their potential contributions to the project once the needs assessment, which is currently in process, is completed.

Project Registered in Tanzania – Legal standing in Tanzania is required in order to be able to open a bank account. In order to expedite the process of acquiring legal standing in the country the Project Management Unit (PMU) the OSU Office of International Programs in Agriculture (ME) and the OSU Office of Legal Affairs consulted with American attorney, Brooke Montgomery, in Dar es Salaam and concluded the best way to do this was for OSU to create an affiliated, non-profit entity in Ohio and register it as a foreign corporation doing business in Tanzania. The OSU Board of Trustees approved the creation of the company at its June meeting, documents were assembled for registration in Tanzania, an affiliated, non-profit entity in Ohio created, and registered as a foreign entity doing business in Tanzania. Once completed a bank account was opened and funds were wired to it by the OSU Office of Sponsored Programs to underwrite the costs of project operation in Tanzania.

Project Marking and Branding Strategy Developed – The iAGRI Marking and Branding Plan was developed by the ME and PMU and approved by the Mission's Communications Specialist, Cory Brandt, in April. The Mission also requested that we revise our original project title. In consultation with

Tanzanian partners and USAID/Tanzania, we decided to call it the *Innovative Agricultural Research Initiative* (iAGRI).

Local Staff Hired for PMU – The project proposal designated seven positions to be filled locally, including a Research, Education, an Extension Specialist, a Monitoring and Evaluation/Gender Specialist, an Accountant, an Administrative Assistant, and three drivers. These seven individuals are to be hired through Sokoine University of Agriculture, as specified in a yet-to-be signed subcontract with SUA. Hiring during the second quarter was not possible because the issuance of the SUA subcontract was delayed due to delay in the release of additional funds by the Mission. As a temporary measure, Dr. Kraybill hired an administrative/logistics consultant, Merinah Mneo, in Dar es Salaam to handle administrative details, such as securing work permits, negotiating rates at hotels, obtaining price quotes on office equipment, and providing trainee backstopping for GRE and TOELF registration. The PMU is exploring the option of contracting with a Tanzanian consulting firm to hire additional staff for management and administrative functions.

Joint Program Steering Committee Planned – Given the delays which transpired in setting up a fully staffed PMU and the conduct of the project needs assessment, the appointment of the Project Advisory Board (PAB) was delayed. It is assume that the formal organization of the PAB will be formed soon after the Project Inception Meeting to be held in mid-October. Its input to the training plan for Year II of the project as well as the project collaborative research program will be essential. The PMU will take the lead in organizing the PAB.

Project Publicly Launched – The formal launch of iAGRI was delayed due to delays in provision of funding and subsequent delays in the formal organization of the field office and staff. Plans are to undertake the launch as part of the review of the project needs assessment which is scheduled for the

middle of October. Project PI, Mark Erbaugh, will attend this event. It will also be attended by representatives form SUA, MAFSC, and the USAID Mission in Tanzania.

Sub-agreements Completed – Given the scope and breadth of iAGRI and the need to provide accessible funding for partners, it was decided to subcontract with several additional institutions to ensure that project inputs were of high quality and of direct relevance to the needs of the Feed the Future Initiative in Tanzania.

- **SUA Sub-Agreement** – Sub-agreements with SUA were formally signed in early October after negotiation of their terms. With the signing SUA and the PMU had funds at their disposal to locate and refurbish a project office, purchase and maintain vehicles for project use as well as to support locally hired staff, to pay for project office space on campus, to provide graduate student support, and to support thematic working groups.
- **U.S. Partner Sub-Agreements** – Sub-agreements with U.S. OSUC members have been signed. These include Michigan State University, Virginia Tech, University of Florida, Iowa State University and Tuskegee University. Formal start dates for these sub-agreements were predated to last spring in order to allow them to cover expenses incurred from that time onward. Thus, expenses associate with the employ of Isaac Minde and Maria Mullei were covered as were tuition and stipend costs for trainees located at OSUC partner institutions.

➢ **Sub-Contract with Kilimanjaro International Corporation (KIC)** - It was decided to contract for several of the staff positions for the PMP through a Tanzanian consulting firm rather than through SUA as had been originally reflected in the SUA sub-agreement, based on discussions about the feasibility of SUA doing this contracting for iAGRI. SUA administrators argued that it was not feasible given their organization and the complexities that this hiring would imply. In support of *USAID Forward*, the PMP selected Kilimanjaro International Corporation to help

select and support an Administrative Assistant and Operations Manager for iAGRI. These positions are currently being advertised (January, 2012) for a period of two years. KIC will be expected to address issues related to reasonable costs of termination, litigation, etc. in the event of termination of candidates during their probationary employment periods consistent with prevailing Tanzanian laws; to pay the selected individuals and provide them with termination-related remuneration, including any salaries, severance and other payments related to employment beyond the probationary period; and to pay for any relocation costs involved in their employment. The sub-agreement will compensate KIC for these costs and for other administrative fees and indirect costs. KIC will be charged with dealing with all legal issues related to the employ of staff in Tanzania.

Selection and Placement of Students for Long-Term Degree Training - The project proposal called for long-term training to begin in fall, 2012. However, the USAID Mission requested iAGRI to initiate its degree training activities this fall, 2011, requesting that at least five students be placed in the U.S. in long-term training programs. Because of the lateness of this request and the multiple issues that need to be addressed when placing international students, the PMU and the OSU home backstopping office labored intensively to accomplish this end. Additionally, OSUC partners greatly facilitated these late placements.

- **Formation of Long-Term Training Committee** – We anticipate that this committee will be formed during the coming quarter. Because last minute placement of Tanzanian students in graduate degree programs in the U.S. this year was intensive, we decided to defer on the formal structuring of this committee. When formed, it will help us identify students for graduate training, contributing to the formulation of training policy, helping link the training program to other units working on food security in Tanzania, and advising on appropriate training activities.

- **Recruitment of Training Candidates** – The announcement of the iAGRI degree training opportunity for 2011 was developed with SUA project administrators and placed in the Tanzania press in April. Twenty four applications were received, including nine females and 16 males.
- **Screening and Selection of Training Candidates** – A 2011 Training Selection Committee was created, consisting of staff members from SUA, MAFSC and USAID. The committee was composed of three men and two women and was chaired by Dr. Kraybill. The committee met twice to review applications, create a short list, and conduct face-to-face interviews with the finalists. Five primary candidates and two back-up candidates were selected, including three females and four males.
- **Preparation of Candidates to Take GRE and TOEFL Examinations** – Plans were made for the selected candidates to take the GRE and TOEFL examinations in Dar es Salaam in July.
- **Placement of Students in Graduate Programs** – The OSU ME team contacted OSUC member institutions to assess their interest in providing training for the graduate students identified as priority by the PMU. They had previously been informed about the last minute nature of the placement process and asked to help expedite placement in case of interest. Applications were submitted for the six primary candidates. It was deemed important to end up with five to six students in degree programs, and it was also recognized that the probability was high that at least one of the primary candidates may not be able to proceed to the U.S. as planned. For this reason, applications were also submitted for the two backup candidates. Actual student placements are listed in the table below.
- **Obtaining Visas for Training** – The ME immediately began processing visa applications for the trainees on the TraiNet system with assistance from USAID/Tanzania on various visa-related matters. Thanks in large measure to the active support received from USAID Mission

Table: Student Placements for Long-Term Degree Training – Fall, 2011

Name of Trainee	Placement	Area of Specialization
Asma Bilal Gharib	Florida	Food and Resource Economics
Martin John	Tuskegee	Plant and Soil Science
Stanley Materu	Florida	Ag & Biological Engineering
Lilian Eliah Mpinga	Florida	Horticulture
Frida Albinusi Nyamete	Michigan State	Food Science & Technology
Respikius Martin Gababambi	Ohio State	Rural Sociology

personnel, visas were obtained during late summer and students enrolled in their respective graduate programs by the start of fall semester, 2011.

- **Call for Applications for 2012 Round of Trainees** – The PMU gave considerable attention to a call for additional long-term degree trainees which is scheduled to occur during the first quarter of the following program year. The project calls for the training of twenty Ph.D.'s. We anticipate this training may require up to four years to complete, so it will be necessary to identify and place them all for program initiation in fall, 2012. We also anticipate placing up to 35 M.Sc. trainees during the coming year. In preparation for this activity, the PMU has identified candidates for a selection committee and prepared in draft form an advertisement for this training. A copy of the advertisement for this training is found in the appendix to this report.

Implementation of Needs Assessment

Operation of the iAGRI program was premised on the early conduct of a needs assessment that would indicate priority topics and areas for strengthening the Tanzanian food system. Thus, this was an activity that received high priority during the initial months of iAGRI activity.

- **Planning Workshop** - A workshop designed to plan and coordinate procedures to be followed in conducting the needs assessment was held on the OSU campus in June. Participants in the workshop included Eric Crawford from Michigan State University. A member of the OSU Consortium, MSU had agreed to provide leadership to the needs assessment activity. Other participants in the workshop were OSU project office members led by Mark Erbaugh - Project PI, David Kraybill – COP, David Hansen - Project Manager, and staff from the OSU Center on Education and Training for employment (CETE) who specialize in needs assessments of academic programs. This team completed a needs assessment plan that included task to be performed, responsibilities for them, a related timeline and expected outcomes. It assigned responsibilities for the completion of tasks to PMU members and the MSU team.
- **Principal Phases of Needs Assessment** - The needs assessment proceeded in two main phases. The first phase was to carry out an analysis of expected trends in Tanzania's food system, as background for determining future growth areas and job skill needs. The second was to field a team in Tanzania to carry out a capacity assessment for the NARS and the Faculty of Agriculture at SUA, as the basis for determining gaps in current capacity relative to anticipated needs, which would suggest priorities for iAGRI project activities. In the process of carrying out this task, the Team took note of three major engagements of SUA in the last six years aimed at improving the management of its academic and administrative operations. These engagements are (i) the Corporate Strategic Plan (CSP) 2011-2015 (which is the third in the series); (ii)Tracer studies carried out in 2005-06 that led to the launching of new degree programs and review of curricula; (iii) Restructuring the management system and organizational structure, which started in 2007 and is now close to being endorsed. It is expected that when the latter is approved for implementation, it will be folded into the current CSP. iAGRI, though not expected to be the

vehicle for implementing SUA's CSP in its entirety, recognizes the intentions of the implementation plan of 3rd CSP, and seeks to support and facilitate and not to contradict the specified implementation plans. On the part of MAFC, the recent Zonal Agricultural Research Priorities have provided some indication of potential direction for collaborative research areas.

The first phase of the Needs Assessment ("futuring" analysis) was conducted from July to mid-August. The second, in country, phase was conducted from mid-August through mid-September. Annex A contains the scope of work for the needs assessment. Annex B contains the team's calendar of activities in Tanzania, and list of persons contacted.

- **Review of Existing SUA Strategic Plans** – Isaac Minde, Deputy Project Director, reviewed completed SUA strategic planning exercises and summarized key points from them in a paper entitled, *"A Summary of SUA Corporate Strategic Plans: Formulation and Implementation."* In this document he recommended issues needing additional study and clarification from the SUA leadership, as well as priority topics for further review like gender representation, governance and administration, plans to expand programs and student numbers and infrastructure. The document also highlighted needs assessment topics for additional probing, such as prioritization of objectives, programs and activities and sources of funding for them.
- **Needs Assessment Team Field Visit** - A team headed by Eric Crawford, Michigan State University visited Tanzania in late August and early September to collected data to be used in the needs assessment. In addition to Crawford, the team consisted of Isaac Minde, iAGRI Deputy Project Director, Kathleen Colverson, Florida, and Russell Freed and Steven Haggblade, Michigan State University. While in the field, they interviewed representatives of appropriate units at SUA and MAFSC and collected previous studies and reports reflecting the status of teaching, research and outreach in the agricultural sector, particularly in relation to SUA and

NARS participation. They were assisted by a number of local consultants from SUA and MAFSC, including, John Banzi, MAFC, Research and Development; Justa Katunzi, MAFC, Crop Development—Extension; Gungu Mibavu, MAFC, Policy and Planning; Apenda Mrinji, MAFC, Training; Amon Mattee, SUA, Dept. of Agricultural Education and Extension; Elibariki Msuya, SUA, Dept. of Agricultural Economics and Agribusiness; Susan Nchimbi-Msolla, SUA, Deputy Director of Research and Publications; and Hezron Sanga, SUA, Principal Planning Officer. A draft document was prepared, based on this data collection exercise. It was reviewed at the priority setting workshop eventually held on October 17-18 in Morogoro.

- **Major Conclusions** – The final Needs Assessment Report, *Assessment of Needs for Training, Collaborative Research, and Institutional Capacity-Building for Agricultural Development and Food Security in Tanzania*, is being printed as this document is prepared.[1] It is a comprehensive analysis of the status of the major public food system support institutions in Tanzania and will be the base for future iAGRI activities. Summarized below are some of the major findings of this needs assessment and priority options mentioned in it.

  (a) Trends in the Tanzania Agricultural Economy – The needs assessment team approached this analysis form the perspective of changing dynamics in the Tanzanian food system. They cited urbanization and growing per capita incomes as major reasons why marketed volumes of foodstuffs would double every 12-14 years and why demands for high-value foods, such as dairy, meat and fresh fruits and vegetables, processed foods, packaged convenience foods, etc. would increase significantly. They associated this with probably substantial investments of the private sector in food processing technology. They indicated that this will result in needed investments to accompany commercial agriculture development,

[1] The reader is referred to this document for a full discussion of gaps identified in needs assessment study that will need to be addressed by iAGRI over the coming years.

namely farm input demand for improved seeds, fertilizers, herbicides, feed and veterinary services. Also associated will be a need for increases in trained scientific and technical skills in support of farm production, feed industries, storage, supply chain management and food processing industries, as well as public investments and regulatory structures to support innovation and agribusiness growth.

(b) **Government Plans for the Agricultural Sector** – The needs assessment team reviewed training needs for MARSC. Priorities mentioned included irrigation engineering, agricultural marketing, value addition to fruits and vegetables, policy analysis, post-harvest technology, seed technology, food safety and sanitary and phytosanitary regulations. MAFSC is also giving considerable emphasis to soil and water, including land use, land management and sustainable soil management.

(c) **Existing SUA Strategies** – Several major input needs were identified for SUA. They include investments in (i) infrastructure and facilities; (ii) policies and procedures; (iii) organizational structure; (iv) curriculum; (v) gender equality; (vi) National Agricultural Library at SAU; (vii) Institute of Continuing Education; and (viii) central administration support. These all need strengthening in order to effectively implement the projected increase in student numbers and the development of new academic and research programs.

(d) **SUA Resource Base and Training, Research, Instructional Needs** – Long-term training needs at SAU were identified taking into account projected changes in Tanzania's agricultural economy. A total of 33 areas of potential long-term degree training were identified and estimated training needs at M.Sc. and Ph.D. levels provided for several academic departments of the Faculty of Agriculture. Training needs for 2012-2013 for these departments include 19 M.Sc. and 33 Ph.D. degrees. The departments indicating the most

need for new positions through 2016 were Crop Science, Agricultural Education and Extension, Food Science and Technology, and Animal Science – listed in order of magnitude. Research needs identified include attention to general infrastructure needs, such as electricity supply and internet connectivity, better greenhouse facilities and better field equipment for experiments. Instructional needs include more classrooms, laboratory space and equipment and short-term training related to provision of practical skills to students, such as those gained through internships.

(e) **MAFSC Resource Base and Training/Research Needs** – Major MAFSC areas identified by MFFSC staff to be in need of additional training are (i) irrigation engineering; (ii) climate change; (iii) agricultural marketing; (iv) horticulture production and value addition; (v) policy analysis; (vi) post-harvest technology; (vii) seed technology; and (viii) food safety. MAFSC staff also identified areas in which short-term training needs are needed. They include senior staff training in administration and management. In addition they identified the need for training in mechanization technologies for senior staff in the mechanization department. Generic needs include access to the latest research journals and the internet.

(f) **SUA and MAFSC Linages to Other Government Agricultural Entities** – These linkages are not currently strong. In fact, it was noted that SUA researchers and MAFSC researchers often tend to identify and develop their own research programs largely in isolate of one another. It was also noted that linkages can sometimes hinder effective dissemination of research results to farmers. For example, researchers must go through district agricultural officers rather than through zonal level research-extension liaison committees to get their findings in the hands of agricultural producers.

(g) **SUA's Linkages with Extension** – Some linkages between SUA and extension are formal. For example, the needs assessment report indicated that there is a Research-Extension Liaison Officer within the Research Department of MAFSC. At SUA there is a Technology-Transfer Office. Extension has District Agricultural Officers in the field who have limited autonomy and report to representatives of the Prime Minister's Office as well as MAFCS. Linkages between SUA and field extension representative are facilitated by research-extension liaison committees at the zonal level.

Collaborative Research

- **Agricultural Policy Seminar Series at SUA** – OSU Chief-of-Party Dave Kraybill has been working on setting up this seminar series which will be based at SUA and conducted jointly with SERA. He has meet with SUA officials to operationalize it. A SUA faculty member has been appointed to host the program.
- **Publication of Papers on Current Policy Topics** - Six policy papers will be commissioned each year in concert with the Agricultural Policy Seminar Series. Participants in the seminar series will be provided with the opportunity to prepare papers on specific policy topics which they will address in the series as well as to prepare other papers informed by their seminars. This activity may include the work of non-Tanzanian scholars as well, including those from the U.S.

Preparation of Performance Monitoring and Evaluation Plan

The PMU has continued to work on the Performance Monitoring and Evaluation Plan (PMP) for iAGRI during the first six months of existence. It has utilized the services of Maria Mullei, a consultant hired through the sub-agreement with Virginia Tech, for this purpose. In preparing a draft PMP, she has coordinated her efforts with The Mitchell Group (TMG), a consulting firm hired by the USAID/Tanzania Mission to oversee overall monitoring and evaluation of in-country *Feed the Future* (FtF) efforts. A draft

PMP for iAGRI was prepared for submission to TMG in early October and the expectation is that the USAID Mission will approve it subsequent to a favorable review by TMG. Expectations are to coordinate the PMP with the Annual Work Plan for Year II and subsequent year of IAGRI.

- **Linking iAGRI Results Framework to Development Assistance Objectives** - The USAID/iAGRI objective of human and institutional capacity building supports the USAID/Tanzania FtF Initiative, the Government of Tanzania (GOT) Comprehensive Africa Agricultural Development Programme Compact (CAADP) and Agricultural Sector Development Support Program (ADSP). The goals and objectives of FtF align with the major objectives of the Compact and USAID. An important emphasis of both CAADP and FtF is human and institutional capacity development to ensure the required technical, managerial, and intellectual leadership skills are in place to manage sector interventions and guide agricultural sector growth. The iAGRI individual and institutional capacity building, research development, policy research and dissemination activities under the "Inclusive Agricultural Sector Growth " objective will indirectly impact on the FtF goal of "sustainably reduce global poverty and hunger."

- **Components of the iAGRI Result Framework** - The results framework of the iAGRI project has three agriculture intermediate results identified by USAID for the FtF Initiative. Each IR is measured through its own set of indicators which will be central to the Year II iAGRI Annual Work Plan. These intermediate results are in turn linked to more highly defined sub-results for iAGRI.

  (a) Increased Agricultural Productivity (Intermediate Result 1.0) - Increasing productivity at the producer level is a primary objective of inclusive agriculture sector growth objective for the basic reason that without an increase in agriculture productivity there is little likelihood

of increased food security, improved nutritional status, or expansion of markets and trade. IR 1.0 is the keystone around which the USAID/Tanzania Economic Growth program is structured. It will focus on new knowledge, sustainable approaches, and increased innovation through improved agricultural research and more effective institutions. Related to this result are several identified sub-results for FtF.

- **Capacity for Agricultural and Nutrition Research Strengthened (Intermediate Results 1.1)** - This IR will increase productivity by supplying the knowledge base for solutions, use of sustainable approaches, adoption of improved technologies, increased use of inputs, increased participation of the private sector and improved policy environment. Enhanced productivity and output of quality products will result from demand-driven, market-led agricultural production that focuses on those opportunities that generate income from production of agricultural production and food products that have effective demand in Tanzania, the region, and global markets.
- **New Technologies and Management Practices Introduced (Intermediate Result 1.2)** – This IR will increase productivity by supplying the knowledge base for solutions, use of sustainable approaches, adoption of improved technologies, increased use of inputs, increased participation of the private sector and improved policy environment. Enhanced productivity and output of quality products will result from demand-driven, market-led agricultural production that focuses on those opportunities that generate income from production of agricultural production and food products that have effective demand in Tanzania, the region, and global markets.
- **Improved Capacity to Address Climate Change (Intermediate Result 1.2.1)** - While increased agricultural productivity is an important objective, it should not be achieved

at the expense of the natural resource base. This IR will ensure that productivity increases are achieved without undermining the natural resource base through scientific contributions to understanding climate change and how climate change affects agricultural productivity, as well as how farmers can adapt resiliently to climate change. This will be achieved by providing science and knowledge-based information to mitigate carbon emissions and to respond to threats posed by climate change.

(b) **Increased Investment in Agriculture and Nutrition Related Activities (Intermediate Result 3.0)** - These investments will take place by improving productive linkages and collaboration between SUA and other research institutions, including private sector companies and universities that conduct problem-solving agricultural research of relevance to small farmers and agribusinesses. The project will strengthen the Agricultural Development Fund mechanism for funding agriculture, food and nutrition research that is complementary to the research funding through SUA from public, private, bilateral and multilateral sources.

- **Increased Participation of the Private Sector in Delivery of Services (Intermediate Result 3.1)** - Increased productivity will require a private-sector demand-driven agriculture orientation. This IR will increase private sector participation through fostering collaborative scientific linkages between SUA, NARS and the agribusiness/private sector and by ensuring that the research agenda addresses the information and technology needs of the private sector. These linkages will complement and stimulate private sector research on high value commodities (horticulture), including those with potential for increased exports.
- **Increased Capacity of Women to Participate in Agriculture and Nutrition Intermediate Result 3.2)** - This IR will ensure that women enjoy equal access to all iAGRI services, training opportunities, technologies and research grants. This will result in increased

ability of women to use and adopt new practices, technologies, and information and to participate in markets. Increasing economic opportunities for women will bring rapid agricultural productivity increases and will bring alleviate poverty improve nutrition. Research on women's nutritional status is expected to improve women's productivity, linking two strategic objectives of FtF.

- **Enhanced Knowledge and External Ideas Gained through Study Tours (Intermediate Result 3.3)** - This IR will facilitate study tours and exchange programs to include teaching or other administrative staff from a participating institution who travel to an American University or center of education in another country to receive specific training or exposure. The training will enhance the participant's institution to either improve instructional services, improve research and extension capacity or to improve administrative function of the institution.

(c) Improved Enabling-Policy Environment for Agriculture and Nutrition (Intermediate Result 8.0) - These improvements will be brought about through research and analysis, dissemination and dialogue on policies and advocacy to provide empirical information on policies and regulatory issues that impact agriculture and nutrition.

- **Improved Capacity to Conduct Research and Analysis (Intermediate Result 8.1)** - This result will strengthen the capacity of Tanzanian research organizations to address policy and regulatory constraints that inhibit producers from increasing agricultural productivity. Researchers will identify and analyze policy solutions that are conducive to private sector participation, increased competition, expansion of value-added and processing of new nutritious products and adherence to international grades and standards. When research results are fully implemented, farmers will be able to purchase improved inputs such as seed varieties appropriate to their agro-ecological needs. Farmers will have higher returns

and lowered costs of production as a result of better policies governing inputs and pricing, land use policy and planning, and exports. Producers will have more surplus produce for the market and will have more disposable income to buy nutritious foods.

- **Public/Private Sector Dialogue on Policy Issues Increased (Intermediate Result 8.2)** - Through conferences, workshops, seminars and briefings to communicate research findings and provide a forum for open discussion among researchers and other professionals, university academicians, policy analysts, policy advisors, policy makers and representatives of farmers, manufacturers, traders and other stakeholders. Research findings will be published in proceedings, working papers, professional journals and popular media to ensure wide dissemination. Publication in these venues will promote policy dialogue and advocacy among producers, consumers, civil society organizations, private sector and policy makers that will contribute to a more inclusive policy formulation process in Tanzania.

- **Data Collection, Organization and Management** – The PMU will assume primary responsibility for collecting, organizing, managing and reporting the data associated with the PMJP. Primary responsibility will rest with Maria Mullei, who will continue as a consultant to the MPU for Monitoring and Evaluation. She will coordinate this work with of TMG work to ensure that it appropriately feeds into the USAID/Tanzania Mission's reporting on results of its FtF Initiative.

Implementation Problems

- **Delays in Receipt of Project Funding** - An initial obligation of $500,000 was made for iAGRI Year I along with the initial award in February, with the understanding that another $2,000,000 would be made available later in the year. Preparation of sub-agreements for SUA and for OSU Consortium partners was delayed by the fact that the full amount for Year I was delayed until August. Fortunately, funding did become available in time for sub-agreements to be sent to

partner institutions before the arrival of students to their campuses for long-term degree training. The initial allocation of funds was programmed to ensure that the arrival to Tanzania of personnel from Michigan State and Virginia Tech was not delayed, given the essential nature of their assignments.

- **Completion of Sub-Agreement with SUA** – The completion of the SUA sub-agreement was delayed through the end of Year I of the iAGRI program. This was the result of numerous misunderstandings regarding explicit terms of the agreement. Among them was a decision by SUA to require a separate sub-agreement for the purchase of project vehicles. This had a direct negative impact on timely implementation of project activities since field program funding for many activities had been channeled through the sub-agreement, including the hiring of Office staff for the PMP.[2]
- **Setting up PMP** – Establishing an iAGRI Office in Tanzania at Morogoro was delayed by numerous problems of "doing business" in Tanzania. All of them were eventually addressed satisfactorily, but all of them delayed timely implementation of iAGRI program activities.

  For example, we learned that in order to **open a bank account in Tanzania**, it was necessary for a project to have legal standing in the country. The PMU, ME and office of Legal Affairs at OSU consulted with American attorney, Brooke Montgomery, in Dar es Salaam and concluded that the best way to do this was for OSU to create an affiliated non-profit entity in Ohio and register it as a foreign corporation doing business in Tanzania. The OSU Board of Trustees approved the creation of the corporation and documents were assembled for eventual registration of it in Tanzania.

[2] It is important to note that the sub-agreements with SUA were signed in early October and funds for activities included therein were wired to the SUA bank account in Morogoro shortly thereafter.

It was also necessary to obtain a **work permit for the iAGRI Project Director**, which turned out to be a time consuming process. Obtaining it required considerable effort on the part of the USAID Mission Executive Office and the iAGRI logistics person in Dar el Salaam. It took over two months to complete this process.

Purchase of goods and services for iAGRI are exempt from the national **Value Added Tax** in Tanzania. However, the process of obtaining the **exemption** is onerous and complicated. This process has delayed the purchase of vehicles, office supplies and equipment, and other needed support for the project. The PMU has been working on this exemption for the past several months, but had not obtained it prior to the end of Year I.

Local hires in Tanzania are subject to Tanzanian labor legislation which is particularly complicated. Initially, it was proposed to include all local hires in the SUA sub-agreement on the assumption that SUA would hire these individuals who would then work for the PMU. However, SUA rejected this idea because of the legal complications for hires. Eventually, it was decided to do several of the hires through a local consulting firm that would assume all legal responsibilities for hiring and firing of staff. It was also decided that some of the PMU positions would be staffed with existing SUA staff members, who would in effect work part-time for the project. The delays in arriving at these decisions and the inability to hire any of these staff prior to the end of Year I have negatively impacted program implementation.

Success Story

- **Placement of Students in Long-Term Training Programs during Year I** – The Tanzania USAID Mission was anxious to have several students placed in long-term degree training programs by fall, 2011. This posed a real challenge for iAGRI staff given that more students are placed in graduate degree programs on U.S. campuses by April of any given year. However, eventually,

iAGRI was eventually able to place six students in long-term degree training programs for fall, 2011. iAGRI's ability to accomplish this feat was in large measure due to the creation of the OSU Consortia of cooperating U.S. universities and the yeoman's effort of representatives of these institutions on their respective campuses where they intervened with their respective administrations and research and teaching staff to ensure they placement did occur. Placement was also made possible due to the special efforts of USAID/Tanzania mission staff to facilitate visas for these students through the TraiNet process. The Education Office of the Mission was especially helpful in this regard.

Three of the students were placed at the University of Florida which graciously agreed to accept them, despite their relatively limited GRE and TOELF scores. Individual students were placed that the Ohio State, Michigan State and Tuskegee campuses despite the same limitations.[3]

The USAID Mission in Tanzania was particularly pleased with this activity as was evident form the national press given to these placements (See announcements of student departures for training in the Appendix to this document).

[3] It is important to note that all of these students performed well during their initial academic terms in the U.S.

APPENDIX

iAGRI Annual Work Plan – Year I (March 2011-February 2012)

Activity	Schedule				Deliverables
	Q1	Q2	Q3	Q4	
I. Create Project Coordination Structure and Process					
1. Appoint Management Entity (ME) staff at OSU	X	X			ME staff organization chart
2. Project Director (PD) and Deputy Project Director (DPD) begin work in TZ	X				PD and DPD in place
3. Create Project Management Unit (PMU) in TZ	X				PMU office operational
4. Register project legally in TZ	X	X			Project registration documents
5. Develop project marking and branding strategy	X				Mission-approved marking and branding plan
6. Hire local staff of PMU		X	X		Local staff hired and in place
7. Develop OSUC structure	X	X			OSUC structure formalized
8. Establish sub-contract with SUA		X	X		Sub-contract in place
9. Establish sub-contracts with U.S. partners		X	X		Sub-contract in place
10. Appoint and hold initial Project Advisory Board in TZ		X	X		Project Advisory Board roster; meeting minutes
11. Publicly launch project in TZ			X		Project inception workshop report
12. Prepare Performance Monitoring Plan (PMP)		X	X		PMP delivered to USAID TZ for approval
13. Implement procedures for gathering baseline and performance data for monitoring and evaluation		X	X	X	Database established and get up-to-date
2. Needs Assessment					
1. Design needs assessment		X			Needs assessment plan
2. Review existing SUA strategic plan and identify key points relevant to the needs assessment		X			List of key points to be considered as background for the needs assessment
3. Analyze trends in agricultural economy of TZ		X	X		Chapter of needs assessment report
4. Depict and evaluate government plans for agricultural sector		X	X		Chapter of needs assessment report

Activity	Schedule Q1	Q2	Q3	Q4	Deliverables
including training and research plans					
5. Analyze resource base and training/research/instructional needs of Sokoine University of Agriculture (SUA); identify gaps		X	X		Chapter of needs assessment report
6. Analyze resource base and training/research needs of Ministry of Agriculture, Food Security, and Cooperatives (MAFC); identify gaps		X	X		Chapter of needs assessment report
7. Analyze linkages of SUA and MAFC with other GOT entities involved in agriculture		X	X		Part of chapter of needs assessment report
8. Analyze SUA's linkages with National Agricultural Research System (NARS)		X	X		Part of chapter of needs assessment report
9. Analyze SUA's linkages to extension		X	X		Part of chapter of needs assessment report
10. Prepare priority option paper			X		Chapter of needs assessment report
11. Hold priority-setting workshop based on needs assessment			X		List of jointly agreed-upon priorities
12. Assemble comprehensive needs assessment report		X	X		Completed needs assessment report
III. Collaborative Research					
1. Develop detailed Collaborative Research Grants (CRG) plan			X	X	Completed plan
2. Form Thematic Research Working Groups, based on priorities set at end of needs assessment			X	X	Working groups established
3. Conduct workshop on CRG and on collaborative and participatory approaches and methods			X		Workshop held
4. Issue call for competitive research proposals			X		Announcement published in relevant media
5. Proposals evaluated and awards made				X	List of awarded research grants

iAGRI Annual Work Plan – Year I (March 2011-February 2012)

Activity	Schedule				Deliverables
	Q1	Q2	Q3	Q4	
6. Evaluate implementation of competitive research work and provide mid-course correction and advice				X	List of proposed changes
7. Establish Agricultural Policy Seminar Series at SUA joint with SERA (Feed-the-Future policy project); commission papers on current policy topics			X	X	Seminar series agenda
IV. Long Term Graduate Degree Training					
1. Create Training Committee in TZ		X			Roster of Training Committee members
2. Develop training plan including priority discipline areas for both long-term and short-term training based on needs assessment report including candidate selection process			X	X	Training plan prepared
3. Recruit training candidates		X	X		Published Call for Applications
4. Screen and select training candidates		X	X		List of training finalists
5. Prepare top candidates to take GRE and TOEFL examinations		X	X		Workshop materials
6. Trainees apply to graduate programs		X	X	X	Acceptance letters received by trainees
7. Identify co-advisors at U.S. universities and SUA			X	X	Advisors identified
8. Obtain trainee visas		X	X		Visas
9. Oversee and monitor trainees' progress in degree programs			X	X	Progress reports
V. Strengthen Capacity of SUA					
1. Staff development					
• Identify technical skill gaps based on needs assessment			X	X	Training gaps identified
• Create staff development plan for iAGRI investments, building		X	X		Staff development plan

iAGRI Annual Work Plan – Year I (March 2011-February 2012)

Activity	Schedule Q1	Q2	Q3	Q4	Deliverables
VI. Promote Tripartite SUA-U.S. University-Global South University Cooperation					
1. Develop plan for involvement of Global South partners in long-term degree training				X	Plan to engage Global South partners in training activities
2. Engagement of Global South partners in training provided by SUA Centers of Excellence (soil/water management, rural innovations)				X	Participation of Global South partner staff
3. Visit and workshop at SUA by Global South scientist on a key topic identified in needs assessment				X	Visit and workshop
4. Engagement of Global South partner staff in research programs				X	Global South partner staff participation in research activities

Project Quarters
Quarter 1: March, April, May
Quarter 2: June, July, August
Quarter 3: September, October, November
Quarter 4: December, January, February

OSU Consortium Update #1

August 17, 2011

Dear All:

It is a pleasure to write this note to you as members of the Ohio State University Consortium for the iAGRI project in Tanzania. As many of you may already know, I was listed as the Project Coordinator for the original proposal that we submitted to USAID. Recently, I made the decision to return to OSU to take on this responsibility. I look forward to working closely with you over the coming months on project implementation issues as Mark Erbaugh's lieutenant here in the Office of International Programs in Agriculture.

In addition to informing you of this decision, I am also writing to provide you with an update regarding program activities. Initial implementation of the project moved rather slowly due in large part to the finalization of the budget for Year I.

ACTIVITY UPDATE

Representation in Tanzania – OSU faculty member Dave Kraybill, as the Project Director and his wife, Mary Hershberger, recently took up residence in Morogoro with a planned for Office at the Sokoine University of Agriculture. Recently Isaac Minde, Michigan State University, jointed the Project Management Unit (PMU). And Maria Mullei, Virginia Tech, has been in Tanzania working with the PMU, primarily on the I AGRI Performance Management Plan.

Needs Assessment - Michigan State University has been tasked with leading the initial Needs Assessment. A team has been fielded consisting primarily of MSU and SUA personnel, but also with input from the University of Florida that has provide the services of Kathy Colverson to address related gender issues. We anticipate having a completed needs assessment in hand this fall. As you know, this was the first major activity to be undertaken and will define in many ways how the iAGRI investments flow in the future years. Together with Dave Kraybill, Isaac Minde will be working closely with the MSU team in the conduct of the field activities.

M&E Plan – Maria Mullei has been working on the development of an M&E plan for the project. Having previously worked for USAID in East Africa she has a good understanding of the nature and content of this exercise, including the Baseline Study and specification of project benchmarks, projects activities, outputs, outcomes and impact indicators. She will be working closely with the Needs Assessment team in the preparation of the M&E plan.

Long-Term Training – Shortly after the award was made, USAID/Tanzania tasked us with the placement of five Tanzanian students in the U.S. for this fall. The OSU Office has worked hard with you to facilitate the placement of initial long-term trainees at our institutions. It has been an intense effort given the short-time frame for initiation of classes for the coming academic year and complicated by the postponement of GRE and TOEFEL examinations in Tanzania. We are happy to report that with your assistance, we have placed the students for programs beginning this fall. We expect to give concentrated attention to developing a long-term training plan this fall. Substantive areas of training will be informed by the needs assessment and process will be informed by recent past experiences with long-term training activities in East Africa.

OSU CONSORTIUM COMMUNICATION

We intend to provide you with regular updates of project activities, both written as well as verbal. This will include a monthly update about project activities and teleconferences as deemed appropriate. We are planning to hold a teleconference with you in early September to discuss the Annual Work Plan for Year I and how your institutions might be involved.

In the meantime, please feel free to contact our Office about any questions and/or project related concerns which you may have. I look forward to working with you over the coming months.

Dave Hansen
iAGRI Project Coordinator
Hansen.4@osu.edu
(614) 292-7252

OSU Consortium Update #2

October 2, 2100

Dear All,

This is intended to be the second update about iAGRI to you as members of the Ohio State University Consortium for this program. We have been able to make some progress over the past six weeks.

Needs Assessment – Substantial progress has been made in carrying out this assessment. Michigan State organized a team to conduct field work in this regard. Members of this team were from MSU, Florida and from Tanzanian institutions. A preliminary draft report has been prepared and will be vetted soon with members of the Needs Assessment team. Following up on this, there will be a workshop in Tanzania where the results will be shared with a broader audience, including stakeholders. Based on input from these vetting, the team will prepare the final report for this exercise.

Fall, 2011 Long-Term Training Placements – The five individuals selected for training have been placed. Three are pursuing their studies at the University of Florida and one each at Michigan State University and Tuskegee. In addition, a sixth candidate was subsequently identified in the area of rural sociology and rural development. He was placed at Ohio State University and is currently undertaking an intensive English Language course in order to improve his TOEFL score. He will formally initiate his program of study for the M.S. degree in January.

Training Plan – The International Programs in Agriculture Office has begun drafting a long-term training plan to guide the process of student selection and placement in 2012. As you are aware, the Tanzania USAID Mission asked for rapid placement of five individuals for the current fall academic term of study. We greatly appreciated your active facilitation of the placement of these individuals. Because of you, we were able to have them initiate their studies this fall. In the future, we anticipate a more systematic approach to candidate selection and placement in graduate programs. The USAID Mission in Tanzania has mentioned placement of over 40 new students in fall, 2012. Since many of them may be placed at your institutions, we will be sure to share the initial draft training plan with you for additional input and editorial comments before it is formally released.

Research – We have decided to delay initiation of an active iAGRI research program until we the needs assessment is formally completed. We intend to draw on this document in making decisions regarding priority research topics, who to support in conducting the research, and

extent of collaboration between our U.S. faculty and Tanzanians in the conduct of the research. We anticipate initiation of this aspect of the iAGRI program in early 2012.

In closing, I would also like to inform you that I will be spending considerable time on the OSU campus, beginning November 1. As some of you may know, I have spent the past three years as a Senior Fellow at APLU with the Africa-U.S. Higher Education Initiative. This move will enable me to be more effective in backstopping iAGRI.

Best wishes,

Dave Hansen
iAGRI Program Manager

Call for Degree-Training Applications

This request for applications is issued by Sokoine University of Agriculture and The Ohio State University Consortium of USA universities as part of an agricultural capacity building project supported by the United States Agency for International Development (USAID).

Project Description:

The purpose is to strengthen training and research capacities of Sokoine University of Agriculture (SUA) and the Ministry of Agriculture, Food Security and Cooperatives (MAFC).

Degree Training Program Description:

This announcement is for Master's Degree scholarship opportunities at consortium member universities in the United States. Eligibility is limited to those who currently hold a staff position at SUA or MAFC and who are interested in pursuing further studies in the agricultural biological and social sciences (Agricultural Economics, Agribusiness, Food Science, Nutrition, Irrigation Engineering, Agricultural Education and Extension, Horticulture and Crop Sciences and Plant Protection).

a. Five Masters Degree trainees will be supported at this time;

b. One year of course work in the USA plus research work in Tanzania.

Trainee Selection Process: Guidelines, Criteria, Submission

A. Guidelines for Application Proposal

Staff members interested in being nominated for degree training are required to submit (a) Letter of Intent that specifies the applicant's desired degree area, (b) Curriculum Vitae, (c) Copy of university transcript, (d) a Letter of recommendation

(referee), and (e) GRE (Graduate Record Examination) and TOEFL (Test of English as a Foreign Language) scores if applicant has already taken these examinations. Referees may be an employer, professor, or a colleague but may not be a family member. Women are especially encouraged to apply. It is anticipated

that at least 50% of trainees will be women. These documents will be used as the initial screening materials for candidate selection.

B. Criteria for Student Selection:

The Trainee Selection Committee will review applications and select candidates based on the following criteria:

1. Current and future staff role at SUA or MAFC;
2. Tanzanian national residing in Tanzania;
3. Bachelor's degree holder with first or upper second class pass;
4. Strong written and spoken English language skills;
5. It is preferred, though not absolutely required, that candidates have already taken the TOEFL and GRE examinations prior to applying;
6. Under 40 years of age; and
7. Fit with project priorities and themes.

C. Submission

Submit application materials by 13th May 2011 to:

The Director
Directorate of Research & Postgraduate Studies
Sokoine University of Agriculture
P. O. Box 3151 Morogoro,
Tanzania.

INCEPTION AND PRIORITY SETTING WORKSHOP FOR

THE INNOVATIVE AGRICULTURAL RESEARCH INITIATIVE (iAGRI)

17-18 October 2011

The Innovative Agricultural Research Initiative (iAGRI) started in earnest in June 2011 although the official date goes back to March 2011. iAGRI aims to strengthen the training and collaborative research capacities of Sokoine University of Agriculture (SUA) and the Tanzania National Agricultural Research System (NARS). The objectives of iAGRI are to: i) Establish a program of collaborative agriculture research with SUA and NARS; ii) Provide advanced degree training in agriculture for 120 Tanzanian graduate students; iii) Strengthen capacity of SUA to develop and implement instructional, internship, and outreach programs; and iv) Promote cooperation between SUA, U.S. universities, and global south universities.

A workshop is planned for 17-18 October 2011 at Hilux Hotel in Morogoro with the following main objectives: i) Explain the key objectives, activities and expected outputs and outcomes of the Project to key stakeholders; and ii) Prioritize activities for the Project based on the needs expressed by the stakeholders.

One of the startup activities of iAGRI is a Needs Assessment activity. This started in July and ended in September 2011. The purpose of the Needs Assessment is to elicit needs in: i) Long-term training, and ii) Collaborative research at both Sokoine University of Agriculture (SUA) within the Faculty of Agriculture and Tanzanian Ministry of Agriculture, Food Security & Cooperatives (MAFC), and iii) Institutional capacity building for SUA.

The workshop will provide an opportunity to present the findings of the Needs Assessment study and to allow discussion of the findings by key stakeholders in the MAFC, SUA and the private sector. At the same forum, stakeholders will discuss and agree on what the **priorities** should be in the areas of training, collaborative research (for MAFC and SUA), and institutional capacity strengthening for SUA.

I am therefore cordially inviting you to attend this workshop. The Project will cover costs associated with the cost of your participation in the workshop. I would be grateful if they could confirm their intention to participate in the workshop by 6 October 2011 so that relevant material for the workshop, including the agenda, can be sent to you.

Sincerely yours,

Prof. David Kraybill

Project Director, iAGRI

SCOPE OF WORK
Project Coordinator Position

1. 40% The Project Coordinator will assist the Director of the International Programs in Agriculture Office and the Administrative PI on the iAGRI project, in the management of this USAID-supported project. He will be responsible for overseeing all day-to-day aspects of project management and implementation. This will include direct contact with: partner institutions in the OSU Consortium regarding their participation in the project; USAID/Tanzania; the Project Management Unit (PMU) including the OSU Chief-of-Party located in Tanzania, regarding implementation issues and details; and other USAID representatives in Washington, D.C. and elsewhere as appropriate. He will maintain direct contact with OSU staff located on the Columbus and Wooster/OARDC campuses as required as appropriate to ensure effective implementation of project activities.

The primary responsibility of the Project Manager will be to ensure that the project meets commitments reflected in the outline of project goals and objectives as well as the Work Plan prepared to achieve them. He will be tasked with overseeing accomplishment of associated targets, results and outcomes that were outlined in the logical framework submitted for the project.

Related to this responsibility, he will also be tasked with overseeing project expenditures. In that regard, he will maintain close contact with the OSU Sponsored Research Office, as well as with project coordinators located on the OSU Consortium campuses, Sokoine University of Agriculture, and the Project Management Office in Dar es Salaam.

Specific responsibilities assigned to the Project Coordinator include the following:

- Review periodically budget expenditures by participating universities and other units;
- Coordinate the baseline survey for the program, which will serve as a benchmark for future program achievements;
- Monitor project activities on a daily basis;
- Draft and edit all project publications;
- Prepare project reports and other materials;
- Assist with the preparation of scopes of work for project participants as appropriate; and
- Assist the Training Coordinator with training activities, including placement, identification of academic and research advisors; and individual program development.

The Project Coordinator may be assigned other duties by the Administrative PI related to the implementation of the project.

2. 10%He will continue with other programmatic and administrative activities in the Office of International Programs in Agriculture that reflect his contributions to the IPA Office since his formal retirement in 2008. These include:

Project Related Activities

(a) Continue to backstop other on-going IPA projects and assist with the development of new projects including the "Building Human Capital for Microfinance Institutions in order to Increase Competitiveness and Reduce Rural Poverty in Mexico" – funded by HED (Hansen is Co-PI); and, the USAID-funded Benaras Hindu University Project for which Cornell University is the prime contractor;
(b) Actively participate in the development of new CFAES programs/projects as requested by the IPA Director.
(c) Continue to monitor project development opportunities – nationally and internationally – particularly those related to additional partnerships funded under the Africa-U.S. Higher Education Initiative;

Other IPA Activities

(a) Assist with the preparation of IPA annual reports
(b) Assist with other administrative activities of the IPA Office as requested by the Office Director
(c) Advise IPA Director on future programmatic directions and activities – strategic options for international activities

POSITION DESCRIPTION FOR
ADMINISTRATIVE ASSISTANT

BASIC FUNCTIONS OF POSITION

1. The Administrative Assistant will work with the Innovative Agricultural Research Initiative (iAGRI), a project funded by the United States Agency for International Development (USAID). The project aims to strengthen the training and collaborative research capacities of Sokoine University of Agriculture (SUA) and the Tanzania National Agricultural Research System (NARS).
2. The incumbent will report to the Operations Manager of iAGRI and will work closely with the Deputy Project Director and other staff persons to implement the training and research activities of the project.
3. He/she will provide clerical and managerial support for all aspect of iAGRI.

SPECIFIC DUTIES/RESPONSIBILITIES

- Write dictated memos for project staff;
- Prepare and edit documents;
- Prepare draft reports as directed by project staff;
- Receive, inspect, and organize applications for iAGRI scholarship applications;
- Receive and organize proposals submitted for iAGRI's competitive research grants program;
- Run errands on the Sokoine University campus and in Morogoro;
- Travel to Dar es Salaam as courier when needed;
- Receive and send mail going through postal service;
- Order office supplies as needed;
- Update and manage directory of telephone numbers and email addresses relevant to project;
- Maintain door keys for project offices;
- Monitor the work schedules of persons cleaning projects office and providing security;

QUALIFICATIONS

- Minimum bachelor's degree in management, accounting, finance;
- 3+ years of work experience (exceptions can be made) as administrative assistant;
- High degree of comfort with technology and competence in use of standard software packages (Microsoft word processing, spreadsheets, etc.)'
- Exceptional English communication skills (written and oral) with individuals, groups, and the press
- Strong interpersonal skills, including the ability to work effectively on a team;
- Ability to multi-task, work under tight deadlines and effectively manage team members to deliver required documentation in a timely manner;

- Substantial knowledge of Sokoine University of Agriculture, Tanzania's National Agricultural Research System, and the Tanzanian agricultural sector would be an advantage.

Send CV and cover letter outlining your training and relevant work experience to:

Proj. Director, Innovative Agricultural Research Initiative (iAGRI)
Sokoine University
P.O. Box 3114, Chuo Kikuu, Morogoro, Tanzania
Email: admin @iagri.org

Only short-listed candidates will be contacted.

POSITION DESCRIPTION FOR

OPERATIONS MANAGER

BASIC FUNCTIONS OF POSITION

4. The Operations Manager will work with the Innovative Agricultural Research Initiative (iAGRI), a project funded by the United States Agency for International Development (USAID). The project aims to strengthen the training and collaborative research capacities of Sokoine University of Agriculture (SUA) and the Tanzania National Agricultural Research System (NARS).
5. The incumbent will report to the Project Director of iAGRI and will work closely with the Deputy Project Director and other staff persons to implement the training and research activities of the project.
6. He/she will organize and manage procurement, tax exemption requests, travel arrangements, physical facilities, meeting arrangements, workshop registration, and other logistical aspects of iAGRI.

SPECIFIC DUTIES/RESPONSIBILITIES

- Work with the project's home office at Ohio State University (OSU) to develop project policies, procedures and processes in accordance with generally accepted accounting principles (GAAP), OSU policies and procedures, local government regulations, and USAID requirements;
- Develop and implement procurement, finance, human resources, and administration plans to ensure quality and timely delivery of results;
- Act as the focal point for human resources and procurement, ensure the speedy execution of requests and provide necessary input, such as documentation, to the processes to facilitate the delivery of support services and a smooth disbursement of funds;
- Facilitate and prepare project budget, budget monitoring and budget revision;
- Manage project accounts (receipts and payments) and petty cash fund;
- Handle all project banking operations;
- Ensure accountability, transparency and competiveness in procurement and contracting aspects of the project;
- Prepare draft terms of reference for recruitment and procurement processes and initiate these in accordance with the plans, in accordance with USAID policies and procedures and in a timely manner;
- Manage all subordinate staff;
- Make travel arrangements for project staff and visitors, including handling visas and permits for visitors;
- Make arrangements for venue, materials, equipment, travel, and lodging arrangements for project-sponsored workshops;
- Coordinate and support the preparation of the project advisory board meeting and ad hoc meetings with partners as required;
- Ensure subcontractors comply with USAID regulations.

QUALIFICATIONS

- Minimum diploma in management, accounting, finance; degree preferred but not essential;
- 4+ years of work experience (exceptions can be made) in project operations management;
- Leadership / management skills;
- High degree of comfort with technology and competence in use of standard software packages (Microsoft word processing, spreadsheets, etc.)'
- Exceptional English communication skills (written and oral) with individuals, groups, and the press
- Strong interpersonal skills, including the ability to work effectively on a team;
- Possess comprehensive knowledge of Government of Tanzania policies and procedures relevant to donor-funded projects.
- Ability to multi-task, work under tight deadlines and effectively manage team members to deliver required documentation in a timely manner.
- Substantial knowledge of Sokoine University of Agriculture, Tanzania's National Agricultural Research System, and the Tanzanian agricultural sector would be an advantage.

Send CV and cover letter outlining your training and relevant work experience to:

Project Director, Innovative Agricultural Research Initiative (iAGRI),
Sokoine University
P.O. Box 3114, Chuo Kikuu, Morogoro, Tanzania
Email: admin @iagri.org

Only short-listed candidates will be contacted

SCOPE OF WORK AND QUALIFICATIONS FOR
TRAINING, RESEARCH, AND OUTREACH ADVISOR

BASIC FUNCTIONS OF POSITION

7. The Training, Research, and Outreach Advisor will work with the Innovative Agricultural Research Initiative (iAGRI), a project funded by the United States Agency for International Development (USAID).
8. The incumbent will report to the Project Director of iAGRI and will work closely with the Deputy Project Director and other staff persons to assist in developing and implementing training, research, and outreach programs and activities for iAGRI.

SPECIFIC DUTIES AND RESPONSIBILITIES

A. **Training**

1. Prepare document recommending recruitment procedures and selection criteria for degree trainees;
2. Advise on fields of study and training venues (countries and universities) for degree training;
3. Advise on content of workshops for preparing degree training finalists for foreign study;
4. Prepare document on short-term training, recommending topics, modes of training, and trainee selection procedures;
5. Prepare document on recommended procedures for internship program for SUA students;
6. Prepare "thought pieces" on the current status of agricultural training, research, and outreach in Tanzania and innovations that could be supported by iAGRI.

B. Research

1. Advise on design of thematic research working groups for iAGRI-sponsored research, including research topics, methods of forming groups, and group communication methods;
2. Advise on design of a competitive grants program for iAGRI, including governance of the program, size of grants, the content of training workshops on grant preparation, proposal screening procedures, and research evaluation criteria.

C. Outreach

1. Advise on existing outreach activities at SUA that merit iAGRI support;
2. Advise on new outreach approaches and activities for iAGRI to support.

LEVEL OF EFFORT

One day per week, preferably split into two half days.

QUALIFICATIONS

- A Ph.D. degree in education or a social science discipline;
- Minimum of ten (10) years of experience as a member of academic staff at SUA;
- Thorough knowledge of administrative procedures and history of SUA and Ministry of Agriculture, Food Security, and Cooperatives (MAFC);
- Substantial knowledge of Tanzanian agricultural sector;
- Established working relationships with senior personnel at SUA, MAFC, and agribusiness firms;
- Excellent oral communications skills to effectively present information and respond to questions;
- Exceptional writing skills for drafting and editing reports;
- Evidence of ability to multi-task and deliver required documents in a timely manner.

Send CV and cover letter outlining applicant's relevant work experience by January 5, 2012 to:

Project Director, Innovative Agricultural Research Initiative (iAGRI)
Sokoine University, P.O. Box 3114, Chuo Kikuu, Morogoro, Tanzania
Email: admin@iagri.org

Embassy of the United States Dar Es Salaam,

PRESS RELEASES

Tanzania

American People Sponsor Study in the U.S.

August 18, 2011

Left to right: Lilian E. Mpinga, Asma B. Gharib, Frida A. Nyamete, Ministry of Education Training Officer Anne Asenga, USAID Mission Director Robert Cunnane, Stanislaus T. Materu, Martin John Martin, Fatma Moshi, an alumna from Brandeis University.

On Thursday August 18, the United States Agency for International Development (USAID) hosted a farewell event at the U.S. Embassy in Dar es Salaam for a group of Tanzanians sponsored by the American people to study in the U.S. The students will travel to the United States for graduate studies in the agricultural and food sciences at distinguished U.S. universities as part of the Feed the Future Initiative. Feed the Future, which was launched in Tanzania in June 2011 by U.S. Secretary of State Hillary Clinton. Feed the Future is the U.S. government's global hunger and food security initiative. Led by USAID, Feed the Future in Tanzania aligns with the goals of the Government of Tanzania to increase agricultural productivity, decrease poverty, drive economic growth, and reduce malnutrition to improve the lives of Tanzanians.

The group of two men and three women are the first participants in a long-term training program under Feed the Future in which as many as 120 Tanzanians will receive post-graduate training - 100 Masters Degrees and 20 Doctoral Degrees - in the United States and other countries around the world. The program's goal is to boost the research skills, knowledge and expertise of Tanzanians working in the agricultural and food science fields. These graduates will contribute to the vanguard of professionals and researchers who can help spearhead the effort to achieve food security in Africa that is envisioned by Feed the Future initiative. The training program responds to a request by the Government of Tanzania to build the ranks of agricultural expertise in research centers and Ministries, and marks a return to U.S. government support to Sokoine University of Agriculture, an institution that USAID helped establish in the 1960's.

The students and their area of studies are Frida Albinusi Nyamete, postgraduate training in Food Science and Technology at Michigan State University; John Martin, Plant and Soil Science at Tuskegee University in Alabama; Lilian Eliah Mpinga,

postgraduate training in Horticulture at the University of Florida; Asma Bilal Gharib, from the Ministry of Agriculture and Natural Resources in Zanzibar, postgraduate training in Food and Resource Economics at the University of Florida; and Stanslaus Terengia Materu, postgraduate training in Agriculture and Biological Engineering at the University of Florida.

Dr. David Nyange, Senior Agricultural Economist and Deputy Team Leader for the Feed the Future Initiative at USAID Tanzania, acknowledged the commitment that these students have made to furthering their knowledge and expertise in critical fields of study. Dr. Nyange has a personal frame of reference as he received graduate training in the U.S. in agricultural sciences.

USAID Mission Director Robert Cunnane pointed out that building intellectual capital is a key component of the Feed the Future initiative, noting that "building local expertise in nutrition, agronomy and agricultural economics will help develop indigenous solutions to ongoing challenges in food systems around the world."

The USAID Mission Director also noted the important role that these students can play in Tanzania; "We hope that this is the first step on their journey to becoming the next generation of agricultural scientists, researchers, engineers, economists and policymakers in Tanzania."

The Government of Tanzania was represented by Ms. Anne Asenga, Director of Training at the Ministry of Agriculture, Food Security and Cooperatives. Other attendees at the event included students who have returned from the United States, including Grace Lemunge who also provided advice to the departing students.

The students were congratulated at the conclusion of the event by the USAID Mission Director, Government of Tanzania officials, and invited guests, who wished them a "safari njema" to the United States.

The Feed the Future Initiative is part of overall U.S. Government direct and multilateral assistance sponsored by the American people to Tanzania of over $700 million USD (850 billion Tanzanian shillings) this fiscal year.