



# Annual Report

October 1, 2012 - September 30, 2013

submitted by

**Innovative Agricultural Research Initiative (iAGRI)**

October, 2013





**The Ohio State University**

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Cover photo: Boniface Massawe, iAGRI-sponsored PhD student studying at Ohio State University works in the soils laboratory at Sokoine University of Agriculture during his return to Tanzania in July-August 2013.

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# Executive Summary

iAGRI is a USAID-funded project designed to strengthen the capacity of Sokoine University of Agriculture (SUA) and the Ministry of Agriculture, Food Security, and Cooperatives (MAFC) to contribute to Tanzania’s development goals, particularly those found in the Tanzanian Government’s Agricultural Sector Development Plan (ASDP), its Agriculture and Food Security Investment Plan (TAFSIP), and its compact developed under the Comprehensive African Agricultural Development Plan (CAADP). The four principal objectives of iAGRI are to (1) provide 120 individuals with degree training, approximately half of which is to occur in the U.S.; (2) promote collaborative research among staff from SUA, MAFC, six American universities forming the Ohio State University Consortium, and Global South institutions; (3) strengthen the institutional capacity of SUA to contribute to food security in Tanzania; and (4) strengthen Tanzania’s linkages with U.S. and Global South research and educational institutions.

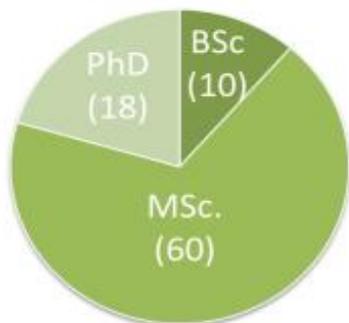
**Long-Term Training** - To date 88 students have been placed in degree training programs at institutions on three continents (North America, Africa, and Asia):

	<u>B.Sc.</u>	<u>M.Sc.</u>	<u>Ph.D</u>	<u>Total</u>
<b>Cohort I</b>				
U.S.		6		6
<b>Cohort II</b>				
U.S.		11	16	27
SUA	10	6	2	18
RUFORUM		10		10
<b>Cohort III</b>				
U.S.		10		10
SUA		5		5
RUFORUM		10		10
South/South		2		2
=====				
<b>SUBTOTAL.....</b>	<b>10</b>	<b>60</b>	<b>18</b>	<b>88</b>

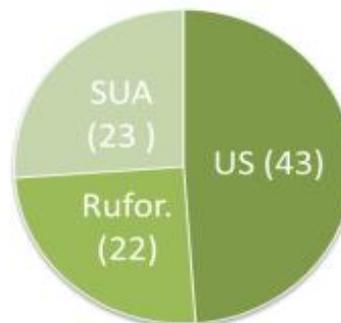
Forty three of these students have been placed at OSU Consortium institutions. Of these, 27 were M.Sc. placements and 16 were Ph.D. placements. Nineteen students were placed by RUFORUM at its member institutions in Sub-Saharan Africa. Thirty students were placed at SUA, including 10 B.Sc. students from Zanzibar and two at the Ph.D. level. And two students were placed at the Punjab Agricultural University in India. In the coming year, an additional 42 students will be placed in degree programs, including several possible additional Ph.D. degree candidates. The fourth and final call for applications for degree training was made in August, and over 280 applicants applied. The iAGRI Project Management Unit (PMU) in Tanzania will soon begin shortlisting Cohort 4 candidates for training to begin in August/September 2014.

Cohort 1 students have either just finished their research or are in the process of finishing. During the past year, the six students from Cohort 1 have been working on their thesis research in Tanzania. One has defended her thesis and others are expected to complete their degrees by the end of the calendar year. They have worked under the supervision of their OSUC advisors and SUA supervisors. An additional 25 M.Sc. students from Cohort II completed their year of coursework at U.S. and African universities and began their thesis research in Tanzania in August and September. They will be advised by their foreign advisors (American or African, depending on the university where they studied) and SUA supervisors. Several Ph.D. students studying in the U.S. also returned to Tanzania for the summer to begin planning their dissertation research.

**iAGRI Degree Placement**



**iAGRI University Placement**



While students are conducting field research in Tanzania, they consult regularly and frequently with their advisors by email and videoconference. Students who study in the U.S. and in Africa outside Tanzania are expected to have an approved research proposal in hand prior to returning to Tanzania.

Students and advisors were given copies of white papers written on eight priority themes identified by iAGRI during its initial year. These themes are consistent with the Feed the Future topics identified by USAID Tanzania. Students are encouraged to work from this base when identifying their research problems, and they have been encouraged to collaborate with other USAID-funded projects and CGIAR research programs located in Tanzania. The iAGRI Project Management Unit stands ready to facilitate this collaboration.

**Research** – Nine collaborative research projects were selected and funded during the year. They focused on Feed the Future topics identified as priorities for iAGRI. Five are led by women scientists. Five PIs are employed by SUA; two are employed by MAFC; and two are employed by OSUC institutions. An initial call for Expressions of Interest in Tanzania resulted in 53 responses. Twenty-six of them were found to meet the specifications for pre-selection. Their authors were encouraged to link with U.S. counterparts to prepare Concept Notes. Twenty Concept Notes met the pre-identified selection criteria and were reviewed by a five-member Review Panel consisting of three Tanzanian and two OSUC scientists. Selected projects focus on gender, crop production, water, climate change, nutrition and extension. Seven of these projects were funded at the level of \$100,000, while two were funded at the level of \$75,000.

In addition to the nine collaborative research projects, work continued on four agricultural policy projects that were funded during the previous year. These projects were all headed up by SUA staff members. The projects themes are child nutrition, agricultural input vouchers system, commercialization of maize, and cashew marketing. Presentations were made by the Principal Investigators, and additional opportunities for the authors to interact with policy makers about the results of their research will be created soon.

**Capacity Building** – Capacity building during the past year was of four types, namely, curriculum/research infrastructure, short-term training, leadership development, and specific program strengthening.

**Infrastructure** – The iAGRI Project Management Unit (PMU) continued to work with the Quality Assurance Bureau at SUA to equip and service classrooms with audio-visual equipment. This was accomplished on both the main campus in Morogoro and the Mazimbu campus. The PMU also worked with the SUA library staff to increase access to scientific journals from around the world through a web portal, known as LibHub, a USAID-funded facility that aggregates online journal articles from multiple sources into a single searchable database.

**Short-Term Training** – Several short-courses were offered to SUA staff and graduate students by visiting staff from OSUC member institutions and by professors from SUA. Courses were offered on Social Network Analysis, Participatory Research Methodology, Gender in Agriculture, and Randomized Control Trials in the Social Sciences, and Teaching and Learning Improvement. In addition, visiting OSUC advisors of iAGRI-sponsored students offered seminars at SUA on a variety of topics, including weed control and watershed management.

**Leadership Development** - iAGRI has contracted with Bosserman and Associates to help design and implement a program of leadership development and change management to top tier administrators at SUA. SUA's leaders have embraced the need for change to address current and future pressing issues, such as infrastructure, revenue stream diversification, risk management, staff capacity and increased student demand.

**SUA Program Strengthening** – Plans have been laid to support several key programs at SUA. One is support for a Center of Excellence in Soil, Water and Climate Change. Others relate to improvement of SUA linkages with the private sector, including the Sokoine University Graduate Entrepreneurs Cooperative (SUGECO), and the Tanzanian Horticulture Association (TAHA).

**Global South-South Linkages** – These linkages are being strengthened largely through degree training. Through RUFORUM, iAGRI has placed 20 students at its affiliate institutions, including those in South Africa, Kenya and Uganda. In addition, two students have been placed at Punjab Agricultural University in India. During the coming year, iAGRI expects to place additional graduate degree students in India and China. Advisors for students placed in Global South institutions will collaborate with local supervisors for these students in Tanzania.

# Introduction

This Annual Report is consistent with the USAID Fiscal Year, covering the period from October 1, 2012 to September 30, 2013. It is designed to report out on activities conducted during this period along with corresponding results, outputs and preliminary impacts. It is also consistent with the USAID template for monitoring and evaluating its programs in higher education and food security. Thus, the report is organized around major food security indicators found in the USAID/Tanzania Feed the Future program.

During the reporting period, we have continued to address all four iAGRI objectives. Students from training cohorts I and II have continued their programs of study and research, with oversight provided by the iAGRI Management Entity (ME) and Project Management Unit (PMU) located in Morogoro. Additionally, we have recruited and placed a third cohort, with placements occurring at OSUC institutions, RUFORUM member institutions, and at SUA and Punjab Agricultural University. We have also funded nine collaborative research projects involving partners from SUA, MAFC and OSUC institutions in addition to continuing to support four agricultural policy projects. We have also strengthened the capacity of SUA's academic and research programs as well as the capacity of SUA leadership to address them through focusing on how to manage change.

Funding for iAGRI has been sufficient, having gradually increased from an initial allocation of \$500,000 in March, 2011, to \$2,500,000 in August, 2011, to \$6,000,000 in June, 2012, to \$11,400,000 in March, 2013. As commitments have been made to support additional training, research and staff development, these funds have been sufficient to cover them. Attention will need to be given to project costs through the end of FY 2013-2014 and the probable need to obligate initial funding for the project.

## Brief Description of Program

iAGRI is designed to strengthen the training and collaborative research capacities of Sokoine University of Agriculture (SUA) and the National Agricultural Research System (NARS). This is consistent with the theme and road map of the USAID Feed the Future initiative, particularly as it has been made operational by USAID/Tanzania. It is also consistent with Government of Tanzania priorities as reflected in its Agricultural Sector Development Program and the Tanzania Comprehensive Africa Agricultural Development Program compact.

iAGRI represents a partnership between and among Tanzanian institutions and the Ohio State University Consortium (OSUC) which consists of six major U.S. land-grant institutions of higher education. They are Ohio State University (OSU), the lead institution; Michigan State University (MSU); the University of Florida (UFL); Virginia Tech (VT); Tuskegee University (TU); and Iowa State University (ISU). These U.S. universities have many years of experience working with human and institutional capacity development in Sub-Saharan Africa, including a history of collaboration with SUA and NARS institutions in Tanzania. Other U.S. land-grant universities as well as Global South institutions, such as Punjab Agricultural

University (India) and EARTH University (Costa Rica) may provide training and technical assistance inputs upon request.

## Program Objectives

iAGRI has four major objectives:

- Provide advanced degree training in agriculture for 120 Tanzanian graduate students, twenty of them receiving training at the Ph.D. level;
- Establish a program of agricultural research involving collaboration between and among SUA, NARS and OSUC representatives;
- Strengthen the capacity of SUA to directly develop and implement agricultural instruction, internship, research and outreach programs and to manage associated changes effectively; and
- Promote cooperation between SUA, U.S. universities and Global South universities.

# Implementation Progress

This has been a year of consolidation of programming activities associated with the four major objectives of iAGRI. Unlike last year's report which focused on these four objectives, this report is organized around the Intermediate Results associated with the USAID/Tanzania Monitoring and Evaluation Plan and the Project Management Plan prepared by iAGRI at its onset.

## IR 1 – Improved Agricultural Productivity

### Long-Term Degree Training

Long-term degree training is organized around cohorts of students selected for training in the U.S. at OSUC member institutions, at RUFORUM member institutions, at SUA, and at Global South institutions. Thus far, three cohorts have been selected and placed for training.

- Cohort I is comprised of 6 M.Sc. students placed at OSUC member institutions during the initial five months of the project. One of these students is from Zanzibar. Thus far one of these students has completed her degree and graduated. The other five are programmed to complete their degrees by December, 2013. Arrangements have been made for them to defend their Masters theses via video-conferencing. Student research is on priority Feed the Future themes identified in a Needs Assessment conducted during the first year of the project.
- Cohort II consists of 55 students, 27 of whom were placed at OSUC member institutions. On these, 11 M.Sc. candidates completed coursework in the U.S., 10 M.Sc. candidates completed coursework in African countries outside Tanzania through a sub-agreement with RUFORUM, and 6 M.Sc. candidates completed coursework in Tanzania. All Cohort II students completed coursework have now begun their field research in Tanzania. Sixteen Ph.D. candidates continue

their studies in the U.S. Additionally, two Ph.D. students placed at SUA continue in their respective programs of study. Of the 10 students from Zanzibar who were placed in B.Sc. programs at SUA, three continue their programs of study.

- Cohort III includes 10 M.Sc. students placed at OSUC member institutions. They enrolled in their respective graduate programs in August and are taking related courses. It also includes 10 additional students placed by RUFORUM at its member institutions, 5 M.Sc. candidates placed at SUA, and 2 M.Sc. students placed at Punjab Agricultural University. These students are also enrolled in classes.
- Cohort IV will be the final group of students selected for long-term degree training under iAGRI. A call for applications was published in several national newspapers in August and was also distributed through websites and other venues. We anticipate placing around 40 additional students in 2014, thus meeting the targets set for iAGRI.

**Advising of Long-Term Degree Candidates** – In order to increase the local relevance of non-Tanzanian graduate degree programs, students are being supervised by principal advisors at the institutions at which they are being trained. However, each student also has been assigned a Tanzanian supervisor. The two advisors and the student are expected to interact over the entire course of the degree program, beginning with the selection of an appropriate thesis/dissertation topic. Students and their advisors are given access to literature describing priority Feed the Future themes, which were further refined in the iAGRI Needs Assessment report mentioned above. We also encourage them to interact with other Feed the Future partners in Tanzania, including international agricultural research center representatives in identifying research topics.

**Placement at Global South Institutions** – Three students from Cohort III were accepted for graduate degree training at the Punjab Agricultural University (PAU) in India. PAU is part of the state agricultural university system in India and is recognized as one of its premiere universities. PAU made significant contributions to the Green Revolution in India and is currently focused on addressing sustainability issues in the agricultural and food system of India. One of the students placed at PAU has deferred initiation of his program until 2014. The other two students are pursuing degree programs in agribusiness management and plant genetics. We anticipate placing 4-5 additional students from Cohort IV at PAU. A long-term goal is to build long-term collaboration between PAU and SUA to facilitate adaptive research and development of appropriate technology packages that address productivity and livelihood needs of small farmers and rural poor.

RUFORUM received a sub-agreement from iAGRI to place students of Cohorts II – IV. RUFORUM has 26 member institutions, all of which are in eastern and southern Africa. Similar to Global South placements, RUFORUM placements will help build more productive and mutually beneficial ties between its member institutions and SUA. iAGRI has agreed to support for SUA's Ph.D. program in Soil and Water through RUFORUM which continues to focus on building a Center of Excellence at SUA in this area.

**TOEFL/GRE Exam Workshop** – Thirty-five candidates for graduate degree training participated in a two day workshop devoted to preparing for the Test of English as a Foreign Language (TOEFL) and Graduate Record Examination (GRE). Results of these tests are required for placements at most U.S. universities. The workshop was administered by the iAGRI PMU and ME. Staff from OSU served as workshop presenters. Student evaluations of the workshop indicated that they found them to be very useful in preparation for the tests. Of the 35 candidates who participated in the workshop, 14 were eventually admitted to graduate degree programs at OUSC institutions and ten initiated their studies in fall, 2013.

### **iAGRI Collaborative Research Program**

iAGRI has funded 9 collaborative research projects as part of its overall program. Each project involves participation of at least one researcher from SUA, one from an MAFC institution, and one from an OSUC member institution. All were involved in preparing the materials for the competition. Funded proposals are listed in the table below. Several of them were funded at the level of approximately \$100,000 and the other two at the level of \$75,000 each.

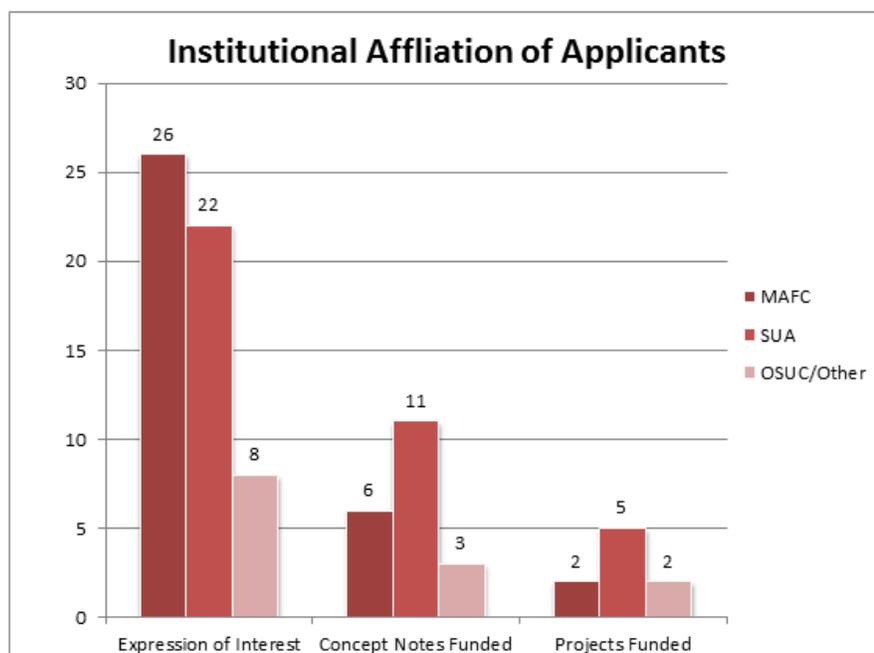
#### **iAGRI Collaborative Research Projects Funded by during the Past Fiscal Year**

<b>Principal Investigator</b>	<b>Base</b>	<b>Project Title</b>	<b>OSUC Partners</b>
AMURI , Nyambilila	SUA	Improving Agricultural Productivity and Crop Nutritive Quality through a Gender Sensitive Approach to Cereal and Vegetable Production in Tanzania	Rakowski, OSU
CHASE, Carlene	Florida	Improvement of Tomato Productivity and Quality in Tanzania through Reduction of Adverse Effects of Biotic and Abiotic Stresses	Chase, Florida Xin-Chao, Florida
KILLENGA, Sophia	MAFC	Integrated Salt Affected Soil Management Options for Sustainable Rice Productivity in Tanzanian Irrigation Schemes	Boman, Florida
KIMARO, Didas	SUA	Agricultural Innovation for Smallholder Farmers through Locally Adapted Conservation Agriculture for Improved Food Security in the Context of Climate Change	Lal, OSU
KINABO, Joyce	SUA	From Soil Elements to Food Nutrients: Improving Nutrient Content of Foods for Human Consumption via Agriculture	Dawkins, Tuskegee
MALLEY, Zacharia	MAFC	Managing Agricultural Land Productivity in Changing Climate: Analyzing and Improving Climate-Smart Farmers' Resilience Initiatives in Tanzania	Sohngen, OSU Lal, OSU
MILLER, Sally	OSU	Improved Soil Health and Germplasm to Advance Tomato Production in Tanzania	McSpadden, OSU Francis, OSU Testen, OSU

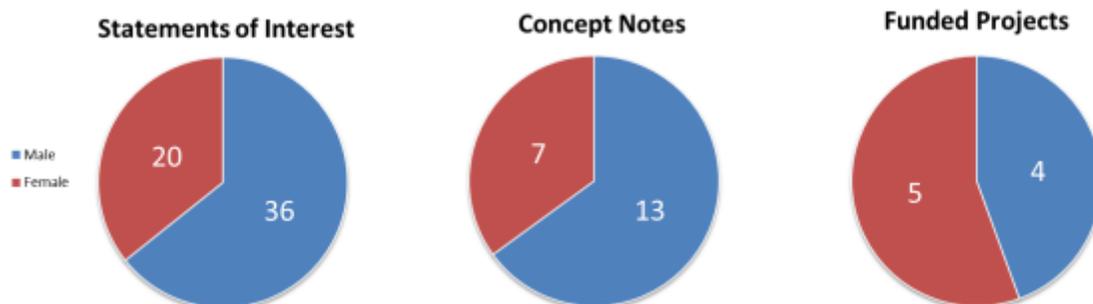
TARIMO, Andrew	SUA	Promotion of Low-Cost Drip Irrigation Technology for Enhancing Agricultural Productivity and Livelihoods of Small-Scale Farmers in Semi-Arid Areas of Tanzania	Boman, Florida Dick, OSU
WAMBURA, Raphael	SUA	Using the Agricultural Innovation Systems (AIS) Approach to Improve Maize and Rice Production through Extension Service Delivery in Morogoro and Dodomo, Tanzania	Masinde, ISU Doamekpor, Tuskegee

**Borlaug Program Research Awards** – Two iAGRI-sponsored Ph.D. students studying in the U.S. were successful in applying for USAID Borlaug research awards. These awards of up to \$20,000 are intended to build student linkages with international agricultural research centers. The iAGRI students who received the Borlaug award are building linkages with CGIAR facilities in East Africa, including Tanzania. Between June and August, these students and their advisors interacted with center staff in East Africa. It is anticipated that these interactions will lead to Ph.D. studies that are aligned with priorities and research programs at these centers. It is also anticipated that they will lead to long-term collaborations between SUA and MAFC once students graduate and return to their home institutions.

**Lead Scientists** - A call for Expressions of Interest in the program is summarized in the graph below. We received 56 valid responses, the majority of which were initiated by researchers affiliated with MAFC. As shown in the graph, 26 responses were received from teams headed by MAFC researchers, 22 from teams headed by SUA researchers, and 8 from teams headed by other researchers. Of these, three were submitted by researchers at OSUC institutions. Five were from scientists at Tanzanian institutions other than SUA and MAFC.



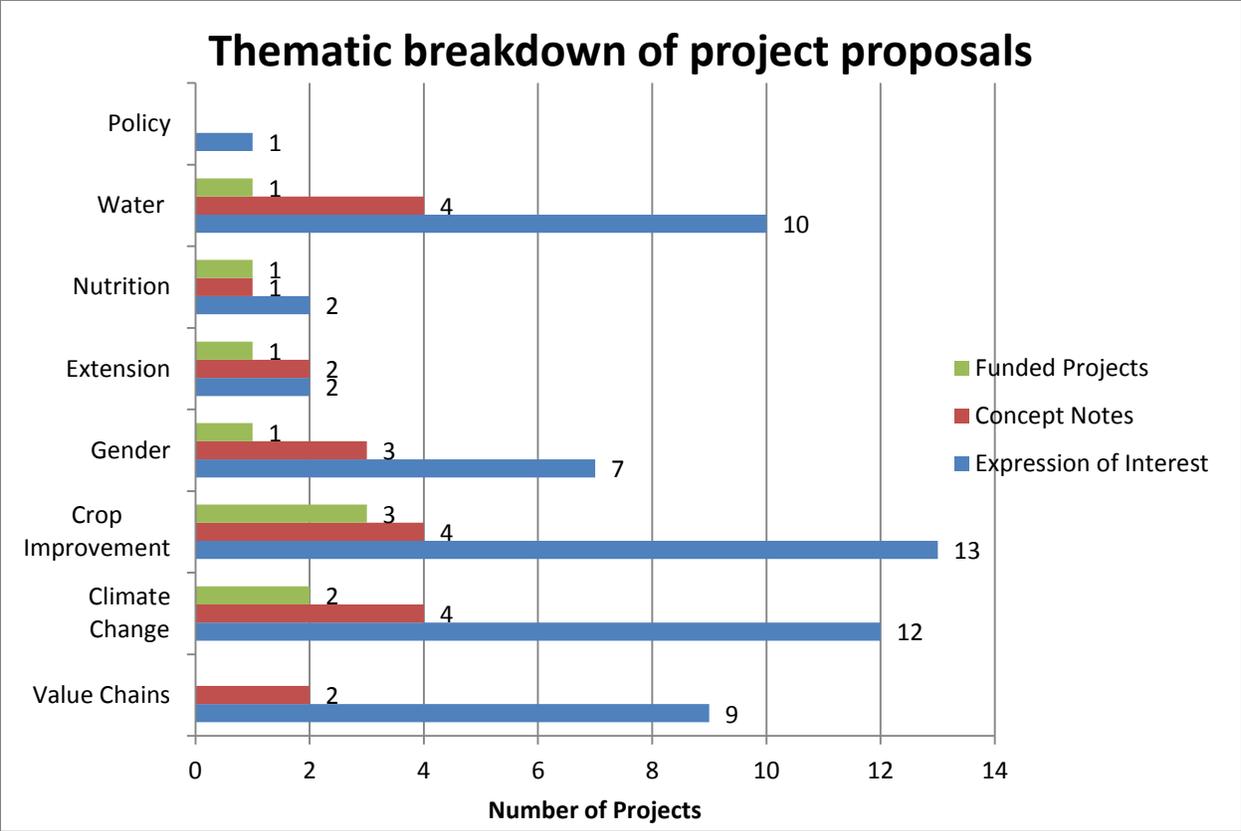
The Expressions of Interest were reviewed, and 26 teams were invited to submit Concept Notes further expanding their research ideas. Six of the submitted Concept Notes failed to meet the program, leaving 20 Concept Notes. These were reviewed by a panel of experts consisting of three Tanzanian research scientists and two OSUC research scientists. Based on their recommendations, the decision was taken to fund 9 projects.



As the above pie charts indicate, the largest number of Expressions of Interest was received from male scientists. The percentage of male-led teams that were invited to submit Concept Notes was also consistent gender-wise with the Expression of Interest pool. Ultimately, five of the nine project awards were made to teams headed by female scientists. Two of the teams are led by OSUC scientists, while seven are led by MAFC scientists.

**Research Topics** – As mentioned earlier, eight priority food security themes were identified for iAGRI through a needs assessment and priority-setting workshop during the first year of the project. Applicants for funding for this collaborative program were asked to identify which one of these themes their proposed research would address. The distribution of selected themes is found in the following graph. Consistent with USAID priorities, crop improvement research is the predominant theme in the program. Thirteen expressions of interest focused on crop improvements, four of them were converted into concept notes, and three related projects were funded. Also evident is the importance that researchers are giving to climate change and water issues. Although twelve expressions of interest for research on climate change were received, only two related projects were eventually funded. Other projects focusing on agricultural commodities were funded and some of these will give attention to value chain issues. Only one expression of interest for research on agricultural policy issues was received, but it was not funded.<sup>1</sup> Other themes for which there were relatively few submissions included gender, nutrition and extension. However, projects dealing with these topics were eventually funded.

<sup>1</sup> Under a separate program, iAGRI has funded four agricultural policy research projects, described later in this report.



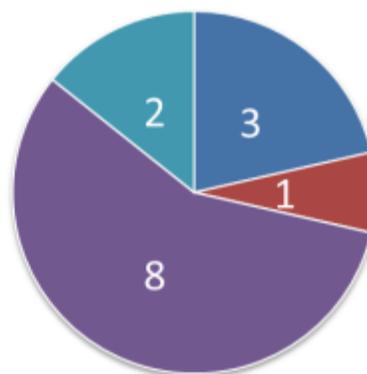
**Matching OSUC Scientists with Tanzanian Scientists** – A major constraint faced by this research initiative was to ensure that all projects involved collaboration of scientists from OSUC institutions working with Tanzanian scientists. To initiate this process, the OSU ME contacted iAGRI representatives on its member campuses and requested that they identify scientists at their respective institutions who (a) had strong scientific credentials; (b) had worked in eastern or southern Africa in the past; (c) had a history of collaboration with African scientists; and (d) were working on food security issues. Thirty seven candidates were proposed by OSUC institutions. These names were then associated with each of the priority thematic areas. The candidates were then contacted to ascertain their interest in participating in the program and resumes for each of them were obtained and shared with the lead scientist for each Concept Note originating in Tanzania. All six OSUC institutions submitted names for this process, varying from 10 names by OSU to 4 by Michigan State University.

Members of the respective pools associated with each of the themes were then encouraged to contact each other to further develop their proposals. Much of the interaction took place following the Concept Note stage during the full development of the project proposals.

**Initial Pool of CO-PIs**



**Final Pool of CO-PIs**



- Florida
- Iowa State
- Michigan State
- Ohio State
- Tuskegee
- Virginia Tech

Interest in iAGRI priority themes expressed by the OSUC research scientists was spread rather evenly. The greatest interest was for research on crop improvement and water management, followed by climate change and value chains. Interest in agricultural policy research related to food security was least evident among the OSUC candidates.

**Potential OSUC Co-PI Candidate Interest in Food Security Topics**

<u>OSUC Institution</u>	<u>Initial Pool of Co-PIs</u>	<u>Project Co-PIs</u>
Value Chains	5	--
Climate Change	5	2
Crop Improvement	7	5
Gender	4	1
Extension	4	2
Nutrition	4	1
Water	6	3
Policy	2	--
<b>Total</b>	<b>37</b>	<b>14</b>

Fourteen OSUC research scientists are participating as members of research teams for the projects that were eventually selected. Five of the OSUC scientists are working on crop improvement topics, three on water management issues, two on climate change, two on extension, one on gender, and one on nutrition.

**Graduate Student Summer Research Internships** - Using funding from OSU sources, the ME provided summer research fellowships to four graduate students to conduct research in Tanzania. Two of them

worked with Prof. Dismas Kimaro and his colleagues on an iAGRI collaborative research project for which their OSU advisor is the Co-PI. While in Tanzania, they collected data on physical and chemical characteristics of soils in a rice irrigation region in northern Tanzania. These data will be used to assess changes brought on by climate changes in the region. Another intern worked with Project Director David Kraybill on crop technology policy. A fourth student is working with counterparts in the Department of Agricultural Education and Extension, focusing on small farmer participation in government-sponsored extension programs. All of them intend to return to Tanzania next summer to do follow-up research related to their respective theses and dissertations.

### **SUA Capacity Building – Teaching Program Infrastructure**

**Classroom Services Unit** – In response to SUA administration, iAGRI has worked with the Quality Assurance and Promotion Bureau (QAPB) to improve standards and performance related to academic activities, related physical facilities, services and student experiences. iAGRI has purchased furniture and equipment for the QAPB office. In addition, it conducted an assessment of equipment currently being used in classrooms. Related to this activity it collaborated with SUA staff in a review of existing classroom support technologies at the Universities of Dodoma and Dar es Salaam. A result of this activity was the purchase of classroom projectors and projection screens. SUA is in the process of identifying a person who will be responsible for maintaining this equipment as well as other learning dimensions of classrooms at SUA.

**University Teaching and Learning Improvement Program** – At the request of the Deputy Vice-Chancellor-Academic, iAGRI agreed to sponsor workshops on improved pedagogical methods for faculty members at SUA. Plans were developed for this program and a series of on-going workshops has been established. Four cohorts, each with a participation of 25-46, attended the workshops.

**Pilot Teaching Assistant Program** – Following up on a SUA plan to engage graduate students in the undergraduate teaching program, iAGRI staff worked with the Office of the Deputy Vice Chancellor-Academic to design a pilot program to train and use teaching assistants to teach classes, advise students, and grade examinations. Academic departments in the Faculty of Agriculture were contacted and asked to allocate office space for the teaching assistants. They also identified a pool of appropriate graduate students to participate in the program.

### **SUA Capacity Building – Support for Program Background Studies**

**Gender Development Plan** – Prof. Eulalia Temba, a consultant from Mzumbe University, was commissioned to prepare a report on gender mainstreaming at SUA. This report, which contains a series of related recommendations and a plan to implement them, has been released. Prof. Cathy Rakowski, OSU, subsequently collaborated with Carolyne Nombo, iAGRI Gender Specialist, and with other members of the SUA Gender Policy Implementation Committee, on the integration of these recommendations into the corporate fabric of SUA. Together, they developed additional recommendations about how to move this activity forward.

**Junior Staff and Student Mentoring Program** – Dr. Kenneth Kitundu, SUA, was commissioned to undertake a study on mentoring processes at the university. He gave special attention to mentoring of female students, who have experienced greater difficulties in completing their programs. Problems encountered by female students include hazing, sexual harassment and lack of female advisors and role models. This study was promoted by SUA's Gender Policy Implementation Committee. The problem is exacerbated by the bimodal age distribution of staff at SUA and the need for senior staff to work with junior staff to fill in gaps in staffing over the coming years. Based on this report, a mentoring workshop was held at SUA which involved both senior and junior staff. The workshop focused on mentoring processes and gave special attention to the need to mentor female students. The program was well received by the fifty plus participants.

**Public-Private Sector Partnerships** – Dr. Amon Mattee, PMU staff member, heads up a process to identify past and existing linkages between SUA and members of the agribusiness sector in Tanzania. Based on his recommendations, the PMU commissioned a study of these linkages. It is being carried out by Dr. Kenneth Kitundu from SUA with assistance from Dr. Mattee. When data gathering is finished, a report will be prepared with recommendations about how to strengthen ties between SUA and actual and potential additional stakeholders in the private sector. These recommendations will be used to formulate a plan of action over the coming year.

#### **SUA Capacity Building – Short-Term Training**

**Short Courses Offered** – Faculty members from OSUC member institutions offered several short-courses to SUA staff and graduate students. They were widely advertised and well attended. Attendees were requested to provide feedback on the content and operation of the courses.

- **Social Network Analysis** – This week-long short course was offered by Dr. Keith Moore, Virginia Tech. He was assisted by Jesse Gunter, a graduate student from Virginia Tech. The course was designed to introduce basic analytic terminology and concepts as well as to familiarize participants with various theoretical perspectives and approaches. Appropriate research methodologies, including the design of survey instruments, sampling frameworks, data collection and analysis procedures were reviewed as was the process of developing appropriate visual presentations. The course attracted 26 participants.
- **Participatory Research Methods** – This short course was conducted by Prof. Cathy Rakowski, OSU over a two day period. It included a discussion of various methods of conducting participatory field research, including identification of informants and subsequent follow-on activities. Major dimensions of the course included an introduction to participatory research, participatory rural appraisal and rapid rural appraisal, participatory action research and tools used to conduct participatory research. The course was attended by 70 participants who received certificates.

- **Gender and Agriculture Workshop** – This workshop was presented by Prof. Cathy Rakowski. Materials were presented over a half day period. Concepts of gender, gender equity and gender equality were discussed, as were how they might be put into effect within an academic environment. How gender roles evolve over time was illustrated. Seventy-two people attended the workshop.

**Seminars Offered** – OSUC member faculty who visited Tanzania to advise students on their M.Sc. thesis research were invited to present seminars to interested SUA faculty and graduate students. These seminars were well attended, drawing approximately 50 participants each.

- “Land Use Trends in Eastern Zambia: Impact on Natural Resources and Agricultural Sustainability,” Dr. Conrad Heatwole, Virginia Tech;
- “Ecological Management of Weeds for a Smaller Environmental Footprint,” Dr. Carlene Chase, University of Florida;
- “Watershed Management in Florida’s Everglades Basin to Increase Water Storage and to Improve Water Quality,” Prof. Sanjay Shukla, University of Florida;
- “Dietary Approach to Chronic Disease Prevention,” Dr. Norma Dawkins, Tuskegee University;
- “Crafting an Africanist Approach to Development: A Personal Experience and Implications for Policy,” Dr. Robert Agunga, Ohio State University.

## **IR 3 – Increased Investment in Agriculture and Nutrition Activities**

### **SUA Capacity Building – Individual Program Strengthening**

**Advising/Mentoring Program** – iAGRI has supported development of an active, staff-based mentoring program at SUA. This program is designed to give special attention to mentoring of female staff and students as well as junior lecturers. The project sponsored a three-day mentoring workshop in August which was attended by 10 female students and 13 male students. It was also attended by 14 potential mentors of which four were female and 10 were male. Over the course of the coming months, iAGRI intends to provide additional special training to the mentors who missed this workshop. As part of the organization for the formal launch of the mentoring program, iAGRI will (a) invite mentors and mentees for information sharing on the available resources and opportunities for mentoring; (b) present plans for the coming year to the SUA community; (c) share mentoring goals with potential mentees; (d) initiate discussion about how to network mentors and mentees; and (e) identify and share specific roles for the mentoring program coordination unit.

**Sokoine University Graduate Entrepreneurs Cooperative (SUGECO)** –SUGECO is a cooperative organization, begun by members of the Department of Agricultural Economics and Agribusiness at SUA to provide entrepreneurship training to SUA students and graduates and to stimulate agribusiness activity among its members. SUGECO currently has around 200 members and has developed an impressive program that helps young entrepreneurs obtain loans from CRDB Bank for business development. iAGRI has assisted the cooperative leaders to develop a strategic plan. When the plan is

complete, iAGRI will provide funding to hire a program manager for a year. SUGECO has a huge potential to stimulate agribusiness development in the Morogoro region and beyond. The program is led by Dr. Anna Temu, SUA Senior Lecturer of Agribusiness.

**Tanzanian Horticultural Association (TAHA)** – During a visit to Florida earlier this year, Ms. Jacqueline Mkindi, TAHA Director, visited a University of Florida Extension Center that services the horticultural producers in south Florida. After extended communications among TAHA, the PMU, the ME, and the University of Florida (an OSUC partner), arrangements are being made for the Director of the Dade County Extension Office to visit Tanzania to work with TAHA and SUA to develop a public-private sector partnership involving information exchange, applied research, outreach, and training. We have developed a Scope of Work for an Extension staff person from the University of Florida that meets the expectations held by several participating institutions. This visit is scheduled to take place in November of this program year. The persons involved maintain regular contact through e-mail and video-conferencing. USAID recently awarded a relatively large contract to TAHA to assist horticultural agribusinesses in Tanzania. This visit will help create a link between SUA and TAHA and will result in an important public-private sector linkage between the university and a major producer organization. iAGRI will continue to build linkages between TAHA and SUA's Department of Crop Science and Production after this visit.

**Sokoine National Agricultural Library (SNAL)** – iAGRI has connected the USAID-funded African Digital Science Resources Program with SNAL. This will enable its users to increase their access to on-line scientific literature. iAGRI staff worked with SNAL staff members to contact a Washington-based USAID contractor to set up and activate a web portal, known as LibHub. This portal enables library users to conduct global searches on specific topics across hundreds of scientific journals. Users can download relevant articles that they identify in their search. iAGRI is now assisting SNAL staff to plan workshops to train and raise awareness of faculty and students in the use these new digital literature search and download capabilities.

**Gender Policy Implementation Committee (GPIC)** – The GPIC was originally formed in 2003 following the formulation of a SUA Gender Policy, consistent with the 2002 SUA strategic plan. The GPIC is mandated to ensure implementation of the policy. The GPIC reports to the SUA Senate through a Coordinating Committee. Its major functions are (1) to monitor all activities that relate to gender within SUA; (2) to work with relevant organizations within SUA to ensure gender disaggregated data are collected, stored, and reported in various documents of the university; (3) to take the lead in coordination of gender-related programs; (4) to take an active role in developing proposals to develop gender-sensitive infrastructure facilities within SUA; and (5) to review gender policy from time to time as necessary. iAGRI is currently funding implementation at SUA of some of the recommendations in the gender mainstreaming report prepared by Prof. Eulalia Temba, Mzumbe University.

**English Language Center** – During iAGRI's recruitment of degree training candidates from SUA and MAFC, it became apparent that many Tanzanians graduate with Bachelor degrees from Tanzanian universities with limited English language skills needed for scientific studies at the graduate level. To

address this situation at SUA, iAGRI funded a consultancy by Dr. Elsie Paredes, Associate Director of the English as a Second Language Program at Virginia Tech. Her assignment was to work with Dr. Hashim Mohamed, Coordinator of the Communication Skills Program at SUA, which is charged with English language instruction. Specifically, Dr. Paredes assessed the testing of English language competency at SUA and made recommendations on how to improve the university's remedial English language program. iAGRI has agreed to fund some of the recommendations in FY 2014.

**Soil and Water Center of Excellence** – RUFORUM is implementing a program to help create a regional center of excellence in soil, carbon management and water at SUA. It has invited iAGRI to collaborate in the endeavor, specifically with regard to developing curricula for its graduate programs. iAGRI has agreed to do so and has committed funding to support it. It anticipates involving faculty from OSUC member institutions in the process. In addition to strengthening the soil, carbon, management, and water program at SUA, this initiative will help strengthen SUA's linkages to RUFORUM, an important Africa-based association of agricultural universities.

**SUA Leadership Visit to U.S.** – OSU received a visit from Peter Gillah, Deputy Vice Chancellor- Academic, and Vedasto Muhikambe, Director of Research and Post-Graduate Studies. While on campus they reviewed OSU programs dealing with student affairs, including student recruitment, management of student programs, student records, and linkages with external stakeholders related to student internships, job placements, and alumni. They also visited with leaders of the Ohio Research and Development Center, where they learned about how research and development priorities were identified through interactions with private and public sector stakeholders, and federal and state government partners. They also visited with World Bank staff dealing with their Centers of Excellence program for Sub-Saharan Africa, with USAID Bureau for Food Security staff, and with leaders of the Association for Public and Land-Grant Universities (APLU), which initiated a major USAID-funded partnership program for U.S. and African Universities.

### **SUA Capacity Building – Leadership Training**

**Assessment of Leadership Capacity Needs** – Since the beginning of iAGRI, SUA's leaders, at both top and middle levels, have asked for assistance on leadership development at the university. The need for leadership capacity development was reinforced by an audit by Deloitte of SUA's financial system commissioned by USAID/Tanzania. USAID approached iAGRI about the possibility of working with SUA to address some of the weaknesses identified in the audit, such as those related to procurement, asset management, and project management. In June, iAGRI brought in two management experts to assess SUA's leadership capacity needs namely, Dr. Bobby Moser, recently retired Dean of the College of Food, Agricultural, and Environmental Sciences at Ohio State University and Mr. Steve Bosserman, a management consultant to U.S. land grant universities. Discussions with SUA leadership identified various challenges the university faces in an increasingly competitive environment marked by a rapid increase in the number of universities in Tanzania and declining government support. Topics that emerged from these discussions included the rising enrollment at the university, the increasing diversity of pre-university preparation of incoming students, the evolving skill needs of the labor market,

the weak links between the university and the private sector and the importance of strengthening these links, the need to increase university funding from non-traditional sources, and the need for new ways of managing the institutional complexity of university as it expands.<sup>2</sup>

**Change Management Initiative** – Based on interactions with SUA leaders and with the USAID/Tanzania Mission, iAGRI has committed to initiating a change management program at the university. The program is related to, but not limited to, a long-standing (six year) attempt by SUA to develop a restructuring plan. Mr. Steve Bosserman, management consultant, and iAGRI Project Director David Kraybill met with persons from SUA’s top and middle management to collaboratively develop a strategic framework for institutional change aimed at transforming SUA into a 21st century university. While many organizations separate planning and implementation into discrete stages, SUA will pursue a more organic, emergent approach that melds both into an interdependent whole. During the fourth quarter of FY 2013, large and small group meetings of SUA leaders were held to identify agenda items for “conversations that matter” in transforming the university into a sustainable and vital institution in Tanzania’s agricultural and food system. In FY 2014, the iAGRI-sponsored change management initiative will convene forums focused on developing and implementing institutional experiments that will provide the university community with opportunities to learn how to adapt more nimbly to changing external and internal conditions in the agricultural and tertiary education sectors.<sup>3</sup>

**Educating Future Agricultural and Food System Leaders** – Planning was initiated for a program of webinars on leadership, organizational change, and change management for the next generation of agricultural and food system leaders in Tanzania. This program will be offered during the FY 2014 to iAGRI-sponsored trainees studying at OSUC institutions, at SUA, at RUFORUM institutions in other African countries, at Punjab Agricultural University in India, as well as those currently back in Tanzania for their field research. Faculty members from the Department of Agricultural Communication, Education, and Leadership at OSU will lead this effort and webinars will be offered during spring semester, 2014.

## **IR 8 – Enabling Policy Environment for Agriculture and Nutrition**

### **Agricultural Policy Seminar Series**

Support for agricultural policy research was initiated during the previous Fiscal Year (FY 2012). A call for proposals was initially made and four projects were eventually funded. During the current year, the research project teams have been conducting research on their respective topics. As part of a seminar series, they were invited to make presentations to SUA personnel and PMU staff on their preliminary results, foreshadowing a final workshop to be held in FY 2014 at which final results, conclusions, and

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<sup>2</sup> See “Making SUA Thrive in a More Competitive Environment: Concept Note for Capacity Building Needs Assessment,” iAGRI, Summer, 2013.

<sup>3</sup> The change management initiative team includes Steve Bosserman, Bosserman & Associates, David Kraybill, Bobby Moser, former OSU Dean and Vice President for Agricultural Administration, and top leaders at SUA.

recommendations will be presented an audience of persons for SUA, MAFC, REPOA, ESRF, and other organizations. The researchers commissioned under the Agricultural Policy Seminar Series and their topics are listed below:

- Abubakar Malinza and Emmanuel Chingonikaya, “Institutional Analysis of Agricultural Input Service Delivery in Tanzania: The Case of the National Agricultural Input Voucher System.”
- John Msuya, Peter Mamiro and, Joyce Kinabo, “Is the 1000 Days Focus Policy Option for Improving Child Nutrition Sufficient for Preventing Low Birthweights among Poor Communities?”
- Justin Urassa, Anna Sikira, Benedictor Kazuzuru and Ntengua Mdoe, “Smallholder Commercialization of Maize Production and Food Security Following Liberalization of the Crops Market: A Case Study of Rukwa Region.”
- Adam M. Akyoo and Zena Mpende, “Policy Imperatives of Market Failure in the Cashew Nut Industry Value Chain.”

## **Project Administration**

Project administrative activities support the achievement of iAGRI objectives as reflected by the intermediate results found in this report. They are discussed below.

### **Update Data for M&E Plan**

The Project Management Unit (PMU) continues to update data for the M&E Plan. Its staff continues to work closely with The Mitchell Group (TMG) to review the data being collected to ensure that they meet the reporting needs for the project and for the overall Feed the Future USAID Mission portfolio. Data on intermediate results achieved during the past year are found in the Annex to this report.

### **Collaboration with FtF Partners in Tanzania**

iAGRI continues to work with SERA on agricultural policy issues in support of the Agricultural Policy Seminar Series described previously. This involves the conduct of research on four topics by teams selected through a competitive process. A second collaboration involves placement of several iAGRI degree trainees with partner institutions. This occurred after joint identification of research topics germane to these partners and iAGRI in FY 2013. Several iAGRI students began conducting their thesis or doctoral research with researchers from Africa Rising, IITA, and AVRDC. iAGRI is now in dialogue to place additional students with Africa Rising in 2014. A third collaboration occurred as iAGRI worked with TAHA to bring a horticultural extension specialist to Tanzania in the next fiscal year to work with TAHA and SUA to identify ways to strengthen public-private linkages between the university and the horticulture industry.

## **Project Updates for Tanzanian and U.S. FtF Partners**

In an effort to keep stakeholders in Tanzania and the U.S. informed about the activities being undertaken under iAGRI, the PMU continued to prepare bimonthly program updates.

### **OSU Executive Visit to SUA**

Bruce McPheron, Dean of Food, Agricultural and Environmental Sciences at OSU, made an executive visit to SUA in spring, 2013. While at SUA he met with top administration officials, with PMU staff, with OSU student interns and with other involved personnel. Mark Erbaugh, IPA Director and iAGRI PI arrived in Tanzania several days prior to Dean McPheron's visit and helped to arrange his schedule as well as to attend to other iAGRI business.

### **FtF Partners Meeting in Tanzania**

The PMU, in particular the Project Director and Deputy Director, continue to interact on a regular basis with Feed the Future partners in Tanzania. These meetings represent opportunities to check signals with counterparts of these partner programs, including the identification of opportunities for future collaboration. The focus of iAGRI on degree training and agricultural research complements the focus of most of these other programs, thereby giving iAGRI opportunities to provide unique inputs to other projects.

### **Weekly Joint Video Meetings of PMU and ME Staff**

In order to facilitate coordination of project activities, the PMU and ME staff held weekly video conferences to discuss project planning and implementation. These meetings have improved project management efficiency.

## **Activities Implemented in Zanzibar**

iAGRI project activities related to strengthening agricultural human and institutional capacity in Zanzibar have focused on training existing and future staff for the Ministry of Agriculture and the private sector.

### **M.Sc. Degree Training**

At the request of the USAID Mission, iAGRI selected a student from Zanzibar for training as part of Cohort 1 trainees. Asma Gharib completed her course work at the University of Florida in June, 2012

and is currently in Tanzania conducting field research under the supervision of Prof. Evelyn Lazaro, SUA. She will graduate from the University of Florida in December, 2013.

## **Undergraduate Degree Training**

iAGRI converted two graduate degree training slots into 10 undergraduate degree slots at SUA for students from Zanzibar. It has been a struggle for most of them, given their weak pre-university training. As of the end of FY 13, two had dropped out on their own volition and five had been terminated by the University Council for poor academic performance. Three of the ten remain at SUA, though they are currently on academic probation. The PMU continues to monitor their progress and to support their programs. Eventual graduates of this cohort may be considered for eventual additional graduate degree training upon completion of their SUA programs.

# **Key Achievements**

## **iAGRI Ph.D. Student Participation in US Capitol Hill Event**

Rita Mirondo, iAGRI Ph.D. student in Food Science at Ohio State University, participated in a panel discussion co-hosted by the Senate Hunger Caucus on July 25, 2013. The purpose of the event was to highlight advances in global food security being made by the U.S. Agency for International Development's Feed the Future initiative.

Mirondo discussed subsistence farming, which is widespread in Tanzania, and asserted that a transition to commercial agricultural and food-processing practices is needed to raise farmers' incomes and to feed the country in the future. She emphasized that a shortage of skilled personnel in agriculture, the backbone of the Tanzanian economy, and food processing are major challenges facing Tanzania. She also asserted that providing knowledge and training to farmers and the younger generation to better handle agricultural activities would be the best means to deal with this challenge. While at the event, she interacted with leaders of the Feed the Future Initiative, including Raj Shah, USAID Administrator, Dan Glickman, Co-Chair of The Chicago Council's Global Agricultural Development Initiative, and Brady Deaton, Chair of the Board for International Food and Agricultural Development.



Rita Mirondo, iAGRI-sponsored PhD student at Ohio State University, participates in U.S. Senate Hunger Caucus panel.

## Send Off of Cohort 3 Students at U.S. Embassy

In July, the U.S. Embassy in Dar es Salaam hosted a formal sendoff event for 29 students who were about to initiate their Masters-level training in other nations under iAGRI. Twenty-four of the trainees were in attendance. Gerald Monela, Vice-Chancellor represented SUA at the event. Dr. Fidelis Myaka represented MAFC. Tom Hobgood spoke on behalf of USAID. Kevin McCown, USAID Agreement Officer's Representative (AOR) was the Master of Ceremony. Three students from the first two cohorts of trainees gave testimonials about study and life in the US. They were Frida Nyamete, a SUA employee pursuing a Masters in food science at Michigan State University, Martin Respikius Gabagambi, a SUA employee pursuing a Masters in rural sociology at Ohio State University, and Emmanuel Mgonja, a MAFC employee pursuing a PhD in Plant Pathology at Ohio State University. It was an opportunity for USAID/Tanzania to highlight the importance that it is giving to training future academic and research leaders in the agricultural sector.



Frida Nyamete and Martin Respikius Gabagambi, iAGRI trainees from Cohort 1, tell soon-to-depart students in Cohort 3 about life and study in the US.

## Launching of iAGRI Collaborative Research Projects

Following a competitive selection process, nine collaborative research grants have been made to teams of agricultural researchers, including representatives from SUA, MAFC and OSUC member institutions. Seven of the projects are funded at the level of \$100,000 while two are funded at the level of \$75,000. All are focused on problems related to Feed the Future themes. The topics were originally identified through a needs assessment study conducted by iAGRI and elaborated further through research background papers commissioned to identify major research gaps and problems associated with each.

## M.Sc. Candidate Completion of Studies at OSUC Institutions

Students in Cohort 2, who were enrolled during FY 2013 in M.Sc. degree programs at OSUC member institutions and at RUFORUM universities, returned to Tanzania in August 2013 to conduct thesis research.<sup>4</sup> All of the students performed well in taking the required course work related to their

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<sup>4</sup> Emmanuel Msemo, Virginia Tech, was an exception. He will complete a non-thesis degree designed to enable him statistical advice to researchers at SUA through the development of a Laboratory for Interdisciplinary Statistical Analysis (LISA).

respective degrees. While doing coursework in the U.S. or Africa, they worked with their program advisors at their host universities and co-supervisors in Tanzania on the identification of thesis topics and preparation of research proposals. It is anticipated that the advisors from the host universities in the U.S. and Africa will visit with their advisees while in they are doing their field research over the coming year to work with the local co-advisor and the student on the conduct of their research.

## **Collaboration with SUA Agribusiness Innovation Program**

iAGRI has been collaborating with Sokoine University of Agriculture Graduate Entrepreneurs Cooperative Organization (SUGECO), which consists of over 200 members. SUGECO has developed an impressive program that trains student entrepreneurs to develop business plans. Participants having the best plans are given loans to start a business through an arrangement with a local bank. The iAGRI PMU in Morogoro is working with SUGECO leaders to develop a strategic plan for SUGECO activities and to clarify the interface of SUGECO with SUA. The Prime Minister and other government officials in Dar es Salaam have recently taken an interest in SUGECO as a way for the Tanzanian Government to stimulate private sector development, particularly in rural areas.

## **Placement of Masters Students in India**

Two iAGRI students initiated studies at Punjab Agricultural University in India in plant sciences and agribusiness. They started their programs in July. They will be completing Master's degrees over the coming two years. PAU has identified advisors for them. iAGRI plans to place more students at PAU during the coming year with the intention of building sustainable, long-term linkages between PAU and SUA. PAU is an Indian State Agricultural University, similar to the U.S. land-grant university. It has strong programs of research and outreach to the agricultural sector of Punjab State.

## **SUA Executive Visit to U.S.**

OSU received a visit from SUA's Professor Peter Gillah, Deputy Vice Chancellor-Academics, and Professor Vedasto Muhikambebe, Director of Research and Post-Graduate Studies, in April. During their visit, they learned about best practices in student advising, research management, outreach, alumni relations, university-business partnerships, and university-government relations. They engaged in conversations about the importance of making leadership development opportunities available as a component of professional growth of university administrators from department chairs to central administration leaders. At the end of their visit, they were accompanied to Washington, D.C. by OSU staff. There, they met with representatives of major funding institutions, including USAID and the World Bank.



Professor Peter Gillah, Deputy Vice Chancellor-Academics, and Professor Vedasto Muhikambebe, Director of Research and Post-Graduate Studies, visit the Food Industry Center at Ohio State University.

## Summer Research Internships

Four graduate students undertook summer research internships related to iAGRI in Tanzania. These students collaborated with research scientists at SUA and MAFC as well as at OSUC member institutions. While in Tanzania they conducted field research on soil health, climate change, agricultural policy and agricultural extension topics. The internships will all feed into their M.S. and Ph.D. programs at OSU. Funding for this activity was provided by the Office of International Programs in Agriculture and thus represents an OSU cost share for the iAGRI program.



Patrick Bell, PhD intern from Ohio State University, conducts particle size analysis in the soils laboratory at SUA with a lab technician, Mr. Saloam.

## SUA Leadership Change Management Initiative

A program of leadership development for top administration, deans, directors, and department heads at SUA was launched during the current year in response to a request for training assistance from the top management team at SUA. The training effort was kicked off in June by a visit from two prominent OSU experts on higher education leadership development. Together with the iAGRI Project Director they met with the Vice Chancellor, Deputy Vice Chancellors, Dean of the Faculty of Agriculture, Director of Research and Post-Graduate Studies and other individuals to gain in-depth understanding of SUA's long and still unresolved effort to reach agreement on a restructuring plan. They also assessed the type of leadership training needed for the university to adapt sustainably to its challenges, opportunities, and threats. Based on the finds of the visit, iAGRI has developed a change management training program to impart leadership skills to SUA's leaders over the coming year. This program is designed to facilitate SUA leadership in positioning the institution as a 21<sup>st</sup> century university.

# Problems/Challenges

Over the past year iAGRI has faced a number of major implementation challenges. Some are inherent to Tanzania and cannot be solved by the project, though in some cases their effects can be mitigated through careful planning and implementation.

## Bureaucratic Transactions Costs

Exemptions, permissions, pro-forma invoices, and receipts must be obtained on a regular basis from public and private agencies and companies. These transactions are very costly in terms of money and time. From the public sector, permission must be obtained for tax exemption. From the private sector, multiple price quotes must be obtained for large purchases, and there are delays in obtaining needed supplies when vendors exhaust their stocks of supplies and spare parts. PMU staff members understand the procedures for interacting with the local Tanzania Revenue Authority (TRA) Office and the Regional Administrative Secretary (RAS) and they have good relationships with persons in those offices. However, obtaining each tax exemption requires multiple visits and takes a number of days. At SUA, there are also delays related to payments under the subcontract and reporting of expenditures, due in part to problems with a new accounting system.

## Access of SUA Staff for iAGRI Collaborative Activities

Top administrators and members of the academic staff at SUA are extremely busy people. They juggle multiple roles and responsibilities apart from their research and teaching responsibilities. This presents huge challenges in planning and implementing collaborative activities. To alleviate time pressures of SUA personnel, AGRI promotes wise usage of time by keeping meetings with top administrators short (e.g., one hour) and by keeping training workshops shorter than the norm at SUA.

## Implementation Challenges at SUA

iAGRI is committed to building sustainable capacity at SUA and works to ensure that SUA is provided support for on-going and new areas. We also strive to ensure that activities are SUA-owned, led and driven. This commitment brings challenges. Frequently, there is poor implementation of agreed-upon activities. This is, in large part we believe, a function of the structure and performance of the various layers of administration and management at SUA and a lack of monitoring of performance of those assigned to carry out tasks. SUA's management structure is hierarchical with control and authority vested at the apex. Middle-management authority is weak. Most capacity building activities routinely require the giving of orders or the signing off of documents by top level administrators or senior professors who are extremely busy. If these individuals are tied up in meetings or are traveling, delays and inefficiencies trickle down to the lowest level of activity.

## **Congestion and Traffic Hazards on Morogoro-Dar es Salaam Road**

This highway has become increasingly congested and hazardous over the past two years. Road construction has tended to slow traffic in both directions. Thus, trips to and from Dar es Salaam can take up to five hours in one direction. Problems such as deep corrugation of the road surface in many places, irresponsible driving, and poor maintenance of many vehicles on the road, make the Morogoro-Dar and Dar-Morogoro journey a serious health hazard. iAGRI now has a great deal of experience with video conferencing and is patiently waiting for others to adopt it soon in order to reduce travel time and roadway travel risks. Another solution would be air travel but currently no regularly scheduled air transportation is available to and from Morogoro. The iAGRI PMU has identified a private airline in Tanzania to provide daily air transportation for the general public between Dar es Salaam and Morogoro. Though the airline has not yet made a decision it has expressed interest and has proposed a tentative daily schedule with rates that seem reasonable.

## **M&E Reporting**

The new online Feed the Future Monitoring System (FTFMS) is complicated and requires a considerable amount of staff time to learn. Directives about how to use the system have been repeatedly . Most e-mail notifications are generated automatically. They are often cryptic and hard to understand. PMU staff members have been able to work through most of these problems through communication with appropriate staff persons in Dar.

## **Female Student Retention**

Although we had initially targeted a 50:50 female-to-male ratio for iAGRI graduate student training, we have not been able to reach this target. Female candidates have dropped out during the advanced stages of the recruitment process. Several wrote to us indicating that they were unable to continue with the program due to social reasons. We have attempted to address these problems by agreeing to delay the start of their training, by extending special privileges such as an extra plane ticket for women studying in the U.S. to return to Tanzania to visit their children, and by providing them with opportunity studies in Tanzania if they prefer rather than overseas.

## **GRE and TOEFL Performance and Placement at OSUC Institutions**

We continue to face formidable challenges because of low scores obtained by candidates. The greatest barrier to Tanzanians obtaining good GRE and TOEFL scores is the poor English language competency of many young people in Tanzania today. Some OSUC universities have rigid GRE and TOEFL requirements. Low test scores are seen by graduate program administrators as a risk factor, and gaining admission for risky candidates requires extra work on the part of iAGRI and the host universities. Scores appear to have decreased over the three selected cohorts and we are concerned that we may not be able to meet

the targets set for U.S.-based graduate student training. If we are unable to meet U.S. placement targets, we will place more candidates at SUA and through RUFORUM than originally planned.

## **Internet Outages**

iAGRI uses videoconferencing to connect our trainees with their U.S. advisors while the trainees are back in Tanzania conducting their field research, for final oral examinations (thesis defense) to avoid the need for the student to return to the U.S., for weekly planning meetings of the PMU in Tanzania and the ME at OSU, for bringing Tanzanian and American members of the collaborative research teams together for planning, and for virtual workshops joined by persons in both Tanzania and the U.S. We have found Internet services provided by conventional providers to be inadequate. For this reason, we have installed a satellite dish at the PMU as a backup. The speed and quality of the satellite Internet connection has exceeded our expectations and at reasonable costs.

## **Working Space for Visiting Scholars and Graduate Students**

iAGRI was fortunate to secure a building on the SUA campus during the first year of the project. Whereas the space provided by this building was initially sufficient, it is now becoming increasingly clear that we need more space because of the increased number of returning graduate students and of visiting scholars. We are in the process of adding a second floor to the iAGRI building on the SUA campus to help alleviate this problem.

# **Planned Activities**

We will continue to focus on implementation of objectives of the iAGRI program over the coming year. Details are presented in the Annual Work Plan for the coming year.

## **Long-Term Graduate Degree Training**

We will recruit a final cohort of students consisting of approximately 40 students. We intend to place at least 15 or more of them at OSUC institutions. This will mean that half of the students trained will have been trained in the U.S. We also intend for RUFORUM to place another 10 students at its member institutions. Ten additional students will be placed at SUA and at Punjab Agricultural University in India. During the year, we also anticipate that all students from Cohort 1 and most of the M.Sc. candidates in Cohort 2 will complete their degree programs, including field research in Tanzania. These students number 17 in all. We expect that some Ph.D. candidates will travel to Tanzania during summer, 2014, to conduct field research for their dissertations. These students will be advised by their OSUC advisors and Tanzanian supervisors. Students from Cohort 3 will complete their course work and initiate degree-related field research.

## Research

We anticipate that four research teams conducting iAGRI-funded policy research will complete their projects and vet their related recommendations with academic colleagues and with policy makers from select Tanzanian government institutions. We also anticipate that nine iAGRI-funded collaborative research teams will continue their field work. We are planning a workshop in February, 2014 at which they will report on their initial activities and their plans for the following six months. This workshop will involve scientists associated with the project from SUA, MAFC and OSUC member institutions. We are also planning to support additional research projects focused on identified Feed the Future-related problems. Support for this research will likely be targeted to select teams of researchers that will be identified by iAGRI, SUA and MAFC staff.

## SUA Capacity-Building

During the coming year we will continue to provide support for infrastructure improvements at SUA. We will also provide short-term capacity-building inputs for SUA, MAFC staff and students in the form of short-courses, workshops and seminars, as well as short-term training for them at OSUC member institutions. And we will work with SUA leadership on a program of change management, which is designed to facilitate adaptation of SUA to challenges it faces, including increased competition from other institutions, demands to provide training to greater numbers of students, increased needs to identify non-traditional revenue streams, and infrastructure improvements.

# Special Issues

## Collaboration with Various Partners

During the current reporting period, iAGRI collaborated with several other Feed the Future Implementing Partners).

**SERA Collaboration** - iAGRI worked with the SERA project in nurturing four SUA research teams jointly selected by iAGRI and SERA to conduct agricultural policy research. iAGRI staff met with SERA to strategize on several new research topics: (1) community, regional, and national level analysis of employment and income impacts of commercial agricultural schemes involving smallholder outgrowers, and (2) demand-side and supply-side analyses of the Tanzanian and East African rice markets to provide a factual and analytical basis for rice sector policy in Tanzania. Tentative plans are being drawn up by SERA and iAGRI for rice sector studies.

**NAFAKA Video-Conferencing Facilities** - iAGRI advised NAFAKA regarding its set up of videoconferencing facilities for its project offices in Dar es Salaam and Morogoro. USAID/Tanzania has been unable to configure its video conference system for communication with its Implementing Partners. The Mission,

therefore, has asked the NAFKA project to set up a video-conference facility at its Dar es Salaam headquarters so Mission staff and Dar-based IP staff can go there for videoconferencing. iAGRI pioneered the use of low-cost but effective videoconferencing equipment at its Morogoro office. We shared the technical specifications of our set up with NAFKA to assist them in ordering the required equipment.

**iAGRI Student Research Focus on IP Issues** - A third collaboration with IPs involves steering our Tanzanian scholarship recipients to undertake their thesis or dissertation research on topics that are relevant to other IPs. For example, we discovered that one of our iAGRI-funded Masters students studying agricultural biological engineering at University of Florida was considering doing his research on drip irrigation with a focus on grape production for winemaking. We contacted the Chief of Party of the TAPP project and learned that TAPP is promoting drip irrigation for the production of horticultural food crops. Through email exchanges between iAGRI, TAPP agronomists, the student's University of Florida advisor, and the student's Tanzanian advisor, the student redirected his research proposal to focus on drip irrigation for horticultural food crops.

**Linking iAGRI students with Africa Rising Research Projects** - We dialogued for several months with Africa Rising researchers from IITA-Mikocheni in Dar es Salaam and AVRDC in Arusha about placing iAGRI-funded students with them. Finding a match between the interests of the researchers and the interests of the students and their advisors was not easy, but we now have two M.Sc. students who are working with Africa Rising researchers. They are helping the students develop their research proposals. iAGRI and Africa Rising are now in dialogue about placing additional students in Africa Rising projects.

iAGRI has an open-door policy regarding collaboration with other IPs, including those outside Feed the Future, as long as the collaborative activity is relevant to iAGRI project objectives. During the current reporting period, we were contacted by Global Ring Network for Advanced Applications Development (GLORIAD), a Washington-based USAID contractor about facilitating participation of the National Agricultural Library, based at SUA in a USAID-funded project called the African Digital Sciences Resources Program. iAGRI served as an information broker between GLORIAD and the SUA library, bringing the two parties together. SUA signed up immediately for this program and is now delivering its online research journals through LibHub, an Internet-based interface provided by USAID to facilitate access to hundreds of academic journals.

## **Cross-Cutting Issues**

### **IR 3.2 Increased Capacity of Women to Participate in Agriculture and Nutrition**

**Gender Policy** – One of iAGRI's latent objectives is to change the long-term human resource profile of agricultural and nutrition sciences in Tanzania by engaging more women in them. Thus, it focuses on

gender issues in every activity. Over the past year, we paid special attention to the needs of women trainees. For example, after hearing of adjustment difficulties of one of our female graduate students studying in the United States, Dr. Carolyne Nombo, iAGRI Gender Specialist, spoke directly with the student on the telephone to assess the situation. We learned that physical safety in the student's residential neighborhood was a concern to the student and immediately entered into a dialogue with the host university to see how the situation could be rectified. A second female student studying in the U.S. appeared to be encountering academic difficulties. We contacted her advisor about it and have monitored the situation in an attempt to ensure that the student received needed assistance and remained in the program until completion of her degree.

Also during the current reporting period, we had Concept Notes for nine iAGRI-funded collaborative research teams reviewed by a gender specialist from the Bureau Food Security in USAID/Washington. She provided the teams with valuable feedback that we eventually incorporated into the full proposals presented by them. The purpose of the review was to ensure that gender issues related to the research topics were fully addressed as the research is designed and implemented.

At SUA, we commissioned a consulting report on gender mainstreaming at the University. Among the issues identified in the report is that SUA has a gender policy, but lacks a policy on sexual harassment. Further review of the University's gender-related policies was carried out by the Gender Policy Implementation Committee of the University, with assistance from iAGRI staff and consultants.

## **IR 8 Improved Enabling Policy Environment for both Agriculture and Nutrition**

**Climate Change, Agricultural Intensification and Food Security Workshop** –This workshop is designed to strengthen programs dealing with climate change at SUA. This workshop will take place in November, 2013 and is a collaborative effort involving U.S. and Norwegian scientists as well as SUA counterparts. Funding is being provided by both nations and scientists from the U.S., Norway and Tanzania will be presenting at it. The workshop will also invite leading scientists from eastern and southern Africa to make presentations. A Steering Committee consisting of representatives of the three nations mentioned previously met frequently during the second, third, and fourth quarters of FY 2013 to define the scope of the workshop, identify funding sources, and select invited speakers. USAID participation in the workshop is being coordinated through the Bureau for Food Security in Washington, D.C. Scientists working on climate change and supported through USAID's Africa Rising program will be invited to participate in the workshop.

# Financial Summary

As per the Cooperative Agreement between USAID and The Ohio State University, project finances are reported on a quarterly basis using Federal Financial Form (SF-425). The accumulated expenditure from project inception to the end of the current reporting period (September 30, 2013) is \$5,235,876. The total expenditure for Fiscal Year 10/1/2012-9/30/2013 is \$2,799,979. The planned annual expenditures for the next Fiscal Year (10/1/2013-9/30/2014) is \$7,850,166.

# Annex I – Matrix on Performance against PMP Indicators

indicator Data / Disaggregation	Baseline Value	2013 Target	Achieved to date	Q1	Q2	Q3	Q4	LOP - Life Of Project	Units
<b>FTF INDICATORS</b>									
<b>IR 1: Improved Agricultural Productivity / Sub IR 1.1: Enhanced human and institutional capacity development for increased sustainable agriculture sector productivity</b>									
4.5.2-6: Number of individuals who have received USG supported long-term agricultural sector productivity or food security training	0	33	26	0	0	0	26	129	Number
Male	0	16	17	0	0	0	17		
Female	0	17	9	0	0	0	9		
<b>IR 1: Improved Agricultural Productivity / Sub IR 1.1: Enhanced human and institutional capacity development for increased sustainable agriculture sector productivity</b>									
4.5.2-7: Number of individuals who have received USG supported short-term agricultural sector productivity or food security training	0	150	212	0	72	29	111	450	Number
Type of individual	0	150	212	0	72	29	111		
Producers									
People in government									
People in private sector firms									
People in civil society	0	150	212	0	72	29	111		
Sex	0	150	212	0	72	29	111		
Male	0	75	141	0	50	20	71		
Female	0	75	71	0	22	9	40		
<b>IR 3: Increased investment in agriculture and nutrition related activities</b>									
4.5.2.-12: Number of public-private partnerships formed as a result of FTF assistance	0	2	2	0	0	0	2	13	Number
Agricultural production	0	1	1	0	0	0	1		
Agricultural post harvest transformation	0	1	1	0	0	0	1		
Nutrition									
Other									
Multi-focus									
<b>IR 1: Improved Agricultural Productivity / Sub IR 1.2: Enhanced Technology Development, Dissemination, Management and Innovation</b>									

4.5.2-39: Number of technologies or management practices in one of the following phases of development:	0	11	13	0	0	0	13	40	Number
Phase I: under research as a result of USG assistance	0	6	13	0	0	0	13	23	
Phase II: under field testing as a result of USG assistance	0	5	0	0	0	0	0	17	
Phase III: made available for transfer as a result of USG assistance									
<b>iAGRI CUSTOM INDICATORS</b>									
indicator Data / Disaggregation	Baseline Value	2013 Target	Achieved to date	Q1	Q2	Q3	Q4	LOP - Life Of Project	Units
<b>IR 1: Improved Agricultural Productivity / Sub IR 1.1: Enhanced human and institutional capacity development for increased sustainable agriculture sector productivity</b>									
OSU 1.1.1.1 Number of students assessed for Graduate level English competency	0	25	23	0	23	0	0	85	Number
Male	0	13	13	0	13	0	0	43	
Female	0	12	10	0	10	0	0	42	
OSU 1.1.1.5 Number of research projects conducted which specifically focus on gender	0	3	3	1	0	2	0	9	Number
OSU 1.1.1.6 Number of students making use of improved ICT in classroom instruction	0	1,565	2,536	0	0	2,536	0	6,250	Number
Male	0	1,045	1,634	0	0	1,634	0	3,750	
Female	0	520	902	0	0	902	0	2,500	
OSU 1.1.1.9 Number of researchers trained on Randomized Control Trials (RCTs)	0	26	12	0	0	0	12	85	Number
Male	0	13	4	0	0	0	4	43	
Female	0	13	8	0	0	0	8	42	
<b>IR 1: Improved Agricultural Productivity / Sub IR 1.2: Enhanced Technology Development, Dissemination, Management and Innovation</b>									
OSU 1.2.1.1 Number of research projects that address issues of climate change	0	5	2	0	2	0	0	14	Number
<b>IR 3: Increased investment in agriculture and nutrition related activities / Sub IR 3.2: Increased Capacity of Women to Participate in Agriculture and Nutrition</b>									
OSU 1.3.2.1. Number of young female students provided with women-to-women mentorship program	0	50	0	0	0	0	0	1,250	Number
OSU 1.3.2.2. Number of high school girls provided with career guidance and counselling program	0	1,000	500	0	0	0	500	4,150	Number
<b>IR 3: Increased investment in agriculture and nutrition related activities / Sub IR 3.2: Increased Capacity of Women to Participate in Agriculture and Nutrition</b>									

OSU 1.3.2.4. Percentage change in the female secondary school students with intention to applying for admission to agriculture and science degree programs at Sokoine university	0	5	0	0	0	0	0		% change
OSU 1.3.2.5. Number of actions supportive of gender mainstreaming at Sokoine University of Agriculture	0	4	4	0	0	2	2	20	Number
<b>IR 3: Increased investment in agriculture and nutrition related activities / Sub IR 3.3: Enhanced Knowledge and External ideas through study tours</b>									
OSU 1.3.3.1. Number of people participating in study tours as a result of FtF assistance	0	6	3	0	3	0	0	18	Number
Male	0	4	2	0	2	0	0		
Female	0	2	1	0	1	0	0		

indicator Data / Disaggregation	Baseline Value	2013 Target	Achieved to date	Q1	Q2	Q3	Q4	LOP - Life Of Project	Units
<b>IR 8: Improved Enabling Policy Environment for both Agriculture and Nutrition / Sub IR 8.1: Improved Capacity to Conduct Policy Research and Analysis</b>									
OSU 1.4.1. Number of policy issues in agriculture, natural resources and environment, climate change and nutrition researched and analysed as a result of FtF assistance	0	10	4	0	4	0	0	36	Number
<b>IR 8: Improved Enabling Policy Environment for both Agriculture and Nutrition / Sub IR 8.2: Public/Private Sector Dialogue on Policy Increased</b>									
OSU 1.4.2.1. Number of USG-supported policy dialogue events held that are related to improving the enabling environment for agriculture and nutrition	0	4	0	0	0	0	0	15	Number

# Annex II – Success Story

## Female Scholar Serves As Role Model for the Next Generation of Tanzanian Food System Scientists

Frida Nyamete recently completed her Masters degree at Michigan State University as an iAGRI trainee. Beginning October 2013, she will be back in the classroom as a teacher at Sokoine University of Agriculture (SUA), where she will share with her undergraduate students the new food science skills and knowledge she acquired through USAID Feed the Future sponsorship.



Frida initiated her graduate studies with considerable academic and practical experience and with an unusual level of professional maturity. She had already developed a clear idea of what she wanted to be the focus of her studies. This resulted from having worked as a Tutorial Assistant at SUA and from additional academic training she received in a Masters of Business Administration following her undergraduate studies at SUA. She excelled in her Masters degree program at Michigan State University. While there she established a pattern of international connectedness, including participation in a live videoconference interview with an audience of USAID officials assembled in Morogoro at SUA for a meeting. She subsequently applied for and was accepted to present her research at an international food system conference in Turkey, thereby establishing a pattern of relationships with researchers in the Global South.

Frida has proven that she can successfully cope with challenges, such as poor infrastructure, dealing with frequent interruptions in the electricity supply, even while conducting her laboratory analyses at SUA during the second year of her Masters program. She successfully defended her thesis near the end of her year of field research. Her oral examination was conducted via videoconference with Frida and her Tanzanian supervisor in Tanzania and her Michigan State University advisor in Michigan. She has now rejoined the Sokoine University of Agriculture in the Department of Food Science and Technology as an Assistant Lecturer. She is, and will continue to be, a shining role model for other female students who desire to make a difference in Tanzania through teaching, research, and outreach activities that address issues of vital importance for ensuring food security for the country's population.

Frida's success as a graduate student illustrates that the model of doing coursework in the United States and field research back in the trainee's home country works can well even when laboratory work is involved. She will now be sharing what she has learned through her American education with future scientists, private sector entrepreneurs and researchers inside and outside the classroom.

# Appendix – Reports and Planning Documents

- iAGRI Project Update, September-October 2012
- iAGRI Project Update, November-December 2012
- iAGRI Project Update, January-February 2013
- iAGRI Project Update, March-April 2013
- iAGRI News, September-October 2012
- iAGRI News, November-December 2012
- iAGRI News, January-February 2013
- iAGRI News, March-April 2013
- iAGRI News, May-June 2013
- iAGRI News, July-August 2013
- iAGRI Student News
- iAGRI News, Collaborative Research Program Update
- Short-Term Training Policy
- AGRI International Non-Emergency Travel Policy
- Proposal for Laboratory for Inter-disciplinary Statistical Analysis
- Concept Note on Change Management
- Leadership for Mindset Transformation-Scope of Work
- English Language Program Proposal
- Webinar on Building Capacity through Leadership Development
- OSU Consortium Meeting – Agenda
- iAGRI Annual Review Agenda
- Trip Report- Erbaugh
- Participation in Feed the Future Conference-Mirondo
- Visit Itinerary-McPheron
- Agenda for Parliamentary Visit to iAGRI
- SUA Linkages with Private Sector Proposal
- SUA Private Sector Networking-Scope of Work
- David Mackie, Financial Management-Scope of Work
- Photography Internship
- Construction and Finance Advisor-Contract
- Training Coordinator-Scope of Work
- TAHA-SUA Consultant-Scope of Work



## Feed the Future iAGRI Project Update March-April 2013



*iAGRI operates in Tanzania within Feed the Future, the US Government's global hunger and food security initiative. Feed the Future works to improve food security under the guidelines of Tanzania's CAADP (Comprehensive Africa Agriculture Development Program) Compact, prepared by the Government of Tanzania in 2010. Primary stakeholders of iAGRI are Sokoine University of Agriculture and the National Agricultural Research System of the Ministry of Agriculture, Food Security, and Cooperatives. Under Feed the Future, iAGRI's objectives are (1) degree training, (2) collaborative research, (3) capacity building, and (4) strengthening of Tanzanian-US-Global South research linkages.*

**Cohort 3 Trainees Apply to U.S. Universities.** iAGRI is now guiding semifinalist candidates who took GRE and TOEFL examinations in 2013 and who obtained adequate scores as they apply to U.S. universities. The goal is to place 15 trainees in Masters-level programs in the U.S. for studies to begin in August/September.

**Cohort 2 Trainees Prepare Research Proposals.** Twenty nine Masters-level students who began studies in 2012 are now finalizing their research proposals. Twelve are in the U.S., eight are at SUA, and nine are at other African universities. They will return to Tanzania by the end of August to begin their field work. In addition, eight PhD students who started studies in 2012 at universities in the U.S. and Tanzania are doing coursework; some have begun working on their research proposals and will return to Tanzania during the summer for fieldwork.

**Collaborative Research Teams Prepare Proposals.** Nine teams of Tanzanian and American researchers chosen under the iAGRI Competitive Research Grants Program expanded their concept notes into full proposals. The teams collaborated using email, videoconferencing, and telephone. A USAID gender expert provided suggestions on addressing gender issues related to each of the nine research topics. Teams with adequate proposals will begin research in May; others will revise their proposals further and will begin research in June.

**Short-term Training on Social Networks.** Twenty four persons participated in a five-day workshop at SUA on social network analysis, which is useful for understanding and improving the flow of information among individuals and groups for extension purposes. The instructors were Dr. Keith Moore and Ms. Jessie Gunter, from Virginia Tech, which is part of the Ohio State University Consortium. At the end of the workshop, several books on social network analysis were donated to the library at SUA.

**Electronic Gateway for Accessing Scientific Publications.** iAGRI has assisted Sokoine National Agricultural Library (SNAL) in setting up an electronic scientific-literature gateway provided by USAID through its Digital Science Resources Program. Using a program called LibHub, SNAL users can now search and download articles from hundreds of academic journals. LibHub is accessible currently on campus only but will also become available soon via off-campus log-in by SUA staff and students.

**Facilitating Quality Assurance.** At the request of SUA administration, iAGRI obtained and installed office furniture and equipment for the new Quality Assurance and Promotion Bureau. QAPB, which is charged with improving the quality of teaching, research, and administrative services at SUA, is headed by Prof. Kalunde Sibuga.

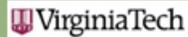
**Classroom Improvements.** Working with SUA's Quality Assurance and Promotion Bureau, iAGRI purchased computer projectors and screens for eight classrooms. Projectors and screens will be completed when SUA appoints personnel for a Classroom Services Unit to support lecturers in the use of classroom equipment and to monitor the condition and repair of classroom facilities and equipment, and when security measures are in place.

**Visit by SUA Officials to U.S.** Prof. Peter Gillah, DVC-Academic, and Prof. Vedasto Muhikambe, Director of Research and Post-Graduate Studies, visited Ohio State University, USAID/Washington, World Bank headquarters in Washington, and the headquarters of the Association of Public and Land-Grant Universities in April. The purpose was to gather information relevant to academic quality, bureaucratic efficiency, and leadership development and to initiate contacts with individuals who can provide technical assistance through iAGRI.

**Visitors.** ∞Sharon Cromer, new USAID Country Director for Tanzania, visited Morogoro in April and met with iAGRI and with Vice Chancellor Gerald Monela and his management team. ∞Forty scientists and administrators from the U.S. and African countries visited iAGRI and SUA during a meeting of USAID's Innovations Labs Council, held in Morogoro in April. ∞Jeffrey Cochrane, Washington Division Chief, USAID Information and Communication Technology, visited iAGRI in April to explore the viability of a public-private partnership that would facilitate establishment of rural broadband service for MAFC agricultural research institutes and other organizations.

iAGRI offices are located on the campus of Sokoine University of Agriculture, Morogoro, Tanzania. Phone: 255-232600743. Email: [admin@iagri.org](mailto:admin@iagri.org).

*This update is made possible by the support of the American people through the United States Agency for International Development (USAID).  
The contents do not necessarily reflect the views of USAID or the United States Government.*



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*Considerable activity occurred under iAGRI over the past two months. These activities reflect broad continuity in achieving iAGRI goals based on the initial needs assessment conducted and inputs from SUA, MAFC, and OSUC partners. Continued emphasis has been given to long-term degree training and research, but increased attention to capacity building has also occurred. We look forward to your continued valuable inputs to the iAGRI.*

#### **Update on Activities September – October, 2012**

**Staffing at Management Entity and PMU** – Several notable changes have occurred in the staffing of the Management Entity for iAGRI. David Mackie has been hired as a financial management supervisor. He will be dedicating a large share of his time to iAGRI budgetary programming and reporting processes. David Hansen has increased his time in the IPA Office to 75%. He will be dedicating most of this time to iAGRI as the Program Manager. Both look forward to the opportunity to interact more frequently with all involved in the iAGRI program. A new Administrative Assistant, Ms. Shangwe Bujiku, began working for the Program Management Unit on October 1.

**Annual Review** – An annual program review of iAGRI was conducted in October. It included participation by Mark Erbaugh, OSU Project PI, and David Hansen, iAGRI Program Manager, and was conducted at the Project Management Unit in Morogoro. While there they met with the Vice Chancellor and his associates to discuss program progress and future priorities. Outcomes of the review were the iAGRI Annual Report for Fiscal Year 2012 and a draft Annual Work Plan and Budget for Fiscal Year 2013.

**Cohort III Degree Training** – iAGRI issued a call for Cohort III applications for graduate degree training in September and 156 applications were received by the October 31 deadline. As true for past calls the information was widely distributed in Tanzania. Fifteen students will be selected for M.Sc. degree training at OSUC partner institutions; 10 for placement by RUFORUM at its member institutions; 5 for placement at SUA; and three for placement at universities in other nations. Areas of specialization may include agricultural economics, agribusiness, food science, soil science, nutrition, agricultural engineering, agricultural education and extension, horticulture, crop science and plant protection, as well as other agriculture and nutrition disciplines. Summed to other past placements, iAGRI will have placed 91 students in long-term degree training programs by next fall.



*This project was made possible by the United States Agency for International Development (USAID) with support from the American people. The contents do not necessarily reflect the views of USAID or the United States Government*

**M.S. Research of Returned Trainees** – Five iAGRI trainees, who began M.S. programs in the U.S. in 2011, have returned to Tanzania to undertake their field research. A sixth will return in December. Their field research is guided by U.S. advisors and Tanzanian supervisors. Each student and his advisor and supervisor jointly meet via videoconference each month to discuss progress and problems. iAGRI has set up a videoconference room specifically for use by the trainees to meet “virtually” with their advisors and supervisors.

**Short-Term Training** – iAGRI sponsored a workshop on “Randomized Controlled Trials for the Social Sciences” to improve the capacity of social scientists to conduct impact evaluations. Fifteen academic staff members and graduate students participated. Dr. James Mlangwa and Dr. Helena Ngowi, evaluation research specialists, were the instructors. The workshop was recorded digitally and is available for viewing on demand.

**Cohort II Degree Training** – Our second student cohort arrived to the U.S. this fall and members have been placed at our consortium member institutions. The distribution of these students is as follows:

	<u>M.Sc.</u>	<u>Ph.D.</u>
Florida	2	5
Iowa State	2	1
Michigan State	1	3
Ohio State	3	4
Tuskegee	3	1
Virginia Tech	1	2

In addition, 10 students were placed through RUFORUM (Regional University Forum for Higher Education Capacity Building) at its member institutions. Eight of these were MSc. students and two were Ph.D. students. Twenty students were also placed at Sokoine University of Agriculture, including 10 B.Sc. from Zanzibar, 8 M.Sc. and 2 Ph.D. students.

**Collaborative Research** – Progress has been made in establishing the iAGRI Collaborative Research Grants Program. The Project Management Unit released a Call for Expressions of Interest, targeting SUA and MAFC researchers and received 32 responses. The Management Entity solicited a list of researchers with interest and expertise relevant to Tanzanian agriculture from OSU campus coordinators. This list has been narrowed to 35 individuals. iAGRI will now assist in building teams of Tanzanian and U.S. researchers. Teams will prepare research concepts notes, guided by iAGRI’s eight thematic Research Background Papers. Concept notes will be evaluated and invitations will be proffered to teams with the best concept notes to prepare major research proposals for funding.

**Gender Activities at SUA** – iAGRI commissioned a gender assessment study at SUA to assess gender mainstreaming and to recommend ways that SUA can better meet needs of both women and men in its programs. Dr. Eulalia Temba, Mzumbe University, authored the study and presented findings to SUA’s Gender Policy Implementation Committee and to iAGRI in October. The report will be released in November. Mr. Kenneth Kitundu presented preliminary findings for an iAGRI-commissioned study of staff and student mentoring at SAU.

**Academic Capacity Building at SUA** – At the request of SUA’s Deputy Vice-Chancellor for Academic Programs, iAGRI is providing technical assistance and funding for five initiatives to be implemented through SUA’s Quality Assurance and Promotion Improvement Program. Areas of emphasis include (1) equipping the Bureau with furniture; (2) revitalizing the University Teaching and Learning Improvement Program to provide training in pedagogy for junior members of the academic staff; (3) equipping 30 classrooms with computer projectors and other equipment; (4) launching a pilot program for use of graduate students as Teaching Assistants; and (5) surveying physical quality of classroom facilities.

**Agricultural Policy Seminar Series** – Authors of the four winning policy research concept notes have now prepared full proposals. Related research will begin in November. This Feed the Future series is jointly funded by iAGRI and SERA.

@ This Update includes data provided by various members of the iAGRI team. We look forward to receiving feedback from you, its readers. |

January 2, 2013



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*As we enter the new calendar year, we take this opportunity to wish you all a very prosperous New Year. We are confident that it will be a good year for iAGRI and we are hopeful that you will continue to lend your support to the program as you have in the past. We anticipate that increased attention will be given to strengthening the Sokoine University of Agriculture as well as the Ministry of Agriculture, Food Security and Cooperatives through degree training, research and short-term exchanges and inputs.*

### *Update on Activities November–December, 2012*

**STAFF ADDITION TO OSU MANAGEMENT ENTITY** – The OSU Management Entity hired John David Mackie as its Chief-Financial Officer for iAGRI in December. **David**, as he prefers to be called, comes to the Management Entity from the OSU Medical School where he gained valuable experience working with U.S. Federal funding agencies as well as with the OSU Office of Sponsored Programs. He will work closely with the staff of the Project Management Unit in Morogoro on all matters related to iAGRI finances. Welcome David!

#### **LONG-TERM DEGREE TRAINING:**

**Cohort III Selection Process** – iAGRI will sponsor 33 Tanzanians for M.Sc. degree training during the Fiscal Year 2012-2013. Applications were received from over 150 candidates. These were reviewed by a screening committee managed by the Project Management Unit in Morogoro. It short-listed 69 of them for interviews. Of the 33 candidates, 15 will be placed at the six iAGRI Consortium universities in the United States; 10 will be placed at non-Tanzanian African universities through an existing sub-agreement with RUFORUM; 5 will be placed at Sokoine University of Agriculture; and 3 will be placed at the Punjab Agricultural University in India. The screening committee selected 25 semi-finalists to take the Graduate Record Examination (GRE) and the Test of English as a Foreign Language (TOEFL). These exam scores are required by most U.S. universities as part of the admission process. Based on their test performance and success in gaining admission to the Consortium universities, 15 of the 25 GRE and TOEFL test-takers will ultimately undertake studies in the U.S.



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**Cohort II Training** – Forty-eight iAGRI trainees from Cohort II completed their first academic session. Of these, 29 are studying at iAGRI Consortium

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universities in the U.S., 9 at African universities outside of Tanzania, and 10 at Sokoine University of Agriculture. Ten other undergraduate students from Zanzibar, who were placed at Sokoine University of Agriculture under this program, also completed their first academic session.

**Cohort I Training** – Five students from Cohort I began their research in Tanzania after return from 12 months of M.Sc. level study in the U.S. A sixth student in Cohort I returned to Tanzania in December. Supervision of the research of individual students is the responsibility of supervisory teams consisting of an OSU Consortium advisor and a Tanzanian advisor. We view the interaction of students with their advisory teams to be an important input for the success of the research and an important contributor to long-term collaboration between U.S. and Tanzanian based researchers. To facilitate high-quality intellectual guidance, iAGRI has asked each pair of OSU Consortium and Tanzanian advisors to meet jointly every month with their advisee via video conferencing to discuss student research program progress and problems.

**Collaborative Research.** In October, the project put forth a Call for Expression of Interest (EOI) for collaborative research on eight themes identified at the iAGRI Priority-Setting Workshop conducted in fall, 2011. Fifty three researchers from Sokoine University of Agriculture and the Ministry of Agriculture, Food Security, and Cooperatives responded. Twenty-four EOIs met the minimum criteria spelled out in the call for EOIs. Concurrently, 39 potential research collaborators from iAGRI Consortium universities were identified. Subsequently, a Call for Concept Notes (CN) was sent to the screened list of Tanzanian and OSU Consortium researchers. Each CN will be written by a team consisting of at least one person from Sokoine University of Agriculture, one from the Ministry of Agriculture, Food Security, and Cooperatives, and one from the iAGRI Consortium. We have encouraged having more than one researcher from each institution included in the CN teams.

Researchers were sorted according to the eight research themes, and were then put into contact with each other to facilitate the building of self-selected teams. These teams will choose their own leaders, who can be either from Tanzania or the OSU Consortium, according to the interests and contributions of the team members. CNs are due in January. An international review panel of Tanzanian and U.S. based members will read and rank the proposals. It is anticipated that 4-6 research proposals will be funded.

**South-South Linkages** – In November Prof. David Kraybill, iAGRI Project Director, participated in a conference of the Tertiary Agricultural Education Partnership at the University of Stellenbosch in South Africa along with Associate Dean Abel Kaaya of the Faculty of Agriculture at Sokoine University of Agriculture. The Partnership is emerging as an important coordinator of capacity building efforts in African agricultural universities and iAGRI is an important contributor to it. Also in November, Dr. Mark Erbaugh and Dr. David Hansen from the OSU Management Entity visited India. While there they met with representatives of the Punjab Agricultural University and the Indian Council on Agricultural Research to discuss placement of three iAGRI students at the Punjab Agricultural University during 2013.

**Seminar** – In December, iAGRI sponsored a lecture on “Stakeholders, Social Network Analysis, and Participatory Innovation for Conservation Agriculture” by Dr. Keith Moore, Virginia Tech University. Virginia Tech is a member of the OSU Consortium. Dr. Moore spent considerable time interviewing Sokoine University of Agriculture staff and agricultural representatives of the private sector about how iAGRI might help strengthen Sokoine University of Agriculture linkages to the private sector. We anticipate follow up to the report prepared by Dr. Moore on this topic during the coming year.

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March, 2013



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*We have had an excellent beginning to calendar year 2013, having been able to advance key program elements with the important contribution of our OSU Consortium member institutions. We anticipate great continued progress over the coming months as we continue to mature our training, research, institutional capacity building and partnership building efforts. We continue to count on all of you to help this occur to the benefit of all concerned. Thank you again for the support that you continue to provide to iAGRI both in East Africa and in the U.S.*

### ***Update on Activities January-February, 2013***

**iAGRI Competitive Research Grants Program** – Fifty-four initial Expressions of Interest were received from researchers at SUA and the NARS in Tanzania. Of these, 26 were invited to submit Concept Notes. On the OSU Consortium side, consultations with OSUC campus representatives regarding ideal candidates for this collaborative program yielded 36 candidates. The Tanzania and OSU researchers collaborated with one another in the preparation of Concept Notes, twenty of which met the established criteria and were sent to a review panel consisting of three Tanzanian and two U.S. external reviewers. Nine principal authors have been invited to prepare full plans of work which are to be submitted to the Project Management Unit by April 30. Funding for the full proposals is at around \$100,000 for a two year period. More detail on these research projects will be forthcoming in another iAGRI News Update dedicated specifically to this topic.

**Meeting of OSU Consortium Representatives** – Representatives from each of the OSUC members assembled on the OSU campus on February 18 to participate in a one day workshop about iAGRI. The meeting was designed to update OSUC members on the progress of iAGRI, to seek their input about how to improve project activities, and to provide a forum for interaction about project activities. Participants were warmly welcomed by Bruce McPherson, Dean, and Mark Erbaugh, IPA Director. David Kraybill, Emmanuel Rwambali, and Isaac Minde participated in the workshop via video conference. Topics discussed were long-term degree training. Mimi Rose provided an overview of the status of students in Cohorts I and II, as well as an update on preparations to receive Cohort III students. Issues particular to each cohort were discussed, focusing on student co-advising, campus classroom performance and thesis and dissertation defense. Isaac Minde then led a discussion of the iAGRI collaborative research program. This was

followed by a discussion of SUA institutional capacity building activities which was led by David Kraybill. This discussion focused on proposed activities for the current year and how OSUC partners can engage in them. Mark Erbaugh then led a discussion of how to promote global linkages. Mention was made of the important role that RUFORUM is playing in this regard and how relationships with other Feed the Future partners in Tanzania and the international research centers would help facilitate them.

**TOEFL/GRE Workshop** – A two day workshop on the TOEFL and GRE examinations was held for 25 additional candidates for long-term M.Sc. degree training to be placed at OSUC member institutions beginning in fall, 2013. The program, via video conference, was offered by specialists on these topics at Ohio State University. One day was dedicated to each of these exams. The workshop was greatly appreciated by the candidates. They are scheduled to take the tests by the end of March which will provide us with sufficient time to explore placement at member institutions. We have found that this preparation is time consuming, but has resulted in significantly higher scores and, thus, greater access to U.S. land-grant institutions.

**Seminars/Short Courses** – Several advisors of students from Cohorts I and II will be visiting SUA this spring and summer to work on student field research. As part of their visit, they will be providing seminars to faculty and students at Sokoine University of Agriculture. Three of these seminars have been scheduled for early March, including Conrad Heatwole, Virginia Tech, “Land Use Trends in Eastern Zambia: Impact on Natural Resources and Agricultural Sustainability;” Carlene Chase, University of Florida, “Ecological Management of Weeds for a Smaller Environmental Footprint;” and Sanjay Sukla, University of Florida.

**Training Update (Cohort III)** – Plans are for an additional 33 M.S. students to be placed for graduate degree training in 2013. Fifteen will be placed at OSU Consortium institutions in the United States, ten will be placed by RUFORUM at its member institutions, five will be placed at Sokoine University of Agriculture, and three will be placed at the Punjab Agricultural University in India. With these placements, iAGRI will have supported the graduate education of 88 students. In addition, it is supporting an additional 10 students from Zanzibar at the B.Sc. degree level at Sokoine University of Agriculture. Tentative plans are to place a final round of M.S. students in 2014 which will include an additional 15 students at OSUC member institutions and 10 students at RUFORUM member institutions.

**Joint iAGRI/Norwegian Climate Change Workshop** – iAGRI is supporting a joint effort with Norwegian partners to hold a workshop on Climate Change, Agricultural Intensification, and Food Security. It is tentatively scheduled for November 7-9 in Morogoro. A Steering Committee consisting of three representatives from Ohio State University, Norway’s University of Life Sciences, and Sokoine University of Agriculture has been organized to plan the workshop. Support for the workshop will come from several sources, including iAGRI, NORAD, and several Norwegian projects with the Sokoine University of Agriculture (EPINAV, CCIAM). Co-chairs of the Steering Committee are Prof. Dismas Mwaseba, SUA, and Prof. David Kraybill, iAGRI Project Director.

**Leland Congressional Hunger Fellowship** – Word has been received that the application for a Hunger Fellow to work for one year with the iAGRI project Management Unit and for one year with the Association of Public and Land-grant Universities in Washington, D.C. has been tentatively approved. Interviews of candidates for this position will take place in several months. The fellow will be expected to contribute to iAGRI activities at the Project Management Unit, at the Management Entity, and at APLU in Washington, D.C.

**OSU Student Summer Internships** – The OSU Management Entity is sponsoring up to four summer internships using non-project funding for OSU graduate students to undertake internships with SUA. Students will be expected to work with Tanzanian staff currently undertaking graduate degree training at OSU under iAGRI and with faculty at SUA as part of this program. The focus will be on field research to be used to complete their

degrees at OSU. While in Tanzania they will work with counterparts at SUA and be affiliated with the Project Management Unit that will provide logistical support.

**CRSP Council Meeting** – The Collaborative Research Support Program Council will be holding its annual meeting in Morogoro in early March. The iAGRI Project Management Unit is providing logistical support for this event. It anticipates using this opportunity to establish research opportunities for iAGRI graduate students with ongoing CRSP research activities in Tanzania.

**Leadership Enhancement in Agriculture Program (LEAP) Applications** – Four iAGRI sponsored students at OSU have applied for Norman Borlaug LEAP fellowships this year. This program engages students and their U.S. advisors with mentors from an International Agricultural Research Center to support and enhance student thesis research. They are an opportunity for students to establish on-going ties with researches at the international centers in addition to those established with the universities from which they will receive their degrees.

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May, 2013



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*iAGRI officially initiated its third year of activity in March, so this report represents a series of highlights for the program as it consolidates its agenda and moves forward on priorities. We would like to thank our OSU Consortium partner institutions for their continued support for this program. We are also grateful for the continued strong support that we continue to receive from the USAID Mission in Tanzania and from the USAID Bureau for Food Security.*

### ***Update on Activities March-April, 2013***

**iAGRI Competitive Research Grants Program** – Nice full proposals were received from research teams consisting of Sokoine University of Agriculture (SUA), the Ministry of Agriculture, Food Security and Cooperatives (MAFC), and the OSU Consortium (OSUC) partner institutions. Their Concept Notes were positively reviewed by a peer review panel. Preparation of these proposals involved participation by team members. Interaction among them was facilitated by use of e-mail, skype, and personal visits of OSUC partners to Tanzania. The Project Management Unit in Morogoro also asked the Technical Support Unit of Washington, D.C. Bureau for Food Security to review their gender dimensions and to recommend how to enhance them. These proposals are now under further review. Those deemed to be ready for funding will initiate their research activities this month. Others needing further revisions will likely initiate their research activities in June.

**Long Term Training** – The Management Entity and Project Management Unit have been actively involved in the process of placing students from Cohort III. We intend to place 15 of the 25 students who took the TOEFL and GRE exams earlier this year at OSUC institutions. These institutions have been contacted about the possibility of placing students from this cohort in their respective institutions. In addition, we have initiated the process of placement of students at global south institutions as well as at SUA. Three students will initiate M.Sc. programs at the Punjab Agricultural University this summer. RUFORUM will place another 10 students at its member institutions. Five additional students will be placed at Sokoine University of Agriculture. Students from Cohort I continue to conduct field research related to their M.Sc. theses with advice from their OSUC Consortium advisors and SUA Co-advisors. Students from Cohort II continue their studies at their respective institutions, including OSUC partners, RUFORUM members, and SUA. All students placed at OSUC institutions performed well during the first semester of their programs. The Management Entity continues to closely monitor their programs of study. M.Sc. candidates in this cohort will be returning to Tanzania to initiate field research related to their M.Sc. theses. Several Ph.D. candidates will also be returning to Tanzania for the summer for the same reason.

**Visitations by Staff from OSUC institutions** – Three staff from OSUC institutions visited SUA during this period and interacted with students from Cohort I and with SUA staff of research topics of mutual interest. They also presented seminars to SUA staff and graduate students including (1) “Land Use Trends in Eastern Zambia: Impact on Natural Resources and Agricultural Sustainability,” Conrad Heatwole, Virginia Tech; (2) “Ecological Management of Weeds for a Smaller Environmental Footprint,” Carlene Chase, Florida; and (3) “Watershed Management in Florida’s Everglades Basin for Increasing Water Storage and Improving Water Quality,” Sanjay Shukla, Florida.

**Short Course on Social Networks** – Keith Moore and Jesse Gunter, Virginia Tech, presented a five-day workshop at SUA on social network analysis attended by 24 SUA staff and graduate students. This analysis technique is especially useful for outreach purposes since it focuses on understanding and improving the flow of information. At the end of the workshop, several books on social network analysis were donated to the National Agricultural Library by the presenters.

**Visit by SUA Leaders to U.S.** – Dr. Peter Gillah, Deputy Vice Chancellor for Academic Programs, and Vedasto Muhikambele, Director of Research and Graduate Studies, SUA visited the U.S. during this period. They visited the OSU campus and met with administrators and well as teaching and research program officials. While in Washington, D.C. they met with representatives of the Association of Public and Land-grant Universities and from USAID’s Bureau for Food Security, and with higher education and agriculture representatives from the World Bank. These visits allowed them to gather information about academic quality of programs, alternative models of university program administration and leadership development, as well as opportunities for additional program support from funding agencies. The visitors initiated contacts with individuals who can provide them with additional inputs to SUA programs.

**Joint iAGRI/Norwegian Climate Change Workshop** – iAGRI continued to jointly plan a workshop on Climate Change, Agricultural Intensification, and Food Security with Norwegian partners, scheduled for November 14-16 in Morogoro. The Steering Committee for the Workshop, co-chaired by Prof. Dismas Mwaseba, SUA, and Prof. David Kraybill, iAGRI Project Director, has continued with planning meetings. Support for the workshop will come from several sources, including iAGRI, NORAD, and several Norwegian projects with the Sokoine University of Agriculture (EPINAV, CCIAM).

**Leland Congressional Hunger Fellowship** – Five candidates were selected for this program. The iAGRI PMU and the OSU ME were involved in interviewing them along with counterparts at the Association for Public and Land-grant Universities in Washington, D.C. An offer has been extended to one of the interviewees. The Fellow is expected to initiate programmatic activities in Morogoro in summer 2013.

**OSU Student Summer Internships** – The OSU Management Entity has offered summer internships to four graduate students using non-project funding. These students will work with Tanzanian staff currently undertaking graduate degree training at OSU under iAGRI and with faculty at SUA as part of this program. The focus will be on field research to be used to complete their degrees at OSU. While in Tanzania they will work with counterparts at SUA and be affiliated with the Project Management Unit that will provide logistical support.

**Leadership Enhancement in Agriculture Program (LEAP) Applications** – At least two iAGRI-sponsored students have received Norman Borlaug LEAP fellowships this year. This program engages students and their U.S. advisors with mentors from an International Agricultural Research Center to support and enhance student thesis research. They are an opportunity for students to establish on-going ties with researchers at the international centers in addition to those established with the universities from which they will receive their degrees.

**Improvements in Teaching Infrastructure at SUA** – The PMU assisted the Sokoine National Agriculture Library set up an electronic scientific-literature gateway provided by USAID through its Digital Science Resources Program which will be of great use to researchers. iAGRI also obtained and installed office furniture and equipment for a new Quality Assurance and Promotion Bureau at SUA, headed by Prof. Kalunde Sibuga. iAGRI also purchased computer projectors and screens for eight classrooms and has worked with the QAPB to identify a technician to work with teaching staff on their utilization as well as to monitor its condition and repair them when necessary.

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July, 2013



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*We have focused on degree training and the iAGRI research agenda over the past two months. Progress has occurred with students from all three Cohorts. Nine iAGRI Collaborative Research grants have been approved and are getting underway. And important steps have been made with regard to institutional capacity building efforts. Thanks to our OSU Consortium partner institutions for their continued support for this program. We are also grateful for the continued strong support that we continue to receive from the USAID Mission in Tanzania and from the USAID Bureau for Food Security.*

### ***Update on Activities May-June, 2013***

**iAGRI Competitive Research Grants Program** – The nine full proposals received from research teams consisting of scientists at SUA, the MAFC and OSU Consortium institutions were reviewed by PMU and ME personnel as well as by other Tanzanian scientists. Three of them were deemed to be fundable. The others were returned to their Principal Investigators with recommendations for further changes. Five of these have since been resubmitted and approved for funding. We anticipate that the final proposals submitted by a MAFSC scientist will soon be approved as well. Five of these proposals were submitted by a lead scientist from USA, two by a lead scientist from MAFSC, and two by lead scientists from OSU Consortium partners. Discussions between the PMU at SUA and the ME at OSU have occurred regarding another call for proposals. This will be given more attention during the coming quarter of the program.

**Long Term Training** – The Management Entity and Project Management Unit have been actively involved in the process of placing students from Cohort III. As of June 30, 12 students have been placed at OSU Consortium member institutions. Three additional placements are in process. M.S. students from Cohort II are returning to Tanzania to initiate their thesis research and students from Cohort I are completing their research. Several Ph.D. students from Cohort II are also returning to Tanzania this summer to initiate their Ph.D. research. We have worked hard to engage collaboratively the OSUC and SUA advisors, with the students, in the preparation for and conduct of their research in Tanzania, largely through use of skype and other forms of mass media. RUFORUM is in the process of placing another 10 students at its member institutions. We intend to place another five additional students at Sokoine University of Agriculture. And two students have been placed at the Punjab Agricultural University in India. They will begin their M.Sc. degree programs in July, 2013.

**Institutional Capacity Building** – Steve Bosserman, Bosserman and Associates, and Bobby Moser, Dean, OSU College of Food, Agricultural, and Environmental Sciences, spent one week at SUA working with SUA leadership and the PMU on development of leadership capacity. While there they met with the Vice-Chancellor and his Executive Team to discuss various administrative and management issues currently faced by SUA, as well as issues related to needed organizational changes to adapt to changes occurring in student enrollment, the rise of new universities, staff retirements, needed funding, etc. Based on this visit, the PMU and OSU ME have been working on a long-term sub-agreement with Bosserman Associates to address executive leadership issues as well as the need to respond to the management audit prepared by Deloitte-Touche. A full proposal will be developed over the coming month in this regard. Also during the past two months, progress has been made in furnishing classrooms with power point projectors, screens and other teaching aids as part of iAGRI’s commitment to strengthening the teaching infrastructure at SUA through the Quality Assurance and Promotion Bureau at SUA, headed by Prof. Kalunde Sibuga.

**Visit by OSU Management Personnel to SUA** – During the past two months, David Mackie, Financial Manager from the ME visited Tanzania to work with counterparts at the PMU on the preparation and submission of Statements of Expenses which are managed by the OSU Office of Sponsored programs. While there, Mr. Mackie and his counterparts also met with SUA personnel responsible for submitting Statements of Expenses for its sub-agreement with OSU. These meetings proved to be very productive and will facilitate the process of advancing funding to the PMU and SUA for project-related expenses. Mark Erbaugh, iAGRI Principal Investigator, also visited the PMU during this period. While there he met with SUA administrative staff, including the Vice-Chancellor and his lieutenants, and co-advisors for students pursuing degrees in the U.S. He also worked with PMU staff on long-term degree training issues, research, and project administration, as well as an agenda for the upcoming visit of OSU Dean, Bruce McPheron, in early July.

**Preparation for Additional Visits by Staff from OSUC institutions** – Several important visitations were planned for the coming project quarter. They include a visit by Eric Vance, Virginia Tech University, to work on the development of a Statistics Lab at SUA. This lab will be manned by Emmanuel Msemo who is pursuing a Ph.D. at Virginia Tech and by other staff at SUA. It will be designed to offer statistical consultation to agricultural scientists as they prepare their research proposals, conduct field research and analyze research results. Preparations have also been made for Ms. Elsie Paredes, Virginia Tech library, to work with counterparts at SUA on the development of a Language Resource Center to support training and research in language training. Specifically, this assignment will focus on building the capacity of SUA to effectively measure the language skills of students at SUA and to provide them with additional English language training. It is recognized that fluency in spoken and written English is an important attribute to bring to the job market by SUA students. This activity will build on prior attempts by SUA to identify funding for the development of this Center.

**Joint iAGRI/Norwegian Climate Change Workshop** – iAGRI continued the joint planning of a workshop on *Climate Change, Agricultural Intensification, and Food Security* with Norwegian partners and SUA, scheduled for November Morogoro. The Steering Committee for the Workshop, co-chaired by Prof. Dismas Mwaseba, SUA, and Prof. David Kraybill, iAGRI Project Director. Support for the workshop will come from several sources, including iAGRI, NORAD, and several Norwegian projects with the Sokoine University of Agriculture (EPINAV, CCIAM). Invitations have been sent to keynote speakers identified for the Conference.

**Leland Congressional Hunger Fellowship** – Samantha Alves, Texas A&M University, accepted an invitation to spend a year at the PMU as a Leland Congressional Hunger Fellow. She will be joining the PMU in September, 2013. This fellowship will be jointly offered with the Association for Public and Land-grant Universities in Washington, D.C. APLU staff were heavily involved in the selection process and Samantha will spend a year with APLU upon completing her assignment with iAGRI.

**OSU Student Summer Internships** – The OSU Management Entity is funding field research by four graduate students using non-project funding. These students are working with Tanzanian staff at SUA and OSU advisors on research related to their graduate degree training at OSU. Two students are in Soil Science, one is in Agricultural Economics and another is in Agricultural Education.

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2013



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*As we end the FY 2012-2013 Fiscal Year, we are pleased to report substantial progress on all of the major dimensions of iAGRI programming during the past two months. We have placed additional students at OSUC Universities; initiated the Collaborative Research Grants; established a way forward in working with SUA administration on its leadership development and change management program; and initiated new activities with South Collaborators. We are also grateful for the continued strong support that we continue to receive from the USAID Mission in Tanzania and from the USAID Bureau for Food Security and our OSUC partners.*

### ***Update on Activities July-August, 2013***

**Long Term Training** – Ten new iAGRI-funded students initiated their studies at OSU Consortium member institutions in August, bringing the total of U.S placed students to 44. Two students also began graduate programs at the Punjab Agricultural University in India. And additional students are being placed by RUFORUM at its member institutions and by the PMU at SUA for graduate studies. Also during this period, twelve M.S. students from Cohort II returned to Tanzania to initiate their thesis research. One U.S. placed M.Sc. student from Cohort I defended her thesis via video-conferencing and five other students from this cohort are scheduled to complete their degrees by December. An invitation was made for Tanzanians to apply for iAGRI scholarships as members of Cohort IV which will be placed for studies in fall, 2014.

**iAGRI Research Grants Program** – Nine iAGRI Collaborative Research Grants were funded during this period, five with SUA lead scientists, two with MARC lead scientists, and two with OSUC lead scientists. Each research team includes scientists from SUA, MAFC, and OSUC institutions. Problems addressed by them are associated with priority feed the future topics by an initial iAGRI needs assessment. They include crop improvement, climate change, gender and agricultural productivity, water resources management, extension systems, and nutrition.

Three of the four teams of scientists commissioned to conduct research on agricultural policy issues presented preliminary results of their research dealing with the national input voucher system, child nutrition, and the commercialization and marketing of maize. These presentations were well received and additional preparation for policy dialogue on these topics has been discussed.



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**Institutional Capacity Building** – A contract was signed with Bosserman & Associates to provide continued inputs to SUA in the area of leadership development and organizational management of change. Steve Bosserman spent additional time working with SUA leadership on this topic, including Gerald Monela, Vice-Chancellor, Peter Ngila, Deputy Vice-Chancellor for Academic Affairs, Vedasto Muhikambele, Director of Research and Graduate Studies, and Jairo Matovelo, Deputy Vice-Chancellor for Administration and Finance. Together with David Kraybill, iAGRI Project Direct, he met with the Deans and Institute Directors to discuss existing plans for change at SUA and their implications for change at their respective unit levels. This initiative has become a focus of iAGRI. It is designed to strengthen the capacity of SUA to deal directly with issues that have taken on increasing urgency, such as increased competition from other higher education institutions, insufficient financial resources, decreasing numbers of trained staff for teaching, research and outreach, increased student numbers, and deteriorating infrastructure. Change management will also include issues raised by a recent Deloitte audit of SUA dealing with capacity building for risk mitigation, especially in regard to accounting systems, budgeting, internal control and audit systems and procurement.

**Management Entity Hire of Training Coordinator** – The OSU Management Entity hired Ryan Hottle, a recent PhD from OSU to replace Dr. Mary Anne Rose as the iAGRI training coordinator. The position has been defined as full-time. He will be working with students, the PMU, and student advisors on all aspects of their degree programs. Ryan completed his degree in Soil Science. As part of his graduate program he worked in India and Haiti on issues related to soils and climate change. He has also consulted with the World Bank on related issues. Welcome Ryan!

**Short-Term Visitations by OSUC Staff to SUA** - Several important consultations occurred during the past two months. Elsie Paredes, Virginia Tech, worked with counterparts at SUA on the development of a Language Resource Center to support English language training and research, focusing on building SUA's capacity to effectively measure student language skills and to provide them with additional English language training. Cathy Rakowski, OSU, presented workshops on participatory research methods and gender to staff at SUA. These workshops were well received. In addition, she worked with members of the SUA Gender Policy Implementation Committee on its proposal to address gender concerns on the campus. She also collaborated with staff and students on a rapid rural appraisal for a research project and worked with staff and students on proposal and thesis development.

**Joint iAGRI/Norwegian Climate Change Workshop** – iAGRI continued the joint planning of a workshop on *Climate Change, Agricultural Intensification, and Food Security* with Norwegian partners and SUA, scheduled for November in Morogoro. The Steering Committee for the workshop is co-chaired by Prof. Dismas Mwaseba, SUA, and Prof. David Kraybill, iAGRI Project Director. Support for the workshop will come from several sources, including iAGRI, NORAD, several Norwegian projects with the Sokoine University of Agriculture (EPINAV, CCIAM) and possibly from the USAID Bureau for Food Security. Conference participants will bring varied experiences from all of Sub-Saharan Africa with a focus on East Africa.

**Leland Congressional Hunger Fellowship** – Samantha Alves, Texas A&M University, is preparing to initiate her program at the PMU as a Leland Congressional Hunger Fellow. She will join the PMU in September 2013. This fellowship is jointly administered with the Association for Public and Land-grant Universities in Washington, D.C. APLU staff were heavily involved in the selection process and Samantha will spend a year with APLU upon completing her assignment with iAGRI.

**OSU Student Summer Internships** – Three OSU students returned from Tanzania after having participated in summer research internships funded by the OSU Management Entity using non-project funding. One is currently undertaking an internship on agricultural extension education. Students collaborated with SUA staff and students on research related to agricultural policy, soils crop production and climate change research. Soils students were attached to one of the iAGRI Collaborative Research grants.

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*@ This Update includes data provided by various members of the iAGRI team. We look forward to receiving feedback from you, its readers.*

May 2, 2013



MICHIGAN STATE  
UNIVERSITY



UNIVERSITY of  
**UF** FLORIDA

VirginiaTech

IOWA STATE  
UNIVERSITY



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**USAID**  
FROM THE AMERICAN PEOPLE

*This project was made possible by the United State Agency for International Development (USAID) with support from the American people. The contents do not necessarily reflect the views of USAID or the United States Government.*

## iAGRI NEWS

Innovative Agricultural Research Initiative

*Spring has finally arrived on campus, but you will detect a decidedly wintry theme to this issue in which iAGRI students share their unique fall semester experiences in the US. Read further for magical first encounters with snow.... and many other firsts in the lives of iAGRI students.*



**Eva Kassara, Ph.D. Candidate**  
Dept. of Community Sustainability  
Michigan State University

I arrived at Michigan State University on 23 August 2012. I was tired after twenty hours in flight and my bags did not arrive with me, so I slept. The next day I was in pain because I had traveled with injuries from a vehicle accident that occurred before I left Tanzania. The next day, I went to a welcome festival at Spartan village community center. A lady, Carol Towl, saw me leaping and approached me. She wanted to know what happened, so I explained. She called two other ladies, Pam Sievers and Barbara Sawyers-Koch.

Barbara (retired from the MSU Board of Directors) took me to the hospital right away. These three ladies who belong to the Community Volunteering for International Program (CVIP) are angels!

X-ray and ultra sound was done and the radiologist diagnosed deep vein thrombosis and a serious blood clot. I was taken for surgery. After some days in the hospital, Dr. Lanigan did skin grafting that went well that I was discharged after 10 days.

Barb, Pam and Carol made sure I was shifted from an upstairs to a downstairs apartment; they helped in unpacking my luggage and arranging my apartment. What a community volunteering spirit! My recovery went so well, in a speed that doctors and friends admired.

Barb, Pam and Carol touched my life in a very special way. There are things that I have learnt from them I will carry through my remaining life. Although I was a stranger to them, they loved me unconditionally.

(While I was in the hospital,) my advisor Dr. Robert Richardson And some department instructors and graduate students came with flowers, which is not usual from the community I come from. Sometimes when I was asleep, I woke up and found beautiful flowers and cards on the table.

On September 13, I received birthday wishes from Pam, Carol and Barb, walking in my room one late evening just for a birthday hug, - I felt so nice. I didn't realize they knew my birth date just from answering the nurses' questions!

When I was concerned about getting from one place to another, Virginia Martz from the Resource Centre for Persons with Disability connected me with a transportation service that helped me move around for some weeks before I started boarding buses.

I managed to adjust within a very short time, I took three courses with nine credits during the fall semester and I did well. It is the love and the positive spirit of the Michigan State University community that makes me one of the inspired Ph.D. students in the Department of Community Sustainability. I do believe any student who draws on positive lessons while at MSU will succeed in his or her life and bring the desirable impact to the community he or she belongs. *I love you all Spartans!*

*Editor's Note: Eva's essay was recognized by the MSU International Students and Scholars Essay Contest and was published in their annual award booklet.*



**Boniface H. J. Massawe, PhD Candidate**  
**School of Environment and Natural Resources**  
**The Ohio State University**

My stay in Columbus so far has been full of experiences, some of them a shock. My first shock happened the day I arrived when we were

advised to take our dinner before going to our hotel. Based on the daylight I guessed it was around 5 pm, and I am used to taking dinner around 8 and 9 pm. I glanced at my watch only to realize it was actually 8 pm. The concept of long and short days occurs to me when I think about how some crops are affected by the day length. I never thought I actually would experience long days myself!

As I am writing this article I am looking out to piles of snow and ice covering the ground. I never saw this before, except from afar - Mt. Kilimanjaro. Here in Columbus, my room is overlooking the North high street, which is quite busy. This location has been very strategic! Why? I have seen about 5 people falling down on slippery surfaces covered by ice. Hope this is not going to happen to me!

Now to another story: A funny thing happened in our study room in the early days. A stranger tiptoed in the room while a friend was busy concentrating on her work. The guy left his back pack while stealing the friend's back pack. By the time the girl in the room realized what was happening, the guy was nowhere to be seen. Guess what was in the back pack he took? A lunch box! The university security handed our friend the back pack the guy left. It looked new and good.

Something really surprised me about students here when taking exams. They are really fast! I panicked when doing my first exam. I was somewhere in the middle when I saw people handing in their papers. My confidence melted! In my last exam, having glanced through all the questions, I thought I might be the first to leave the room. I was comfortable. By the time I was answering the fifth out of seven questions, people were handing in papers to the examiner! I couldn't help it, I just laughed. I would really like to know their scores!

A number of outings have exposed me to American culture. Watching an American football game at Ohio Stadium was so enjoyable. Dave Hansen explained a lot to me about the rules of the game and how points are scored. I

am now a fan and I explain the rules to friends when we watch it on TV. I am a proud Buckeye and love the O-H-I-O cheering with arms raised!

An evening at Columbus Zoo with Mark Erbaugh and Mimi Rose was so revealing to me. A turkey dinner during Thanksgiving Day at Pat Rigby's house was also notable, - I learned about American culture, stories about turkey dinners and Thanksgiving Day, pumpkins and Halloween, and a new card game. Visits to fellow Tanzanians and East Africans working in Columbus made me feel less isolated. Special thanks to Mr. Ignas Chilewa and family for a right guess that I would be missing daga when they put that on the table; thanks also to Mr. Andrew and Dr. Apio and family, just to mention a few who made my social life this first semester something to remember.

I thank my advisor, Dr. Slater for being there when I need him. I thank the whole IPA and iAGRI team for their support. I finally thank GOD that my first semester went well. I am looking forward to my second semester, hoping to gain more experience socially and academically.



**Winfred Mbungu, Ph.D. Candidate**  
**Dept. of Biological Systems Engineering**  
**Virginia Tech**

Coming to the U.S. of A has been nothing short of a great step in my personal and academic life. Our arrival in Blacksburg was greeted with warm temperatures, still a transition from summer to fall and was therefore easy for us to

acclimatize. A small town as it is, we found our way in the first few days of our arrival here. One thing that makes life interesting is the unique diversity of its people: around the campus and in town you can be sure of meeting people from almost the entire whole world.

I am particularly impressed with the learning environment at Virginia Tech, apart from a manageable class size; professors make the lectures interactive and can be sure of drawing the best out of every student. It was interesting to learn that assignments and homework pile up on the first day of class! Delivery methods of lectures have varied from conventional PowerPoint presentation to courses where learning and examinations are entirely online, as well as video broadcasts from or to other campuses. These are entirely new ways of giving lectures. I hope in the near future we can implement methods at our institution to make learning as easy and flexible to students as possible.

Life in Blacksburg has not only been about books; I have been able to make many new friends with whom I share a lot of experiences. Blacksburg is especially vibrant on game days when people from all neighboring towns come to watch football matches. Tailgating is a tradition which people adore. The game itself is full of surprises and fun especially for people who are not used to "football". However, it is interesting to watch how excited people are when even not a single touchdown has happened. And the celebrations continue even well after the game, especially when the Hokies have won.

It is winter and it's snowing in Blacksburg and perfect for playing in the snow. The first semester in America is finished and the experiences could not be more gratifying. While we focus all our energy into the spring semester, doing everything in our power, there is one thing we take to heart; to learn the best from the U.S and make a difference at home. This opportunity has been an auspicious one and will surely have a lasting impact not only to us personally, but to the university and the country, and our prospects may have all changed for the better.



**Glory Mhalu, M.S. Candidate**  
**Dept. Food Science and Human Nutrition**  
**Michigan State University**

I am very thankful to be given this opportunity of studying here in the U.S. The learning environment is very friendly here at Michigan State University. The university has a lot of International students from all over the world. In my first semester, I met and interacted with a lot of international students, an experience that I found very exciting since I learned a lot from people of other cultures.

The first Semester was challenging for me. I had a lot of adjustments to be able to cope with the academic environment here, which is very different from that of Tanzania. The level of technology is very high. However I've had the privilege of working with friendly professors who are ready to help whenever they can and thus made the adjustment period easier for me.

Being part of the international community, I am involved with the "International Friendship Program." In this program, international students are matched with a volunteer U.S. family. The goal is to make the students stay here in the U.S more enjoyable as well as helping international students learn about U.S. culture. I have been matched with a family living here in East Lansing. I thus get to learn and enjoy non-academic activities with this family. Since I did not go home for Christmas break, I got to spent

Christmas with this family, an experience that was very rewarding.

This opportunity of studying here in the U.S has surely broadened my mind and I believe my knowledge and skills will help women and children of Tanzania improve their nutritional status upon my return home.



**Fabian Mihafu, M.S. Candidate**  
**Department of Food and Nutritional Sciences**  
**Tuskegee University**

After a long flight, I and my fellows from Tanzania arrived safely at Atlanta International Airport. After we finished with immigration we looked for our host; amazingly I saw a person holding a paper written "welcome iAGRI students from Tanzania at Tuskegee University -USA." I was so overwhelmed with joy! From there it took us about two hours' drive to Tuskegee. On arrival at Tuskegee University we were given accommodation, dinner and other financial services. Many thanks to Dr. C. Bonsi who made all arrangement for us!

The first day entered in the class, I was surprised to meet only a few students, but with time I realized that the number of students depends on the type of course offered. I am very much impressed by the professors; they are very supportive, friendly and feel proud when students perform well academically. The University is well-equipped with sophisticated lab facilities. The library has enough books and computers to facilitate academics. My academic advisor (Dr. Benjamin) has been working hard to make sure that I excel in academics. Initially I

encountered language problems due to accents; it was hard to comprehend with some professors during class.

Another challenge is transport, at Tuskegee almost every student has his/her own car; university buses circulate the university only during working hours. So it was difficult to run errands when required, however our coordinator assisted us when necessary.

Within a month I was able to develop a cordial and supportive friendship with other students. Colleagues from African countries like Ghana, Egypt, Kenya, Uganda, Democratic Republic of Congo, Ethiopia, Nigeria and Burkina Faso helped me to know the "dos and don'ts" in US. During weekends we normally go to play soccer. I also enjoyed Homecoming when parents and other university alumni return to experience the emotions of their college days. I witnessed American football and the marching band.

Our department held a gathering of faculty members, graduate students and undergraduate students and we were encouraged to interact with one another. We also had a Student Opportunity Social (SOS) where directors from different food companies such as PepsiCo and Heinz came to University to share their experience with the students in food and nutritional sciences. It was one of the most wonderful occasions ever experienced in my academic life.

During vacation, I visited the Birmingham zoo, the CNN center and Coca-Cola headquarters in Atlanta. I have learned how Americans love their country and impart this patriotic spirit to their children; how Americans conserve their environment; sanitation is kept at the highest degree. I witnessed a free and fair US presidential election of 2012, the campaigns and debates were so exciting and the race was too close to predict the winner. Issues debated were economy and jobs, national deficit, taxation and spending, immigration, social issues and foreign policy. I learnt that Americans vote for a candidate that demonstrates his ability to tackle sensitive issues regardless of his party. I have

learnt how to manage time and keep appointments.

I am grateful to iAGRI program. Also I would like to extend my sincere thanks to all iAGRI-working staff in OSU and SUA Morogoro for unwavering encouragement shown to me. **GOD BLESS YOU!**



**Juma Mmongoyo, Ph.D. Candidate**  
**Dept. of Food Science and Human Nutrition**  
**Michigan State University**

"Go Green! Go White!" is a popular phrase at MSU. The first part of the phrase, Go Green, made total sense to me because when I arrived at East Lansing, August 17<sup>th</sup> 2012, all the surroundings were beautifully green. Over time, the green faded as the trees changed their leaf colors to yellow, pink, red, and purple, which made the surroundings colorful and beautiful. All this time, I could not comprehend the second part of the phrase, Go White, until December 26<sup>th</sup> 2012; It meant Go Snow! I had never seen snow before. It is a cold, white material, sand-like and slippery, that piles and builds up over grasses, trees, sidewalks, roads, roofs, etc., which makes all the surroundings look white. To me snow is particularly beautiful when the sun shines on it.

I feel fortunate to have this opportunity to undertake Ph.D. studies in Food Science at MSU. The wise do say that a journey of a thousand miles always begins with a single step. I began it with three courses in my first semester: Advanced Food Toxicology, Food Chemistry, and Advanced Biochemistry I. I was taught by great

teachers who were always available for consultation both in their offices and electronically on Angel. Angel at MSU is NOT a spiritual unseen being but a powerful electronic interaction tool for students and instructors to post, access, and submit homework, tutorial problems, reading assignments, lecture notes, etc. anywhere and anytime. The most intriguing experience about Angel to me was that it allows you download recorded lectures. Further, you see how well you progress in a course as the instructors post your results.

My learning experience in the U.S is not confined to MSU lecture and lab rooms. I appreciate the kind efforts of Prof. Jack Schwille and his wife Dr. Sharon Schwille to take me during winter break to Chattanooga, Tennessee. I had the opportunity to visit Chickamauga in Georgia, one of the most important historic places commemorating the Civil War. I saw large battlefields, monuments, cannons, and statues of troop's commanders who fought the bloody war in early 1860's. I learned the Civil War was between the Confederate Troops of the South led by Commander Robert E. Lee who supported slavery versus the Union Troops of the North led by commander Ulysses S. Grant who fought to abolish it. The latter, under the inspiring leadership President Abraham Lincoln, believed that all men were created equal, which was one of the major driving forces/reasons to fight the war. The North won the War and it is said that the slaves, most of whom were blacks, became free! *(Editor's note: Abraham Lincoln issued the Emancipation Proclamation to end slavery in all rebel territory in 1863. The Civil War continued on for another two years. Slavery was finally abolished throughout the US by ratification of the 13<sup>th</sup> Amendment by the majority of State legislatures in December 1865.)*

On our way back to East Lansing, at the Detroit Airport, something educational occurred at the Westin Hotel. We ordered dinner and told the server we had only one hour before we could catch our flight. The order was not ready in sufficient time. We decided to pay and take the dinner with us. Surprisingly, the cashier said that the dinner was free because it was their fault!

This was a wonderful lesson to me not because I got my dinner for free, but because it showed me that there are people who care and value other people's time and most importantly their customers' time

Every day in the US to me is a new day of learning new experience and new knowledge. I will keep on learning.



**Alunas Mwamakimbula, M.S. Candidate  
Dept. of Agricultural Extension & Studies  
Iowa State University**

During my undergraduate studies, I came across the "land grant university" term several times. How exciting it is that I have the chance to study in one of the pioneer land grant universities, Iowa State University. It is located in a state well known for corn, pork, and egg production, situated in the small town, Ames IA. I guess this is among the safest towns in the world, attributed to the small population in this town. I love the way it is well organized, especially the transport system. We call it the "Cyride" because of our university mascot "Cyclones." So many things here start with "Cy" like *Cycash*, *Cyride* and *Cymail*.

My academic year has included an English enrichment program to improve my English. I chose courses for the first semester with the guidance of my major prof. Dr. Robert Martin. I was shocked to hear about online classes, but with time I got used to it and I thank God they all went well. At ISU the teacher is a friend. This provides a friendly learning atmosphere with

lots of help whenever needed. I am also so amazed with the eating habit during classes and in the library! But you will never find any waste around. This proves how responsible people are to the environment.

The university tries to make international students feel at home. At the beginning of the semester, I was attached to an American family. I normally go to potluck dinners with my family and visit some interesting places. In one of our visits, they took me to see some animals which their kids love, guess what these animals were? - Pigs, goats and chickens! For me this was of no interest because I am used to seeing them almost every day back home, but for Americans they eat a lot of them, but they never see them! How funny and interesting to know how we differ in the world.

Through the International Students office, I've had the opportunity to visit Brookside Park, Ledges Park, big farms (and take a hayride), Sky Deck, Shed aquarium and more interesting places in Chicago. The other great experience was "Black Friday" (Friday after Thanksgiving), when we travelled to a shopping mall in Des Moines at midnight, yet we found many people already in line. Black Friday advertisements fooled me into thinking I can have as many things as possible. Poor me, I couldn't get through at all due to the crowds, and couldn't find anything I saw in the advertisements!

Being in Extension, I've also had the chance to visit a county extension office and conduct interviews with staff. I studied the extension system as a whole, from type of clients, methods, training materials as well as the organization structure. I was very much impressed by the 4-H and youth program in extension. This is because I believe true changes come by changing minds, and for the USA is best done right from kindergarten.

I was surprised that parents have to arrange for "play dates," - time for children play together. But also this tells me why I don't know my neighbor! People are busy and everyone minds their own business with no chance for knowing

each other at all. This is very frustrating for people like me from a highly socializing community.

The first semester is over; I'm looking forward to spring semester. It was full of lessons to take back home. It is my belief that through this program I will carry with me the knowledge to improve our agricultural extension programs in Tanzania. I would like to present my gratitude and thanks to iAGRI for this opportunity.



**Kabura James Philip, MS Candidate**  
**Dept. of Agricultural Extension and Studies**  
**Iowa State University**

It was on Thursday, August, 9<sup>th</sup> 2012, at 5.15 pm when I got out of the airport at Des Moines and met with the driver who came to pick us up. On the way to Iowa State University I saw big corn and soybean farms spread over the land. On arrival at the University we met with the Global Programs Director, Dr. Denise Bjelland. With a welcome and humble kindness, she took us to the apartment and for evening dinner. This began a new life in a foreign country, the US.

On Friday morning we began an orientation program for a week. Amazing! Almost everything in the US is organized! For every official consultation including attending the hospital, you must make an appointment. The University has almost all necessary facilities: a furnished library, modern classrooms, an organized public transport system, recreation centers and a very attractive green environment.

It was my first time to take online courses. At the beginning it was difficult to use the online

blackboard, but our academic advisor told us to consult the course instructor in person whenever we faced any difficulties in studying. The global program director organized an English enrichment class for four months and international student's office attached individual students to American family friends as a means of polishing our foreign language and to learn about American culture.

There is a variety of food in US, mostly processed and junk foods! For example, Hamburgers, pizza, flakes, ham, potato salad, and hotdogs. We now visit big supermarkets just as we did the small shops back home! It took me several days to realize that rice, beans, chicken, beef and tilapia can be found in the supermarket. After staying in US for about one month, I was able to live as if I'm Tanzanian food-wise, and as if I'm American in living style. I also have had the chance to visit Chicago, the Shed Aquarium and Chicago Art Institute and Museum.

Academically I have learned a lot! The extension system in the US is organized differently from Tanzania. I think we could have 4-H programs in Tanzania that prepare youth for their future and citizenry; introducing and empowering the idea of volunteerism would have positive impact for our nation's development because we have the natural resources and manpower. I think our extension workers are not fully utilized, motivated and empowered for serving our farmers! By the end of this course I expect to bring more knowledge and skill that will be used as a catalyst in agricultural development in Tanzania. GOD bless the US, GOD bless Tanzania!



**Ibrahim Shabani, MS Candidate**  
**Department of Food and Nutritional Sciences**  
**Tuskegee University**

I am really impressed by the iAGRI program that has enabled me to study in one of the best universities in the USA. Upon arrival at Tuskegee, I was welcomed by Dr. Pace, the head of the department. She held a meeting to share information about the department and the university. She introduced me and the other iAGRI students to faculty and identified an advisor for each student. I really felt like a member of Tuskegee University.

Generally the education here at Tuskegee University is good, professors are good, and the university has advanced laboratory equipment. The academic environment is very encouraging and interesting. In the first semester I took courses which reflected my clear vision of being a Food Technologist. My advisor kept on encouraging me to study hard and advised me to make as many friends as possible while in or outside class. I made friends in class and others in social entertainments. I enjoy playing soccer with my colleagues every Saturday. I know here in US when you talk of football, you mean something different from the football we know back home! I had the chance to visit cities including Atlanta where I saw the CNN headquarters. I also toured Birmingham city and visited the Safari zoo where I enjoyed seeing animals we have back home in our national parks.

The most interesting things I experienced in the US are the green environment and well-planned

road networks. Cities are surrounded by either by trees, grass or nice buildings. Americans also have done a wonderful job in road networking such one can go anywhere only with only a GPS machine and the address.

Finally, I appreciate iAGRI for their support. I will continue using this opportunity to gain knowledge as much as I can to fulfill my dreams and also for the betterment of my country, Tanzania.



**Neema Shosho, MS Candidate  
Department of Food and Nutritional Sciences,  
Tuskegee University**

Getting a chance to come to the U.S. wasn't an easy road, stresses from GRE & TOEFL and working under so much pressure to meet several scholarship requirements deadlines....BUT with Gods' grace everything went well and here I am now at Tuskegee University.

The fall semester was a bit challenging; the first few months was a period of coping, getting familiar with the environment, new people, understanding the culture of this area and US in general, and of course adapting new technology in every sector. Another challenge was to catch and understand the "African American" accent, it was so hard for us at first but with time we got used to it.

I and my fellow Tanzanians had so much fun and (many) new experiences in the first semester, being in the hands of good and caring project coordinators at TU. These people have been more than a family to us, with a lot of get-

together and shoulders to lean on whenever we felt like missing home, stressed with books etc.

Last semester we had an opportunity to meet and attend gatherings of the international student organization, a very active organization with committed leaders with a lot of constructive ideas. I participated in a career fair and student opportunity social, meeting mentors and influential people of my field. I learned about networking to sharpen and build my carrier. We also participated in Homecomings events, - we had so much fun and it was my first time to watch American football. TU is near Atlanta; I and my fellow Tanzanians had a chance to visit famous places like CNN, the Georgia Aquarium - largest aquarium in the world, and Coca Cola.

Thanks to iAGRI/ USAID for such an incredible life time experience, but most of all for the intangible treasure (education/ knowledge) which will be of great impact to my home country, Tanzania. WE COULDN'T ASK FOR A BETTER SCHOLARSHIP .....

*Thanks to all for providing your story! It was necessary to shorten your essays a bit .....Thanks for your understanding. Mary Ann Rose, editor rose.155@osu.edu*

March, 2013



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*This is meant to be an update on the iAGRI Collaborative Research Program which was reported on in the most recent issue of iAGRI News. Nine Concept Notes were selected for development of full proposals which will be due the end of April. This document clarifies the process followed in selecting these Concept Notes and provides information on those selected. We anticipate further iAGRI support for research proposals, including unsolicited proposals and another possible formal call for them.*

### **AGRI Competitive Research Grants Program Update**

The iAGRI collaborative research program has two important objectives. The first is to contribute to the USAID Feed the Future Initiative in Tanzania. In that regard, the program was crafted to give special attention to maize, rice and horticulture crops which are part of the Initiative. Attention was also given to the geographic focus, namely, the SAGCOT corridor which encompasses Morogoro and its surrounds. The second objective is to promote long-term collaboration among research scientists and scholars in the U.S. and those in Tanzania. Thus, a requirement of the program was that all proposed research projects include at least one member from an OSU Consortium member institution, one from Sokoine University of Agriculture, and one from the Ministry of Agriculture, Food Security and Cooperatives.

A call for Expressions of Interest was made in Tanzania by the Project Management Unit in Morogoro. Initially, 53 responses were received. Twenty-six of them met the specifications for pre-selections and were invited to submit Concept Notes defining their proposed research projects.

Simultaneously, the Management Entity at OSU contacted OSU Consortium representatives and requested that they provide the names of individuals they considered to be interested and qualified partners for the preparation of collaborative research proposals following the eight priority research themes that had previously been identified for iAGRI as part of an initial needs assessment exercise. This resulted in the identification of 36 research scientists. Bios on these individuals were shared with potential counterparts in Tanzania as were instructions for the submission of Concept Notes.

Eventually, 26 Concept Notes were received, 20 of which satisfied the criteria established for them. The names of 25 OSU Consortium scientists were affiliated with them (some were affiliated with more than one Concept Note. Fourteen names were associated with those Concept Notes approved for further development.

### OSUC Member Institution Scientist Inclusions - Concept Note Competition

OSUC Member	Names in Initial Pool	Mentions on Submitted Valid Concept Notes (CNs)	Mentions on Selected CN's
Ohio State	10	16	11
Iowa State	6	1	1
Tuskegee	5	5	2
Florida	6	3	3
Michigan State	4	5	-
Virginia Tech	5	2	-

Once received, Concept Notes were sent to a five member review panel consisting of three Tanzanians and two U.S. scientists. They used pre-established criteria to do the reviews and presented their scorings and comments to the Project Management Unit. The PMU used this information to select Concept Notes for development into full proposals.

Nine were selected in the process, five of which were headed by female PI's and four by male PI's. Two of the 9 were headed by MAFSC scientists, two by OSU Consortium scientists, and 5 by SUA scientists.

Guidelines have been prepared to guide PI's and their teams in preparing their full proposals which are to be submitted by the end of April. We anticipate that partners from the OSUC institutions will work closely with Tanzanian counterparts in the process, utilizing video conferencing and other means to interact. Funding will also be available for them to travel to Tanzania to collaborate on the final preparation of the proposals.

Proposals are to be funded at the level of around \$100,000 over a two year period.

Principal Investigator	Base	Concept Notes Selected for Development into Full Proposals Project Title	OSUC Partners
AMURI, Nyambiliia	SUA	Improving Agricultural Productivity and Crop Nutritive Quality through a Gender Sensitive Approach to Cereal and Vegetable Production in Tanzania	Rakowski, OSU
CHASE, Carlene	Florida	Improvement of Tomato Productivity and Quality in Tanzania through Reduction of Adverse Effects of Biotic and Abiotic Stresses	Chase, Florida Xin-Chao, Florida
KILLENGA, Sophia	MAFSC	Integrated Salt Affected Soil Management Options for Sustainable Rice Productivity in Irrigation Schemes of Tanzania	Miller, OSU
KIMARO, Didas	SUA	Agricultural Innovation for Smallholder Farmers through Locally Adapted Conservation Agriculture for Improved Food Security in the Context of Climate Change	Lal, OSU
KINABO, Joyce	SUA	From Soil Elements to Food Nutrients: Improving the Nutrient Content of Foods for Human Consumption through Agriculture	Dawkins, Tuskegee
MALLEY, Zacharia	MAFSC	Managing Agricultural Land Productivity in Changing Climate: Analyzing and Improving Climate-Smart Farmer's Resilience Initiatives in Tanzania	Sohngen, OSU Lal, OSU
MILLER, Sally	OSU	Improved Soil Health and Germplasm to Advance Tomato Production In Tanzania	McSpadden, OSU Francis, OSU Testen, OSU
TARIMO, Andrew	SUA	Promotion of Low-Cost Drip Irrigation Technology for Enhancing Agricultural Productivity and Livelihoods of Small-Scale Farmers in Semi-Arid Areas of Tanzania	Boman, Florida Dick, OSU
WAMBURA, Raphael	SUA	Using the Agricultural Innovation Systems (AIS) Approach to Improve Maize and Rice Production through Extension Service Delivery in the Morogoro and Dodoma Regions, Tanzania	Doamekpor, Tuskegee Masinde, ISU

*@ This Update includes data provided by various members of the iAGRI team. We look forward to receiving feedback from you, its readers. }*



# Innovative Agricultural Research Initiative

## Policy and Procedures for Supporting Short-term Training

### Preamble:

The Innovative Agricultural Research Initiative (iAGRI) is a partnership of Tanzanian institutions and the Ohio State University Consortium which consists of six US land grant universities. iAGRI is funded by United States Agency for International Development (USAID) as part of its Feed the Future (FtF) program. The goal of FtF is to sustainably reduce global poverty and hunger. On the other hand the goal of iAGRI which feeds into the FtF is to improve food security and agricultural productivity in Tanzania through the mechanism as outlined in the project's objectives which are to:

- Provide advanced degree training in agricultural, biological and social sciences for 120 Tanzanian post-graduate students
- Establish a programme of collaborative agricultural research between SUA and the MAFC through NARS and the private sector.
- Strengthen the capacity of SUA to develop and implement instructional, internship and outreach programmes that respond to the demands of Tanzania's emerging agricultural and food systems.
- Promote co-operation between SUA, US universities and universities in the Global South.

### Objectives of the Short –term Training

In conjunction with the long-term trainings of iAGRI are the short-term trainings geared towards agricultural productivity and food security. These will include training value chain in a variety of best practices in productivity, post harvest management and linkages to the markets. Short-term trainings will also address researchers' needs for mastering appropriate methodologies of research and improved capacity to handle and conduct various aspects of agricultural productivity and food security research. Special attention will also be paid to rural entrepreneurs, processors, managers and traders, extension workers, policy makers and climate risk analysts as per their identified training needs in the course of promoting agricultural productivity and food security in Tanzania. Basically the trainings will be demand driven as well as informed by the needs assessment exercises that will have been conducted.

### Philosophy and Content for Short-term Training

Philosophically the short-term trainings under iAGRI are to address existing skills and knowledge gaps and build capacity among iAGRI key stakeholders to accomplish the intended iAGRI objectives. The contents of those trainings therefore have to directly or indirectly address agricultural productivity and food security issues in Tanzania which is the main goal of iAGRI.

### **Duration of the Training**

In most cases, the duration of courses is a given. Usually, these are by and large set by the course administrators. iAGRI will therefore select courses that fit its requirements.

### **Location of the Training**

Training may be conducted in Tanzania or abroad depending on the facilities or equipment requirements. However, under normal circumstances iAGRI will organize courses within the country or will respond to courses that are offered within the country. This is because training outside the country tend to be very expensive. Any training outside Tanzania should be concretely and objectively justified either in terms of lack of local capacity, facilities or equipment to conduct them. More importantly, the training should be carried out as close as possible to the point of action or application.

### **Criteria for Funding Short-term Training**

The short courses to be conducted will have to meet some of the following criteria:

- Should respond to a specific identified problem, need or gap expressed by stakeholder(s) with overall aim to improve agricultural productivity and food security.
- Should be geared towards capacity strengthening of stakeholder institutions to address their needs and problems associated with agricultural productivity and food security.
- Should directly or indirectly address iAGRI objective(s)
- Should address priorities areas identified in the stakeholders needs assessment and the priority setting workshop
- Should be seen to support on-going efforts—i.e. adding value to what already exists. This will help avoid spreading resources too sparingly and conducting training which does not lock into any on-going efforts.
- Preferably, the training should be for a group rather than for an individual. Wherever possible, iAGRI should exploit the economies of scale.
- Wherever possible the training should be conducted at iAGRI home base. Again, this is meant to economize on costs. Whenever possible the training should use most modern tools available within ICT but existing on the relevance of the tools to the type training.
- Immediate application of the short-term training should be preferable. There should be a follow-up activity specified to take place after the training.

### **More ideas on short-term training**

*Sourcing short-term courses:* It is understood that iAGRI short-term training targets only SUA and not the Ministry of Agriculture, Food Security and Cooperatives (MAFC). However, depending on the type of course and cost considerations, MAFC staff may be considered. iAGRI wishes to remain flexible on sourcing the courses. OSUC, SUA—including the Dean, Heads of Departments, PMU, can all initiate a short-training course for consideration by iAGRI.

*Duration of training:* The longest should be 10 working days and the shortest three working days. The proposed duration takes into account several factors—such as effective engagement of the instructor and economies of scale as well. The fact that instructors are likely to be SUA staff and trainees SUA students, it is difficult to get more than 10 days free.

*Timing of the short-term training:* If the training is targeting graduate students, then, it is possible to have the training organized at any time during the year except the last two weeks of December because largely all staff and students are away.

Frequency of holding short-term training on campus: iAGRI should aim to hold no more than one training every two months. This is because these courses can be quite involving in terms of the time for iAGRI staff. The same will apply even if the training is to be held off-site. This is because in any case, iAGRI will be involved.

Number of participants for training: The minimum number for any ordinary course should be five—below which the course should not be held. However, there will be exceptions for situations where training is to be conducted for a very selected group of people—such as SUA TV news room crew. In that case even if they are only three, then, the training should proceed.

Replicability of training material use: Attempts will be made to fully record the training workshop so that the material can be used by other trainees down the line.

### **iAGRI Policy on International Non-Emergency Travel While Taking Coursework**

Trainees are expected to remain within the host country while taking coursework. However, international travel (for example, to return home during the end-of-year holiday) is allowed for non-emergency purposes under the following conditions:

- All costs of the trip are borne by the trainee;
- The U.S. advisor agrees and writes a supporting letter;
- The OSUC contact person agrees and writes a supporting letter;
- No classes, seminars, or exams are missed;
- The return flight is scheduled so that the trainee returns to the host university no less than three days before the re-start of classes;
- There are no adverse visa implications.

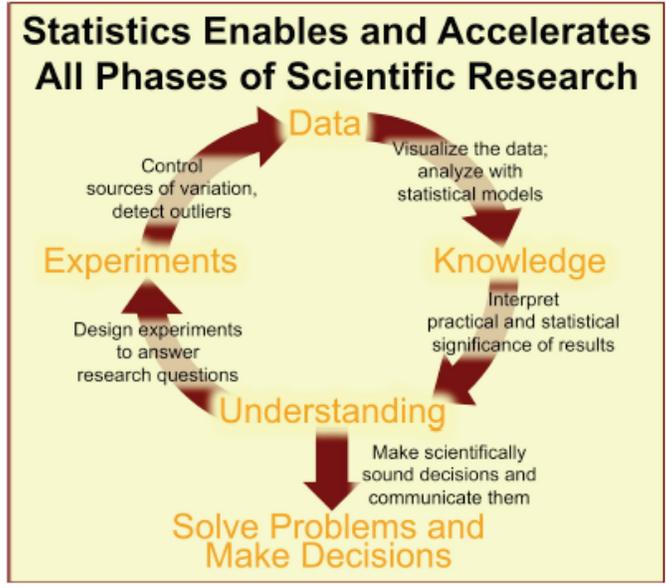


**Growing Research Capacity at SUA by Creating a Statistical Collaboration Laboratory**

*A proposal to iAGRI by Eric Vance, Director of LISA (Laboratory for Interdisciplinary Statistical Analysis), Department of Statistics, Virginia Tech*

**Introduction:** Many of today’s societal problems are extremely complex and require collaborative efforts between statisticians and researchers in science, social science, and the humanities. Researchers in the agricultural fields often report that statistics is a stumbling block inhibiting progress in their research because of lack of knowledge of the proper statistical methods, especially when the research requires non-standard designs or when something goes wrong with the experiment. We propose to turn statistics into a stepping stone for high quality research at Sokoine University of Agriculture (SUA) by training statisticians to communicate and collaborate with agricultural researchers.

**Background:** The Laboratory for Interdisciplinary Statistical Analysis at Virginia Tech (LISA) was originally created in 1948 as part of the Virginia Agricultural Experiment Station to help agricultural researchers design experiments and analyze data. Today, LISA’s mission is to train statisticians to become statistical collaborators and promote the value of statistical thinking in all phases of research from designing experiments and studies to solving problems, making scientifically sound decisions, and communicating them to various audiences and stakeholders.



**Goals and Objectives:** At Virginia Tech and LISA we propose to train and support two statisticians from SUA to create a statistical collaboration laboratory at SUA that will enable agricultural researchers to feed the future. These two statisticians (one of whom has already begun his training at Virginia Tech) will be educated and trained to communicate and collaborate with non-statisticians to leverage their technical expertise toward making statistics useful for agricultural researchers. Upon their return to SUA as collaborative statisticians, they will create a statistical collaboration laboratory dedicated to supporting research and improving statistical literacy. This new stat lab will be part of the larger “LISA 2020” network, a plan seeded by a Google Research Award to Dr. Vance to create a network of 20 statistical collaboration laboratories in developing countries by 2020. These statistical labs, including the one proposed for SUA, will help researchers, government officials, and local industries and NGOs apply statistical thinking and data science to make better decisions using data.

LISA is the Laboratory for Interdisciplinary Statistical Analysis at Virginia Tech. In 2012, statistical collaborators from LISA collaborated with researchers on 412 projects from 66 departments, provided statistical advice for 396 visitors to LISA Walk-in Consulting, and taught 506 short course attendees how to apply statistics in their research.

[www.lisa.stat.vt.edu](http://www.lisa.stat.vt.edu)



## Growing Research Capacity at SUA by Creating a Statistical Collaboration Laboratory May 23, 2013

### **Time Frame for Activities:**

*August 2012 – August 2014:* Emanuel Msemo from SUA earns his M.S. in Statistics from Virginia Tech, gains experience in LISA communicating and collaborating with non-statisticians, and becomes an effective statistical collaborator who helps researchers, especially in agriculture, use statistical thinking and data science to solve problems.

*September – December 2013:* Dr. Eric Vance, director of LISA, visits SUA for 1-2 weeks to meet with researchers, assess their statistical needs, recruit one more statistician from SUA for training in communication and collaboration, and identify partners to help create a statistical collaboration laboratory in SUA.

*January – July 2014:* A second statistician from SUA, perhaps Dr. Benedict Kazuzuru, currently a teacher of elementary statistics and biometry at SUA, visits Virginia Tech and LISA for 6 months to learn how to communicate and collaborate to make statistics useful for agricultural researchers.

*January – August 2014:* Mr. Msemo and the second statistician from SUA, with technical support and supervision from LISA, collaborate remotely with SUA researchers (via Skype, Google Hangout, or email) while still in training at Virginia Tech.

*September – December 2014:* Mr. Msemo and the second collaborative statistician, fresh from their training in LISA, return to SUA to establish a statistical collaboration laboratory. Supported by SUA with the necessary infrastructure for the stat lab and a reduced teaching load, these two collaborative statisticians help agricultural researchers design experiments, analyze data, and understand, interpret, and communicate the statistical and practical results of their research.

*September – December 2014:* Dr. Vance returns to SUA for a supporting visit of 1-2 weeks to help solidify and grow the newly established statistical collaboration laboratory and help integrate it into the LISA 2020 network.

*January – July 2015:* If necessary, a statistics PhD student from Virginia Tech visits SUA for 6 months to help grow and sustain the new statistical collaboration laboratory.

**Expected Outcomes:** In 2014, the newly established statistical collaboration laboratory will be expected to conduct 2 workshops on statistical techniques and methods common in agricultural research for 40 agricultural researchers (including faculty and graduate students) at SUA and will collaborate with researchers on 20 projects (including projects worked on while at Virginia Tech). In 2015, the collaborative statisticians will conduct 4 workshops on common and advanced statistical methods, collaborate with researchers on 30 projects, and submit 2 co-authored publications. In 2016, the collaborative statisticians will begin training new statisticians to communicate and collaborate with researchers, conduct 6 workshops, collaborate with researchers on 40 projects, submit 4 co-authored publications, and submit 2 grant proposals (at least 1 as co-PI.)

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[www.lisa.stat.vt.edu](http://www.lisa.stat.vt.edu)



**Growing Research Capacity at SUA by  
Creating a Statistical Collaboration Laboratory**  
May 23, 2013

**Approximate Budget for Activities:**

*August 2012 – August 2014:* Emanuel Msemo from SUA earns his M.S. in Statistics from Virginia Tech, gains experience in LISA, and becomes an effective statistical collaborator.  
Cost: \$0 (already budgeted)

*September – December 2013:* Dr. Vance's 1-2 week needs assessment visit to SUA.  
Lodging and per diem: \$187/day x 11.5 days = \$2150.50  
International flight: \$2000  
One half month salary and fringe for Dr. Vance: \$6511.53  
Cost: \$10662.03

*January – July 2014:* A second statistician from SUA visits Virginia Tech for 6 months.  
Stipend and fringe: \$13410.60  
Visa fees and travel: \$500  
International flight: \$2100  
Settling in allowance: \$1410  
Cost: \$17420.60

*January – August 2014:* The two statisticians collaborate remotely with SUA researchers (via Skype, Google Hangout, or email) while still in training at Virginia Tech.  
Cost: \$0

*September – December 2014:* Establishing a statistical collaboration laboratory at SUA.  
Required: Commitment from SUA for reduced teaching load for statistics faculty, physical space (faculty offices and/or meeting rooms, room for the statistics workshops), and marginal costs for sustaining the physical space (electricity, security, etc.)  
Cost: \$5000 for computers, statistical software, and miscellaneous equipment

*September – December 2014:* Dr. Vance 1-2 week supporting visit to SUA.  
Lodging and per diem: \$187/day x 11.5 days = \$2150.50  
International flight: \$2100  
One half month salary and fringe for Dr. Vance: \$6706.88  
Cost: \$10957.38

*January – July 2015:* A statistics PhD student from Virginia Tech visits SUA for 6 months.  
Stipend, fringe, and Virginia Tech tuition: \$18410.60  
International flight: \$2100  
Settling in allowance: \$1870  
Cost: \$22380.60

LISA is the Laboratory for Interdisciplinary Statistical Analysis at Virginia Tech. In 2012, statistical collaborators from LISA collaborated with researchers on 412 projects from 66 departments, provided statistical advice for 396 visitors to LISA Walk-in Consulting, and taught 506 short course attendees how to apply statistics in their research.

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# **MAKING SOKOINE UNIVERSITY OF AGRICULTURE**

## **THRIVE IN A COMPETITIVE ENVIRONMENT**

### **Concept Note for Capacity Building in Change Leadership**

*Innovative Agricultural Research Initiative (iAGRI)*

*22 October 2013*

#### **Introduction**

SUA, as the case for all higher learning institutions, is operating in a highly dynamic environment which means that it has to constantly adapt to a changing external environment, if it has to remain relevant to society. Indeed the social, economic and political contexts in the country are changing fast and SUA as an institution of higher learning has to strive to play a key role in steering this change. Furthermore, globally there are major technological changes and the so-called “explosion of knowledge” which is taking place. All these have a significant impact on how SUA conducts its business as an academic institution. Some of the trends that are currently impacting on SUA include the following:

- Expansion in the number of higher learning institutions

During the last ten years, the number of universities has increased from two public universities to more than 30 public and private universities currently, not to mention other technical training institutions. All these have to compete for the same pool of applicants, the same sources of funding and the same sources of teaching staff. SUA has already begun to feel the impact of this competition, in terms of failure to attract top notch science students and difficulty in recruiting qualified staff for some of its programmes.

- Rapid expansion of secondary school enrolment

This has meant that the university has to provide education to a growing number of students. The rapid expansion of secondary enrolment has exerted pressure on the university to admit more and more students with the same facilities. The challenge is then how to use more innovative teaching-learning approaches and to deal with large classes. This will also demand new pedagogical and didactic skills from academic and technical staff.

- Liberalisation of admission to institutions of higher learning

The current policy is to offer opportunity to as many people as possible to join institutions of higher learning, which has meant that universities now have to admit students from varied backgrounds. Furthermore, because of the many challenges associated with expansion of primary and secondary school enrolment many students admitted to the university are inadequately prepared in the basic skills of communication, language, writing and reading. The university has to address these inadequacies of incoming students so that they may cope with university studies. At the same time, given the more liberal admission system into universities which has opened doors to students from very varied academic, professional, social and cultural backgrounds the university has to strive to meet the expectations and needs of students from different backgrounds.

- Changing labour market

Given the trend towards a private sector-driven economy, the labour market is changing as now the employers are demanding different set of skills than before. In addition to graduates possessing up-to-date knowledge in their fields of study, employers now need graduates with skills in problem solving, team work, creative thinking, communication, ICT, leadership and ability to work independently. In other words, employers expect university training to be skill-based rather than academic-based. Staff and curricula will need to be re-oriented to the needs of the labour market, and the university will need to forge and maintain relationships with organisations in the labour market in order to gauge employers' needs and expectations.

- Dwindling public funding

Resources from the government have been dwindling year after year and the university is left to rely on student fees for its day to day operations, because the government budget has to be shared among many institutions of higher learning. This means that the university has to look for other sources for financing its activities, including internal sources and the private sector. This has implications on the whole issue of accountability, as whereas before the university was largely accountable to the government as the sole financier, now it has to be accountable to various stakeholders including its financiers, students and the community at large in terms of its products and services. Of critical importance are accountability of financial resources from government and donors and the effective and efficient delivery of teaching, research and advisory services to various clientele.

In recognition of the need to accommodate and respond to the changing external environment, SUA is already in the process of restructuring its internal organs in order to improve efficiency and effectiveness in service delivery. The SUA Top Management has already appointed a Restructuring Committee that has submitted proposals which involve the realignment of various units and redefinition of roles and responsibilities, as well as creating new units. The restructuring will also involve change not only in the “skeleton” of the University but also in its procedures and operations.

However, restructuring is never an easy process, as it creates a lot of uncertainty and anxiety among staff not to mention the disruption that is usually experienced initially. Restructuring will therefore need to be carefully managed to minimise anxiety and disruption to the activities of the university. A carefully tailored change management process will be a necessary part of restructuring.

### **Preparing for Change Management**

To prepare to lead the process of structural and operational change, SUA can benefit from the experience of other institutional restructuring initiatives. During the past 20 years, many of the world’s most renowned companies and

universities have drawn ideas from the newly emergent field of “change management” (also known as “change leadership”). The purpose of change management is to ensure that changes are smoothly and successfully implemented to achieve lasting benefits. Effective management change involves six steps:

1. Understanding changes in the broader economic, social, and political environment;
2. Narrating the case for internal change in the light of the rapidly changing external environment;
3. Altering organizational structure and procedures to maximize the benefits of current and emerging opportunities and to enable rapid and sustainable responses to threats;
4. Training staff on appropriate changes and facilitating them to implement the changes;
5. Communicating with stakeholders as changes are implemented;
6. Monitoring of implementation and fine-tuning the change process as lessons are learned.

In many institutions embarking on major changes, the top leaders turn to change management specialists experienced in management of change in a variety of organizational settings. The purpose is to get new perspectives on how to lead the change process. Preparation for change leadership involves (1) looking at models of change, (2) setting realistic expectations about what can be achieved through the change process, (3) learning how to motivate others to change, (4) learning how to address resistance to change, and (5) planning for collaboration, communication, and dynamic learning during the change process.

To help SUA implement its restructuring process, iAGRI proposes to bring two highly experienced organizational change specialists to SUA initially for a period of five days to meet with top administration to prepare and plan for the change management process. These individuals are Mr. Steven Bosserman and Dr. Bob Moser. Mr. Bosserman is a management consultant with years of experience advising business and university leaders (for example, at John Deere Corporation, Ohio State University, Texas A&M University, and many others). Dr. Bob Moser recently retired as Dean of the College of Food,

Agricultural, and Environmental Sciences at Ohio State University. Previously, he served as University Vice President and as Director of Ohio State University Extension. As Dean, Dr. Moser led a major restructuring and change management process. In April 2013, Professors Gillah and Muhikambele met Dr. Moser at Ohio State University. In their post-trip report, they requested that Dr. Moser visit SUA to share his management expertise.

After the initial visit, Mr. Bosserman and Dr. Moser will prepare a report on conditions that need to be in place for the University to be ready to prepare for change management. The report will include a plan for SUA Top Management to prepare for change management. The change management preparation process will occur over a maximum of six months and will take place in Morogoro through a series of short (e.g., half day) sessions involving the VC's management team to minimize disruption to schedules. These sessions will be participatory and will aim to achieve a shared vision among the management team members. Therefore, it will be important to schedule so that all members of the management team can participate.

### **Identifying Priority Capacity Building Areas**

In addition to preparing the SUA Top Management to lead the change process based on the anticipated restructuring, it will also be necessary to prepare other SUA units for change and to strengthen their capacity to also deal with new emerging challenges.

Sokoine University of Agriculture through its Corporate Strategic Plan 2011 to 2015 (CSP) gives an indication of possible capacity gaps which are to be addressed within the CSP. The iAGRI project has also undertaken an assessment of the institutional capacity building needs for SUA in the areas of teaching, research and outreach and has identified a number of areas that need to be addressed.

Likewise, USAID commissioned a risk assessment of Tanzania's public financial management and made specific recommendations on areas that SUA needs to address in the areas of financial and asset management as well as its procurement system, if it has to attract and sustain external support.

iAGRI is willing to support initiatives aimed at building the capacity of SUA in change management so as to improve its overall performance and to make it thrive in this highly competitive environment. However, such support will be based on a comprehensive and participatory assessment to identify critical

areas that will need to be addressed for different sections of the SUA community including those that iAGRI can support to create impact within the life of the project.

In collaboration with SUA Top Management, a team of eminent and experienced individuals will facilitate a process of identifying what capacity strengthening will be needed for change management at different levels of the institution so that SUA can remain competitive and relevant to society. The needs assessment will occur over a period of approximately three months and can occur simultaneously with the “preparation for change management” described in the preceding section.

### **Expected Outputs and Outcomes**

Expected outputs are (1) a report on SUA’s readiness for change and for change management, and (2) a report assessing SUA’s institutional capacity building needs.

Expected outcomes of the planning activities described above are that (1) the VC’s management team will be better prepared to lead the process of change at SUA, and (2) SUA sequentially implements institutional capacity building in accordance with the set priorities as part of the restructuring process.

## Scope of Work: Leadership for Mindset Transformation

**Background:** Observations based on Phase I interviews, June 10-15, 2013, conducted by Bobby Moser and Steve Bosserman with members of administration and academic staff at SUA include the following:

### *Expectations for SUA:*

- Reduce dependency on public funding
- Groom relationships with the private sector through public-private partnerships and sponsored research projects
- Leverage affiliations with donor organizations
- Enroll more undergraduate and postgraduate students
- Supply more entrepreneurial, workforce-ready graduates
- Respond to Strengths, Risks, and Recommendations in the *Tanzania Stage II Assessment Report* by Deloitte Consulting LLP, 12Jan2012

### *Conditions at SUA*

- 20-year disinvestment in physical plant and facilities (most notably the National Agricultural Library and information technology hardware in lecture halls, academic staff offices, research labs, dormitories, and administrative offices) through perennial deferred maintenance and limited new construction and equipment upgrades
- 10-year hiring freeze created an age and experience gap between senior administration and junior academic staff
- General unpreparedness for imminent changes and lack of professional development opportunities for administration and academic staff to help them overcome the inertia of inadequacy and act in anticipation of a brighter future
- Number of Strengths, Risks, and Recommendations described in the *Tanzania Stage II Assessment Report* by Deloitte Consulting LLP, 12Jan2012 that concern records, tracking, and reporting about finances, human resources, student, capital equipment and facilities and invite considerable program management and accountability risks
- Low bandwidth, slow speed, and limited area coverage on campus severely compromises access to information by students, teachers, researchers, outreach / extension specialists, and administrative staff

### *Priority Areas at SUA:*

- Invest in ICT infrastructure
- Introduce restructuring plan
- Prepare leadership for new roles, reporting relationships, responsibilities, and authority--a transformation of mindset
- Increase technical capacity in response to Strengths, Risks, and Recommendations identified in the *Tanzania Stage II Assessment Report* by Deloitte Consulting LLP, 12Jan2012
- Convene a "center for application development" to proliferate campus-to-community data and know-how exchanges via mobile cellular devices throughout TZ

Two of the four goals of the [iAGRI](#) are

- Strengthen SUA's technical and institutional capacity to provide long-term undergraduate and graduate-level training in agriculture;
- Promote cooperation between SUA, U.S. universities, and global south universities

To achieve these two goals in light of the identified expectations, conditions, and priority areas presents a unique opportunity for SUA to reinvent itself as a 21st Century University [see "Notes"] and establish its leadership in the development and deployment of a New Economy [see "Notes"] for Tanzania, Africa and the Global South.

Doing so requires a mindset transformation among all participants in the education system at SUA. Such a dramatic change will not occur by happenstance, but demands an ongoing communication strategy that posits a clear vision of possibility, prepares SUA internal staff and external stakeholders for successful adaptation, and integrates the careful adoption of necessary processes and tools so they become common practice.

**Period of Performance:** The period of performance for this assignment will be October 1, 2013 - September 30, 2014

**Bosserman & Associates, Inc. (B&A) Responsibilities:** The B&A representative(s) will collaborate with members of the iAGRI Program Management Unit (PMU); The Ohio State University; Sokoine University of Agriculture; USAID / Tanzania; Tanzanian Ministries of Education and Vocational Training; Agriculture, Food Security and Cooperatives; Finance, and Communication, Science and Technology; private sector representatives; and, services consultants. The B&A representative(s) in this collaborative and facilitative role will be responsible to deliver the following during the "period of performance" of October 1, 2013 - September 30, 2014

- Convene members of diverse stakeholder groups to form mission-specific teams, supportive communities of practice, and adaptive networks as part of healthy informal-formal system interactions at SUA
- Conduct leadership, partnership, and collaboration workshops and experiential learning forums supplemented by targeted coaching sessions for members of SUA's administration and academic staff
- Coordinate leadership for mindset transformation strategies and steps with the representatives of ICT infrastructure, institutional restructuring, technical capacity building, and academic program design and delivery initiatives at SUA to gain leverage, deepen proficiencies in resiliency management, and accelerate positive change

**Workload Requirements:** Bosserman & Associates, Inc. will provide 16 days / month of onsite and / or offsite consulting support to produce these deliverables. This will include travel to Tanzania in 1-3 week increments during the October 1, 2013 - September 30, 2014 period, as required and negotiated.

Submitted to

Dr. David Kraybill (iAGRI Project)

and

Dr. Hashim Mohamed (SUA)

August 9, 2013

Dr. Elsie E. Paredes

Language and Culture Institute (VTLCI)

Virginia Polytechnic Institute and State University

The general objective of the needs assessment was to acquire an accurate, thorough picture of the strengths and weaknesses of the SUA language program that can be used in response to the academic needs of all students enrolled in the program for improving student achievement, program quality and assessment practices and meeting challenging academic standards. The goals were to gather and analyze sufficient data to make recommendations for revision of the program and curriculum as needed going forward.

### **Needs for Program Review and Capacity Building**

The needs assessment resulted in a number of recommendations for the program. These recommendations were translated into short-term and long-term goals as follows:

#### **1. Short-term goals**

- Review and revise the student learning outcomes for both SC 100 and SC 101 and re-structure the curriculum.
- Revise syllabi for both SC 100 and SC 101 (based on new SLOs)
- Revise assessment instruments (screening test and final exams for SC 100 and SC 101) based on new SLOs and adjust the time allowed to students to take the test.
- Research current best practices in similar contexts (large EFL classes) that could be applied to SUA.
- Train instructors on various topics regarding teaching methodology and classroom management. For example:
  - Current approaches to language teaching in the four skills areas (listening, speaking, reading and writing) and grammar;
  - How to teach large classrooms with minimal resources
  - Communicative language teaching (CLT)
  - Teaching English for Academic Purposes (EAP)
  - Curriculum and materials development
  - Assessment for language learning
- Build an online resource library for instructors to supplement teaching guide (websites, online journals, dictionaries, videos, etc.).
- Compile a list of online resources for students to supplement class lectures.
- Create the language resource center (furnish and equip the space available)

#### **2. Long-term goals**

- Assess the feasibility of adding a third semester for English language instruction focusing on advanced writing and academic presentations skills
- Assess the feasibility of decreasing the number of students per class by adding more sections
- Fully implement and operationalize the language resource center to provide the services outlined in the needs assessment report

## Implementation Plan

Table below summarizes proposed activities and plan for the project

ACTIVITIES	PERIOD	ACTORS	RESULTS
Conduct a SWOT analysis/focus group to determine language needs of SUA student population		Dr. Mohamed, Dr. Paredes, ESL academic staff, regular academic staff, SUA students	<ul style="list-style-type: none"> <li>Goals and objectives for the English remedial program</li> </ul>
Conduct a workshop on student learning outcomes		Dr. Paredes, Dr. Mohamed and ESL academic staff	<ul style="list-style-type: none"> <li>Revised SLOs for both SC 100 and SC 101; revised syllabi for both courses</li> </ul>
ESL teacher training workshops (on-site and online)		Dr. Paredes, VTLCI academic staff, Dr. Mohamed and ESL academic staff	<ul style="list-style-type: none"> <li>Enhanced teaching and classroom management techniques</li> </ul>
Revise assessment instruments		Dr. Mohamed and ESL academic staff; Dr. Paredes (via conference call and email)	<ul style="list-style-type: none"> <li>Revised assessment instruments</li> </ul>
Build an on-line resource library (Moodle?)		Dr. Paredes and VTLCI staff	<ul style="list-style-type: none"> <li>Online resource library for instructors and students</li> </ul>
Implementation of Language Resource Center (equipment and furniture)		Dr. Kraybill? Dr. Mohamed?	<ul style="list-style-type: none"> <li>Language resource center equipped with computers, internet access, chairs, tables, etc.</li> </ul>

## **Building Capacity Through Leadership Development**

The purpose of the Innovative Agricultural Research Initiative (iAGRI) is to strengthen training and collaborative research capacities of Sokoine University of Agriculture (SUA) and the Tanzanian National Agricultural Research System (NARS) to improve food security and agricultural productivity in Tanzania. The iAGRI project aligns the USAID Feed the Future (FtF) initiative with the Government of Tanzania (GoT) Comprehensive Africa Agricultural Development Programme Compact and the Agricultural Sector Development Programme (ASDP).

Goals outlined for the iAGRI include:

1. Establish a program of collaborative agriculture research with SUA and NARS
2. Provide advanced degree training in agriculture and nutrition for 120 Tanzanian graduate students
3. Strengthen capacity of SUA to develop and implement instructional, research, internship, and outreach programs
4. Promote cooperation between SUA, U.S. universities, and global south universities

Achievement of the goals outlined above will ultimately depend upon the collective success of each of the 120 Tanzanian graduate students who complete their graduate degree programs and return home to initiate needed changes. However, the technical training and education they have received through their respective graduate degree programs is incomplete without understanding how to exert a leadership influence in the context of their future professional roles and responsibilities. Therefore, we propose to provide a series of eight bi-weekly webinar modules for the iAGRI graduate students to complete in conjunction with their graduate degree programs on the five U.S. university campuses.

The leadership development webinar modules will be designed to build a foundation of leadership capacity within each participant to initiate change within the context of their discipline after returning to Tanzania. The webinars will be designed in a flipped-classroom format in which participants will be expected to preview a video-taped lecture (30-45 minutes per module) and study reading materials pertinent to each module topic, prior to participating in a synchronous dialogue/discussion session using Adobe Connect (or similar electronic conferencing program).

### Proposed bi-weekly leadership topics

- Unleashing Your Leadership Potential – Focusing on Strengths
- Leadership Traits, Skills, and Styles

- Leadership Communication
- Interpersonal Relationships
- Team Building
- Leading Change
- Problem-Solving and Decision-Making
- Leadership Ethics

#### Proposed presenters

Dr. Robert J. Birkenholz  
 Professor  
 Agricultural Communication, Education, and Leadership  
 The Ohio State University

Dr. Jeff King  
 Associate Professor  
 OSU Leadership Center  
 Agricultural Communication, Education, and Leadership  
 The Ohio State University

Dr. Bobby Moser  
 Vice President and Dean Emeritus  
 College of Food, Agricultural, and Environmental Sciences  
 The Ohio State University

Dr. Gary Straquadine  
 Professor and Chair  
 Agricultural Communication, Education, and Leadership  
 The Ohio State University

Eight bi-weekly leadership webinar sessions will be developed and presented to the iAGRI participants for Sokoine Agricultural University (SAU). Each webinar session will be planned and conducted in a “flipped classroom” format in which the participants will be presented with a pre-recorded lecture (~45-60 minutes) on each of the eight leadership topics listed above. In addition, participants will be presented with selected readings pertaining the respective leadership course topic, which they will be assigned to read before each bi-weekly webinar session. Therefore, webinar sessions will be used for clarification, discussion, and interaction among the participants with regard to each leadership course topic and its contextual application at SAU and more broadly to leading change in Tanzania.

Each participant will be expected to complete the on-line *StrengthsQuest*<sup>TM</sup> assessment developed by Gallup to assist in determining their five most important strength themes. Their Individual Strengths Report will then be used as the basis for discussion during the first webinar session in order to emphasize the importance of focusing on individual strengths to improve leadership effectiveness.

Proposed Budget

<i>StrengthsQuest</i> <sup>TM</sup> assessment codes @ \$10.00 * 36 participants =	\$360.00
Graduate Student Assistant (.50 FTE @ 4 months * \$1,750/month) =	\$7,000
Faculty Presenter Stipends (8 @ \$500/webinar session) =	\$2,000
Miscellaneous Supplies and Materials =	<u>\$500.00</u>
Total	\$9,860.00



**Workshop**  
**Ohio State University Consortium**  
**February 18, 2013**

iAGRI has four major objectives, namely, to (a) provide long-term degree training; (b) develop a research program related to eight research themes outlined by the iAGRI needs assessment study and designed to address development constraints in Tanzania; (c) strengthen SUA's institutional capacity to respond to sector needs; and (d) build relationships with other South institutions.

**Purpose(s) of the Workshop**

- To maintain and improve communication among OSUC partner institutions and iAGRI project personnel in the field.
- To increase the participation of OSUC partner institutions in all aspects of the project.
- To discuss ways and means of improving project implementation.

**Workshop Objectives**

The overarching objectives of the workshop are to: 1) update OSUC members on the progress of iAGRI; 2) seek input from OSUC campus representatives about how to improve performance; 3) provide a forum for their interaction about project activities. The workshop agenda will focus on the main project objectives with anticipated outcomes being:

- To have gained a better understanding of the iAGRI degree training program and ways to improve its implementation.
- To have received an update on the iAGRI research program.
- To have determined the way forward on possible SUA institutional strengthening activities.
- To have discussed progress among SUA/South/US universities.

**Participants**

Participants will include representatives from each of the six consortium partners, and members of Management Entity staff and the Project Management Unit. Some of the latter may join the workshop via video conferencing.

**Workshop Participants**

Conrad Bonsi - Tuskegee University  
David Acker - Iowa State University  
Eric Crawford - Michigan State University  
Walter Bowen - University of Florida  
Keith Moore - Virginia Tech

Ohio State University  
Mark Erbaugh  
Dave Kraybill  
David Hansen  
Mary Ann Rose  
Pat Rigby  
David Mackie



### Ohio State University Consortium Workshop Agenda

- Feb. 17 Participants arrive in Columbus  
Participants housed at the University Plaza  
Dinner at 7:00 pm at \_\_\_\_\_
- Feb 18 Meeting in Room 328 Agricultural Administration Bldg.
- 8:30 Welcome, Introductions and Overview of Agenda for Day - Erbaugh
- 9:00 Overview of iAGRI and Update on iAGRI Activities – Dave Kraybill
- 9:30 Welcome by CFAES Vice President and Dean – Bruce McPheron
- 10:00 OBJECTIVE I – Long-Term Degree Training – Mary Ann Rose
- Progress report: Cohort 1 and 2
  - Looking ahead: Cohort 3
  - RUFORUM and SUA training
  - Challenges and lessons learned: OSU perspective and roundtable discussion
- 11:00 iAGRI OBJECTIVE II – Collaborative Research Program – Dave Hansen/Isaac Minde
- Progress report on program
  - Next steps
  - Possible additional call for proposals
- 12:30 Lunch – Reimbursement of Expenses for Workshop – Pat Rigby
- 1:00 iAGRI OBJECTIVE III – SUA Institutional Strengthening Activities – David Kraybill
- Progress report
  - Additional activities that might fall under institutional strengthening
  - How might OSUC members contribute to this process?
- 2:00 iAGRI OBJECTIVE IV - SUA/South/U.S. – Mark Erbaugh
- Progress report
  - How might these relationships best be built?
  - How might OSUC member participate in them?
- 3:00 Reporting and Communications – Dave Hansen
- What are best methods of communication?
- 4:00 Sub Contract Management – Questions & Answers – David Mackie/Mark Erbaugh
- 5:00 Adjourn

**iAGRI Annual Review**  
**Thursday, August 22 – Saturday, August 24, 2013**

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**ANNUAL REPORT**

**Thursday, August 22, 2013**

<b>9:00 – 10:30</b>	<b>Overview of 2012 -2013 (What planned? What achieved?)</b>	<b>Erbaugh</b>
<b>11:00 – 13:30</b>	<b>Break</b>	
<b>1:30 – 2:30</b>	<b>Organization of Annual Report – Key Elements of Report</b>	<b>Hansen</b>
<b>2:30 – 3:30</b>	<b>Review of Training Program Activities</b>	<b>Hansen</b>
<b>3:30 – 4:30</b>	<b>Review of Research Activities</b>	<b>Minde</b>
<b>4:30 – 5:30</b>	<b>Review of Capacity Building Activities</b>	<b>Kraybill</b>

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**ANNUAL WORK PLAN**

**Friday, August 23, 2013**

<b>9:00 – 10:00</b>	<b>Training Plans for 2013–2014</b>	<b>Hansen</b>
<b>10:00 – 10:30</b>	<b>Research Plans for 2013–2014</b>	<b>Minde</b>
<b>10:30 – 1:30</b>	<b>Break</b>	
<b>1:30 – 2:00</b>	<b>Capacity Building Plans for 2013 - 2014 – Leadership</b>	<b>Kraybill</b>
<b>2:00 – 3:00</b>	<b>Capacity Building Plans for 2013-2014 – Short Term Training</b>	<b>Erbaugh</b>
<b>3:00 – 4:00</b>	<b>South-South Plans for 2013-2014</b>	<b>Hansen</b>

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**Saturday, August 24, 2013**

<b>9:00 – 10:30</b>	<b>Preparation of Draft Annual Work Plan for 2013-2014</b>	<b>Kraybill</b>
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**BUDGET (2013-2014)**

<b>10:30 – 12:00</b>	<b>Preparation of Budget for 2013-2014</b>	<b>Erbaugh</b>
<b>12:00 – 1:00</b>	<b>Lunch</b>	
<b>1:00 – 2:00</b>	<b>Other Business</b>	<b>Erbaugh</b>

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Trip Report for J. Mark Erbaugh for iAGRI

June 24 – July 3, 2013

I. Erbaugh Objectives June 25-29, 2013

**a. Discuss topics, interest, and dates for SUA staff short visits to the USA.**

**b. Meet with SUA co-advisors of iAGRI PhD students**

**c. Assist in setting up McPheron/Erbaugh Visit (June 29 – July 3)**

II. Travel schedule

1. June 24 – Arrive Dar at 9:50 P.M. and met by Godbless and taken to Greenlight hotel.
2. June 25 - Depart Dar at 8:00 A.M. for Morogoro
3. June 30 - Return to Dar to meet Dean McPheron at the airport
4. July 1 - Depart Dar at 7:30 A.M. for Morogoro with Dean McPheron
5. July 3 - Leave Morogoro at 9:30 A.M. with Dean for Dar and departure

Objective 1a: **Discuss topics, interest, and dates for SUA staff short visits to the USA.**

- **Dr. Kallunde Sibuga**, Retired on contract with SUA and leading SUA efforts on Quality Assurance. Dr. Sibuga is quite interested in coming to OSU for 5-8 working days. The focus of her visit would be on Quality Assurance in the classroom from teaching performance appraisal, to discussing teaching quality and specifically, why and how we assess teaching quality; how we reward quality teaching; and what activities or services we provide to improve teaching. I mentioned that her program at OSU would be linked with CFAES Associate Dean for Academic Affairs, Dr. Linda Martin and her team. The dates she indicated when she would be available are: August 19-31; October 21-31; and week of November 25. The follow up on this is for me to contact Linda Martin and ask which of these dates she might prefer.

- **Dr. Susan Nchimbi-Msola**, Assistant Director of Research: Dave Kraybill and I met with her on two topics: 1) SUA procedures for registering OSU Interns for Research Associate Status; 2) discussing her possible short term visit to OSU.

Regarding topic one, she provided us with the correct forms for our OSU interns to complete and submit through her in order to register interns with SUA. She also indicated that all students except Richard Gallenstein would need to pay fees amounting to \$100 registration, \$200 administrative fee, and the \$80/month the intern would be at SUA.

Regarding her short term visit, the focus would be on research management, including grant development and support; seed grant development, and research monitoring. She also made the additional excellent suggestions of being exposed to annual research report preparation and marketing; facilitation of proposal writing and any leadership program that might be available.

She already has a US visa that is good through April 2014. Her preferred time to come to the US would be October 21.

- **Dr. Bernard Chove**, Head, Department of Food Science. The focus of his visit would be to visit OSU Food Industry Center and Meat Science Department and MSU Food Science Department to discuss ways of linking the SUA Food Center with the private sector in terms of research linkages, short term training opportunities, i.e. HACCP and better food processing practices, which would help his department as they move their new Pilot Food Processing center forward. We also discussed others coming with him including Dean Tiisekwa (later meetings with others on this same topic suggested Drs Anna Temu and Jeremia Makindara to cover the business angle). His preferred timing for the visit was sometime between September 5-October.

**Dr. Doris Matovelo**, SUA Library Director, was unavailable to meet.

**Dr. Msogoya and Dr. Maerere**. In a meeting with these two individuals I discussed with them the potential of Kleinhenz and Cardina coming to SUA. Kleinhenz will be coming on IPM IL to do a follow up visit with Dr. Elias Mgembe on research design and outreach programming for high tunnels and hort crops. I discussed Cardina coming with him to review horticulture curriculum and make suggestions for providing distance course components. Strategic planning for the horticulture unit for outreach activities was also discussed. Both were highly enthusiastic.

Objective 1b: **Meeting with SUA co-advisors of iAGRI PhD students**, led by Dr. Isaac Minde, iAGRI Deputy Project Director and Dr. Emmanuel Rwambali, iAGRI Training Specialist. Only three of the potential advisors were able to attend this meeting in which the broad outlines of what we were proposing were presented. It was agreed that a letter would be sent out by the ME to the OSUC advisors requesting that they get in touch with SUA co-advisors. A draft of this letter was subsequently prepared by Erbaugh and sent to Hansen/Rose for revision and then this was sent to Kraybill.

**Objective 1c: Assist in setting up McPherson/Erbaugh Visit (June 29 – July 3)**

June 25: Met with DVC Gillah who arranged a meeting between Erbaugh and Dean FA, Tiisekwa. The 3 proceeded to lay out the format for the visit.

June 27: Met with Drs. Msogoya and Maerere to arrange visit to Horticulture farm.

June 28: Met with Dean Tiisekwa who then invited Erbaugh to attend FA function marking the end of the academic year where the Dean introduced Erbaugh to the audience and to various staff persons including Dr. Amuri and Mhaiki, Chove, and Mishili about meeting with the Dean.

June 29: Learned that the Dean's arrival was postponed till June 30.

June 30: Went to Dar to pick up Dean.

Additional Notes:

1. Lunch with and McPheron meeting with OSU Interns Bell, Sutton and Gallenstein. All three are staying at the SUA guest house arranged by the iAGRI PMU and seemed satisfied with housing. All 3 were very enthusiastic about their internship program to-date. Bell and Sutton had just returned from the field and were now going to proceed with soils analytical work. McPheron meeting with interns was especially positive and he saw this as a very positive activity for CFAES and iAGRI and giving OSU students overseas experience. Interns were provided forms given us by Susan Nchimbi-Msola regarding SUA process for registering such students.
2. Arrangement for visiting OSUC advisors: Their plans and particularly plans for seminar need to be agreed upon and described in an abstract at least 3 weeks in advance of the visit by the OSUC faculty member. Communication about the seminar should be handled by the ME in communication with the advisor and Dr. Rawambali.

Items for follow-up:

1. Need to make changes to the Affiliated Entity Board to have Bruce's name inserted in place of Bobby Moser's name.
2. Need to get Isaac name as co-signatory on vouchers/checks so that these matters can proceed in the absence of Kraybill.
3. Now, need to proceed with hiring of project manager to handle training for iAGRI. This person needs to be 100% on iAGRI.
4. Need to implement restructuring of ME support for iAGRI to improve and streamline project management and communication between PMU and ME. This would be facilitated by having Hansen assume responsibility for major project management including implementation, communication and reporting. He would still report to Erbaugh as Director of IPA and project administrative co-PI but would have more direct responsibility for project management.
5. Kraybill and Minde coming to OSU on August 26<sup>th</sup> for annual review to complete budget, workplan and for next US government fiscal year. These materials need to be to USAID by September 15.

# Food Science Grad Student Advises U.S. Policy-Makers on Global Food Security

Aug 13, 2013

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Global food security was the topic of discussion at a Feed the Future event. From the left is Dan Glickman, former Secretary of Agriculture; Carolyn Miles of Save the Children; Brady Deaton of the University of Missouri; and Rita Mirondo of Ohio State.

COLUMBUS, Ohio -- An Ohio State University graduate student from Tanzania informed policy-makers about the tangible benefits of continued U.S. engagement on global food security at a July 25 Capitol Hill panel discussion co-hosted by the Senate Hunger Caucus.

Rita Mirondo, a doctoral student in Ohio State's Department of Food Science and Technology, was invited to be one of three panelists for "[Feed the Future: Growing Innovation, Harvesting Results](#)." The purpose of the event was to highlight advances in global food security being made by the U.S. Agency for International Development's Feed the Future initiative.

Mirondo is studying at Ohio State with seven other Tanzanians as part of a Feed-the-Future project, the [Innovative Agricultural Research Initiative](#). Another 50 Tanzanian students are studying at partner universities across the U.S. as part of the program, said Mark Erbaugh, director of Ohio State's [Office of International Programs in Agriculture](#), which is leading the initiative. The office is housed in the university's [College of Food, Agricultural, and Environmental Sciences](#).

Mirondo discussed the subsistence-level farm production common throughout Tanzania, and said a transition to commercial agricultural and food-processing practices is sorely needed. A shortage of skilled personnel in agriculture -- the backbone of the Tanzanian economy -- and food processing is one of the major challenges in Tanzania, she said.

"Providing knowledge and training to farmers and the younger generation to better handle agricultural activities would be the best means to deal with this challenge," Mirondo said. "If this is successful, it will give a good promise of a future world without hunger."

She noted that by 2050, Tanzania's population will double and its urban population will surpass its rural population.

"I see a real need in my country to advance food systems and processing as a way to improve food security and reduce poverty. We have a need to develop improved food processing systems to add value to our agricultural production for entrepreneurs, create improved markets for our farmers, and provide safe and nutritious food for our people," she said.

Upon her return to Tanzania, Mirondo plans to share food processing information she is learning at Ohio State with farmers and small-scale enterprises.

"My goal is to work within the Tanzanian Ministry of Agriculture, Food Security, and Cooperatives to link growers with new food processing opportunities," she said.

One day, she hopes to form her own food-processing business, potentially to make mango fruit juice, asking, "Why should we be importing this from other countries?"

Also hosting the panel discussion was USAID and the Chicago Council on Global Affairs. The event included a keynote address by USAID Administrator Rajiv Shah. The panel discussion was moderated by former Secretary of Agriculture Dan Glickman. Other panelists were Carolyn Miles, CEO of Save the Children, and Brady Deaton, chancellor of the University of Missouri and chair of the Board for International Food and Agriculture Development.

Erbaugh believes training the next generation of agricultural scientists is vital to improving food security and creating strong institutions to support the effort. "These institutions will be the key to sustainable national development," he said.

## **Itinerary of Dr. Bruce McPheron**

Vice President for Agricultural Administration  
Dean, College of Food, Agricultural and Environmental Sciences  
The Ohio State University

<b>Date</b>	<b>Time</b>	<b>Activity</b>
Sunday, June 30	8:05 PM	To be met at airport by Mark Erbaugh and Godbless Ulomi (Driver). Reservation made at Greenlight Hotel in Dar by George Kifaru
Monday, July 1	8:00 AM	Depart for Morogoro
	12:00 PM	Check into Nashera Hotel
	12:15 PM	Meet with David Kraybill and Isaac Minde at iAGRI office for orientation
	1:00 PM	Lunch at SUASA Club
	2:00 PM	Visit SUA horticulture labs and farm (including plots of iAGRI student researchers) with Dr. Msogoya
	3:30 PM	Visit SUA food business incubator
	5:00 PM	Meet with Dr. Brian Slater (OSU) and iAGRI student, Boniface Massawe at iAGRI banda
	5:30 PM	Meet with with iAGRI students: Frida Nyamete, Respikius Martin, Lilian Mpinga at iAGRI banda
	6:30 PM	Dinner at David Kraybill's house
Tuesday, July 2	8:30 AM	Meet with Faculty of Agriculture: Dean Bendantunguka Tiisekwa and Department Heads
	9:30 AM	Visit Soil Science Department with Drs. Amuri and Mhaiki
	10:15 AM	Visit Department of Food Science and Technology with Dr. Laswai, Acting Head
	11:00 AM	Meet with staff of iAGRI Project Management Unit
	1:00 PM	Lunch at SUASA Club
	2:00 PM	Meet with Vice Chancellor Monela, DVCs, DPRGS
	5:00 PM	Reception – VC, DVCs, DRPGS, Associate DRPGS -- at iAGRI
Wednesday, July 3	8:00 AM	Departure for Dar
	4:45 PM	Departure from airport

Updated: October 21, 2013

## Agenda

### **Parliamentary Visit to USAID's Innovative Agricultural Research Initiative (iAGRI)**

Wednesday, July 17, 8:00 AM-8:50 AM

<b>Time</b>	<b>Topic</b>	<b>Presenter</b>
8:00 AM	Welcome to guests. Introduction to iAGRI in context of CAADP, ASDP, Kilimo Kwanza, and Feed the Future. Ohio State University Consortium, SUA and MAFC, iAGRI objectives.	Prof. David Kraybill, iAGRI Director
8:10 AM	Degree training	Mr. Emmanuel Rwambali, iAGRI Training Specialist and SUA Academic Staff Member
8:15 AM	Research overview	Prof. Isaac Minde, iAGRI Deputy Director
8:17 AM	Research on agricultural productivity and crop nutritive value	Dr. Nyambilila Amuri, SUA Soil Scientist
8:21 AM	Research on infant and child nutrition policy	Prof. John Msuya, SUA Food Scientist
8:25 AM	Monitoring and evaluation (M&E) and field testing	Dr. Flavianus Magayane, iAGRI M&E Specialist and SUA Academic Staff Member
8:29 AM	Institutional capacity building	Prof. Amon Mattee, iAGRI Advisor and SUA Academic Staff Member
8:33	Gender mainstreaming	Dr. Carolyn Nombo, iAGRI Gender Specialist and SUA Academic Staff Member
8:37 AM	Leadership development for managing change	Prof. David Kraybill, iAGRI Director
8:38 AM	Questions and answers	Prof. Isaac Minde, iAGRI Deputy Director
8:50 AM	Departure from iAGRI to Sokoine University of Agriculture (SUA) Council Chamber	



## **Contract for Scoping Study on SUA’s Linkage with the Private Sector**

This contract is between

**Dr Kenneth K. Bengesi**

and

**iAGRI**

### **Preamble**

The Innovative Agricultural Research Initiative (iAGRI) is a project began in March, 2011 and focuses on strengthen the capacity of Sokoine University of Agriculture (SUA) and the Tanzanian National Agricultural Research System (NARS). iAGRI is funded by the U.S. Agency for International Development (USAID)/Tanzania as part of its Feed the Future (FtF) program. The goal of iAGRI is to improve food security and agricultural productivity in Tanzania through activities including training at MSc and PhD levels, collaborative research among SUA, the NARS within the Ministry of Agriculture, Food Security and Cooperatives (MAFC), and the private sector, strengthening the institutional capacity of SUA in priority areas, and cooperation between SUA, USA universities and Global South universities. iAGRI is being implemented by the Ohio State University Consortium (OSUC) which consists of six US universities. iAGRI gives men and women equal access to all IAGRI programmatic activities, including training , technologies and research grants.

**Purpose:** To identify potential agribusiness related organizations with which SUA could collaborate for mutual benefit and to provide suggestions on possible modalities of collaboration.

## Scope of the Work and Specific Tasks

The consultant will be expected to identify potential and actual stakeholders for SUA. Specifically, the Consultant will:

- ❖ Interview Heads of selected SUA departments, consulting units, the Technology Transfer Office and DRPGS as well as other individuals at SUA who are engaged or have been engaged in collaborative activities with the private sector about opportunities for SUA to contribute to the development of these firms.
- ❖ Interview select Heads of private sector firms and organizations with operations relating to the mandates of SUA about potential contributions that SUA can make to their operations.
- ❖ Identify and prioritize opportunities for SUA to contribute to development of the agribusiness sector.
- ❖ Prepare a comprehensive report describing current SUA collaboration with the private sector;
- ❖ Compile lessons learned from these collaborations;
- ❖ Identify agribusinesses and related organisations with which SUA could establish new links, or strengthen already existing links; and
- ❖ Recommend practical steps to establish and/or strengthen existing linkages with them.

**Duration of Assignment:** The assignment will be undertaken during a period of 41 working days beginning from the signing of the contract. A detailed work plan is attached to this contract.

### Key Deliverables

1. Technical and financial proposal before the start of the assignment;
2. A preliminary report of the findings and recommendations;
3. A final report based on comments and feedback on the preliminary report.

**Reporting:** During the study, the consultant will report to Amon Mattee and, subsequently, to the Project Director. The consultant will give a mid-course presentation (2-hour maximum) three weeks into the field work to report on progress and to receive feedback.

## **Scope of Work**

### **iAGRI Tanzania**

2-8 December 2012

Keith M. Moore, PhD.,

Program Director for Education, Training and Technology Transfer, OIRED/Virginia Tech

**Objective:** To provide iAGRI assistance in initiating a plan to improve SUA's private sector linkages (outreach capacity).

Sokoine University of Agriculture (SUA) is ready for the complex challenges of 21<sup>st</sup> century technological innovation. During the week in Morogoro, this consultancy proposes to develop a plan for building a pilot innovation network among university faculty, ministry officials, agribusiness confederations, producer organizations, NGOs, the private sector, and other local stakeholders. This plan would be developed in collaboration with SUA faculty, iAGRI leaders, and other USAID FtF projects in the region and draw upon local insights and current priorities.

Tasks would include:

1. Consultation with iAGRI staff.
2. Informal discussions with key SUA faculty to introduce key concepts and sketch out the research and outreach parameters of innovation network building.
3. Conduct a seminar describing innovation networks in Kenya and Uganda to provide a framework for local adaptation with faculty and students.
4. Additional interviews with key stakeholders in the region would provide significance to these efforts.
5. Draft a brief concept paper outlining the key components of a plan for Sokoine network building.

## **Scope of Work for David Mackie in Tanzania for iAGRI Project**

David Mackie is the financial manager for the iAGRI project Management Entity in the International Programs in Agriculture Office at OSU. He will work with the iAGRI Project Director, David Kraybill and iAGRI Operations Manager, Mr. George Kifaru, to undertake accomplish the following objectives with regards to the operation of the iAGRI Project Management Unit (PMU) in Tanzania:

### **Objectives:**

- 1) Improve overall project accounting and financial reporting systems;
- 2) Complete task of balancing PMU project accounts from the beginning of the project;
- 3) Work with SUA to improve their iAGRI financial reporting and to train the iAGRI Operations Manager so he can assist SUA (Sokoine University of Agriculture) to prepare quarterly Statements of Expenditure on a timely basis;
- 4) Develop financial manual for PMU, including policies on the handling of petty cash and cash advances;
- 5) Review current procedures used by PMU to reconcile statements of the project's two Tanzanian bank account;
- 6) Update PMU on OSU requirements (and forms) for claiming business lunch expenses, claiming reimbursement when personal vehicles are used for project business, physical asset inventory, labeling of project assets, etc.
- 7) Inspect the existing PMU organizational manual and recommend any needed changes to comply with OSU and USAID regulations;
- 8) Review PMU procedures and operations from the standpoint of risk exposure, including vehicle insurance policies, physical security of office premises, insurance for office equipment and facilities, data backup, and potential for lawsuits;
- 9) Help PMU develop contingencies plans for personnel backup in the event that PMU staff persons are unable to perform their duties due to illness or other reasons.

## **iAGRI Project Management Unit Photography Internship**

### **Introduction:**

iAGRI has completed its second year of existence and substantial progress has been made in achieving the objectives of the program. It is important that these achievements be properly documented. One of the major ways of documentation is through photography and video presentations. In this regard, we anticipate having a person who is expert in this area spend time with the Project Management Unit in Morogoro, developing this documentation. The materials developed will be used in reporting achievements through formal reports as well as through appropriate web sites, newspapers and other outlets.

We anticipate that this activity can be undertaken by a recent graduate of a U.S. university with a degree in photography/mass communications. This person will work under the tutelage of members of the PMU and will be expected to prepare a report at the end of the internship, including a repository of materials developed during the internship. This person would then ideally be on call to provide additional inputs over the duration of iAGRI.

### **Internship duties**

- Take still photos of iAGRI project activities and assemble them into photo stories;
- Conceptualize, write, and produce short videos of iAGRI-sponsored students and faculty researchers and their research activities;
- Prepare a galley of photos and captions for the iAGRI website.

### **Period of Internship**

- Approximately from July 20 – September 2, 2013

### **Funding for Internship**

- The intern will be provided with a round trip ticket to Tanzania. All maintenance and other expenses associated with the internship will be the responsibility of the intern, including medical insurance and signature on volunteer waiver.

### **Desirable Qualifications**

- Outstanding writing skills;
- Outstanding photographer skills
- Experience with and knowledge of composition, lighting, audio, and informal posing of subjects;
- Experience with digital editing of still photos and digital video;
- Ability to work collaboratively and independently;
- Flexibility and openness to changing schedules;
- Willingness to learn and adapt to distinct cultural situations;
- Strong interpersonal communication skills.



## Contract for Construction and Finance Advisor

A contract between

**Simeon Digennaro**

and

**iAGRI**

### Preamble

The Innovative Agricultural Research Initiative (iAGRI) is a project which started in 2011 with the aims of strengthening training and collaborative research capacities of Sokoine University of Agriculture (SUA) and the Tanzanian National Agricultural Research System (NARS). iAGRI is funded by the U.S. Agency for International Development (USAID)/Tanzania as part of its Feed the Future (FtF) program. The goal of iAGRI is to improve food security and agricultural productivity in Tanzania through activities including training at MSc and PhD levels, collaborative research among SUA, the NARS within the Ministry of Agriculture, Food Security and Cooperatives (MAFC), and the private sector, strengthening of institutional capacity for SUA in priority areas, and cooperation between SUA, USA universities and Global South universities. iAGRI project is being implemented by the Ohio State University Consortium (OSUC) which consist of six US universities. iAGRI strives to ensure that both men and especially women enjoy equal access to all iAGRI services, training opportunities, technologies and research grants to increased capacity of women to participate in Agriculture and Nutrition.

**Purpose:** To oversee construction and equipment installation projects and to review and advise on financial reporting.

### Scope of the work and specific tasks

The consultant is expected to:

- Oversee construction planning of second floor of iAGRI building, including coordinating with architect in the design of the structure, obtaining construction quotations, selection of contractor, obtaining municipal building permit, presentation of documents to SUA's property committee, and monitoring of construction schedule and quality.
- Oversee installation of iAGRI-funded classroom equipment at SUA.

- Review expenditure vouchers prepared by the iAGRI Accounts Manager and prepare recommendations for revision.
- Review monthly expenditure statements prepared by the iAGRI Accounts Manager and prepare recommendations for improvement to Project Director;
- Review research budgets of iAGRI trainees and prepare recommendations for improving research budgeting procedures.

**Duration of Assignment:** October 1 – November 24, 2013.

#### **Key Deliverables**

4. A written plan for construction of the second floor of iAGRI building, showing steps to be taken, assignment of responsibility, persons outside iAGRI whose collaboration is needed, and deadlines for completion;
5. Written recommendations for improvement in expenditure vouchers prepared by the Project Management Unit (PMU) of iAGRI during the assignment;
6. Written recommendations for improvement in biweekly expenditure statements prepared by the Project Management Unit (PMU) of iAGRI during the assignment.

#### **Terms**

The consultant will be engaged through a contract with a term of eight weeks. The work location is at the headquarters of iAGRI in Morogoro, Tanzania. Reimbursement for a roundtrip in a hired vehicle from the consultant's current home in Arusha, Tanzania to Morogoro, per diem (lodging and meals and incidences) at rates specified by U.S. Department of State for locations outside Dar es Salaam will be provided. Any taxes owed will be the responsibility of the consultant.

## Scope of Work for ME Training Coordinator

- Work collaboratively with PMU Training Specialist on all aspects of the iAGRI training program;
- Plan and supervise scheduling of training-related events for trainees studying in the US;
- Coordinate creation and implementation of iAGRI training policies;
- Coordinate trainee placement at OSUC universities;
- Serve as the iAGRI point-of-contact with graduate program staff and faculty at OSUC universities with regards to placement, advising, research, travel, and progress of trainees;
- Coordinate visa acquisition for trainees studying in the US;
- Coordinate and authorize travel to Tanzania by returning trainees and their advisors;
- Track academic performance and progress of trainees;
- Plan and manage academic and immigration records and documents of trainees using collaborative technology that enables sharing with the PMU;
- Plan and manage summary statistics and reports on the iAGRI training program.

### Qualifications:

- Masters degree required, PhD desired;
- Experience living and working abroad;
- Detailed knowledge of African universities;
- Classroom teaching and research experience;
- Excellent communicator and avid problem-solver;
- Experienced in use of collaborative computer/Internet technologies, especially collaborative databases, websites, and videoconferencing, to manage projects involving partners at multiple locations.

**SCOPE OF WORK**  
**Teresa Olczyk, M.S.**  
**November, 2013**

**Summary:** Ms. Olczyk will provide an instructive overview of land-grant Extension programs in the U.S. as illustrated by the University of Florida (UFL) and services developed for producers in Miami-Dade County to members of the Tanzanian Horticulture Association (**TAHA**), Sokoine University of Agriculture (**SUA**), and the Ministry of Agriculture & Food Security and Cooperatives (**MAFSC**). She will illustrate how the Miami-Dade County Extension service, through its linkage to UFL, provides research-based recommendations to both individual growers and grower associations, and explore aspects of U.S. land-grant model that can be adapted to promote SUA/MAFSC/TAHA collaboration for the benefit of the Tanzanian public/private farmers extension system and its stakeholders.

**Locations to be visited:** TAHA, Arusha, Tanzania and SUA, Morogoro, Tanzania.

**Period of Performance:** TBD.

**Information to be shared through discussion with TAHA, SUA, and MAFSC:**

- How U.S. land-grant universities connect with their horticulture industries and grower associations through research and outreach using specific examples.
- UFL extension most effective modes of agricultural extension.
- How research and training needs of the horticultural industry are identified and communicated to land-grant universities.
- How U.S. county extension educators work with researchers at the university and stay current with the research using specific examples (e.g., in-service training).
- How UFL extension is funded.

**Activities to be undertaken:**

- Review TAHA's current outreach activities and make recommendations for improvement.
- Identify knowledge, technical expertise, and training that SUA could provide to TAHA and to its actual and potential stakeholders.
- Advise about how TAHA and SUA (and MAFSC) can collaborate more effectively.
- Interact intensively with SUA and with TAHA Executive Director Jacqueline Mkindi.
- Give a presentation to horticultural and extension personnel.
- Meet with Profs. Amon Mattee and Kenneth Bengesi at SUA.
- Meet with iAGRI Staff at the conclusion of the visit to share observations and suggestions.
- Prepare a report that addresses activities undertaken, suggestions about how to strengthen TAHA/SUA linkages, observed barriers and potential incentives to collaboration.

**Reimbursable Expenses:**

- Round trip air ticket from Gainesville to Dar-es-Salaam.
- Per diem while on assignment in Tanzania.
- Expenses related to Tanzania visa procurement.
- Other in-country travel expenses related to the assignment.