

INNOVATIVE AGRICULTURAL RESEARCH INITIATIVE (iAGRI)

INCEPTION AND PRIORITY SETTING WORKSHOP

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iAGRI PRIORITY SETTING

WORKSHOP REPORT

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List of Abbreviations

ASDP	Agricultural Sector Development Plan
CSP	Corporate Strategic Plan
CCIM	Climate Change Impact and Mitigation Research Program, SUA
CSPICC	Corporate Strategic Plan Implementation and Coordinating Committee
EPINAV	Enhancing Pro-poor Innovation in Natural Resources and Agricultural Value Chains, SUA
FTF	Feed the Future Program
GPIC	Gender Policy Implementation Committee, SUA
iAGRI	Innovative Agricultural Research Initiative
ICE	Institute for Continuing Education
ICT	Information Communication Technology
ISU	Iowa State University
MAFC	Ministry of Agriculture Food Security and Cooperatives
MATI	Ministry of Agriculture Training Institute
MoU	Memorandum of Understanding
MUCCoBS	Moshi University College of Cooperative and Business Studies
MSU	Michigan State University
NA	Needs Assessment
NARS	National Agricultural Research System
NGO	Non-Government Organization
OSU	Ohio State University
OSUC	Ohio State University Consortium
Prof.	Professor
PS	Permanent Secretary
SUA	Sokoine University of Agriculture
TAFSIP	Tanzania Agriculture and Food Security Investment Plan
TCCIA	Tanzania Chamber of Commerce Industry and Agriculture
TU	Tuskegee University
UF	University of Florida
USAID	United States Agency for International Development
VT	Virginia Tech

Foreword

The Innovative Agricultural Research Initiative (iAGRI) aims to assist agricultural knowledge-generating organizations in Tanzania to be at the forefront of transforming the country's agricultural sector. The Priority-Setting Workshop held in October 2011 in Morogoro brought together members of key agricultural-sector stakeholder organizations: Sokoine University of Agriculture (SUA), the Ministry of Agriculture, Food Security, and Cooperatives (MAFC), and the private sector.

The workshop focused on the current state of agricultural training and research in Tanzania and identified capacity gaps of SUA and MAFC. A report, *Assessment of Needs for Training, Collaborative Research, and Institutional Capacity Building for Agricultural Development and Food Security in Tanzania*, was commissioned by iAGRI. The report provided a factual foundation for workshop participants to consider and set priorities for the training, research, and capacity-building activities to be undertaken by iAGRI over the next five years. Agricultural training and research needs are evolving rapidly but the nature of the need has not yet been well articulated. The study report gauges public and private sector needs for training and research and aims to provide direction to SUA and MAFC in addressing the emerging needs.

The needs assessment team began the workshop with an analysis of food demand changes and a projection of demand shifts likely to take place over the next 40 years. Assessments of training and research needs at SUA and MAFC were then presented. Persons attending the workshop participated actively, and a lively discussion of the study team findings took place. Ultimately, participants worked together to rank topics for degree training and for research. These priorities will serve as guidelines for the iAGRI management team as it collaborates with SUA, MAFC, and the private sector to plan project activities.

Gratitude is hereby expressed to all who attended the workshop and provided input. I commend the needs assessment team, headed by Isaac Minde and Eric Crawford, for preparing a thoughtful analysis of the capacity status and capacity gaps of Sokoine University of Agriculture and the Ministry of Agriculture, Food Security, and Cooperatives. Thanks are due to Oziniel Kibwana for serving as an effective facilitator during the workshop.

David Kraybill
iAGRI Project Director and Editor, iAGRI Report Series

**Innovative Agricultural Research Initiative (iAGRI)
INCEPTION AND PRIORITY-SETTING WORKSHOP
Hilux Hotel, MOROGORO
17–18 October, 2011**

1.0 Background

One of the first major activities of iAGRI was a Needs Assessment study to assess the requirement for long-term training and collaborative research within Sokoine University of Agriculture (SUA); the National Agricultural Research System (NARS) of the Ministry of Agriculture, Food Security and Cooperatives (MAFC) and the private sector. It also addressed the institutional capacity building needs for SUA. This workshop is a follow-up step to the iAGRI Needs Assessment (NA) study.

iAGRI is a partnership of Tanzanian institutions and the Ohio State University Consortium (OSUC) – a group of six US land grant universities. These are: the Ohio State University (OSU) as the lead institution; Michigan State University (MSU); Virginia Tech (VT); University of Florida (UF); Tuskegee University (TU); and Iowa State University (ISU). iAGRI is funded by United States Agency for International Development (USAID)/Tanzania as part of its Feed the Future (FtF) program.

The NA accomplished the following:

- it established the current situation in MAFC and SUA in terms of training of staff and agricultural research;
- it assessed the gaps between current situation and the desired future situation; and finally,
- it prioritized the gaps in order to guide future iAGRI project interventions given resource limitations.

As the next step, this workshop was organized to offer an opportunity for a wide range of stakeholders to review, discuss and arrive at a consensus on the gap analysis and to agree on priority areas for future intervention.

The workshop was officially opened by Dr Fidelis Myaka, Director of Research and Development, MAFC, on behalf of Mr Mohamed Muya, the Permanent Secretary, MAFC. It was chaired by Prof. Bendantunguka Tiisekwa, Dean Faculty of Agriculture, SUA, and facilitated by Mr Oziniel Thomas Kibwana, Senior Lecturer, Moshi University College of Cooperative and Business Studies (MUCCoBS), which is a constituent College of SUA. David Kraybill and Isaac Minde, Project Director and Deputy Project Director, iAGRI respectively, together with members of OSUC, actively participated in the planning and constant review of the process and progress of the workshop. The OSUC team members included: Mark Erbaugh, Professor OSU and Consortium Leader, Andrea Allen, Gender Specialist, MSU, Steve Haggblade, Professor, MSU, Maria Mullei, Monitoring and Evaluation Specialist, Virginia Tech, Eric Crawford, Professor, MSU and Kathleen Colverson, Associate Director, University of Florida. Gerald Monela, Vice Chancellor, SUA, officiated the closing of the workshop.

2.0 Stakeholders/Participants

The first day of the workshop was attended by participants from MAFC, SUA, OSUC, USAID Dar es Salaam and one participant from the private sector, namely the Tanzania Chamber of Commerce, Industry and Agriculture (TCCIA) (Annexes 1 and 2). Three other invitees from the private sector were not able to attend. The second day of the workshop, exclusively set to discuss issues relevant to SUA, was attended by participants from SUA and OSUC (Annexes 3 and 4).

3.0 Inception Protocol

As part of the formal inception process and official opening of the workshop, Dr David Kraybill, the iAGRI Project Director, gave a word of welcome and presented the project objectives (Annex 5). Dr Fidelis Myaka, Director Research and Development, MAFC, presented the opening address and officially opened the workshop on behalf of Mr Mohamed Muya, the Permanent Secretary, MAFC (Annex 6). In between, the following dignitaries were invited to make some remarks:

- Gerald Monela, Vice Chancellor SUA
- Isaac Dalushi, Vice President, Tanzania Chamber of Commerce, Industry and Agriculture
- Kevin McCown, USAID representative

In his opening remarks Dr Kraybill welcomed all participants to the workshop. He informed the participants that the iAGRI project falls within the broader FtF program, an initiative of the U.S. Government to reduce hunger and increase food security in 20 focus countries, including Tanzania.

The objectives of the iAGRI project are to:

- provide advanced degree training in agricultural, biological, and social sciences for 120 Tanzanian post-graduate students;
- establish a program of collaborative agricultural research between SUA and the MAFC;
- strengthen the capacity of SUA to develop and implement instructional, internship and outreach programs that respond to the demands of Tanzania's emerging agricultural and food systems; and
- promote cooperation between SUA, US universities and universities in the Global South.

iAGRI is focused on two key stakeholder organizations in Tanzania: SUA and MAFC. Within SUA the project targets the Faculty of Agriculture, and within MAFC it targets the NARS.. In the USA, the Ohio State University as the lead institution has assembled a consortium of US universities to implement the project.

Finally, Dr Kraybill welcomed the participants to the workshop and said that the purpose is to discuss and make comments on the Needs Assessment Report and set priorities for the training, collaborative research, and capacity-building activities of iAGRI for the next five years.

Before officially inaugurating the iAGRI project and opening the workshop, Dr Myaka, on behalf of Mr Mohamed Muya, the Permanent Secretary MAFC, made a few remarks. He observed that food consumption patterns are changing rapidly in Tanzania, as is the case in many African countries. Currently Tanzania is characterized by low agricultural productivity leading to food insecurity. Coupled with a limited diversity of economic activities, this contributes to a cycle of poverty. To a large extent, the current situation can be redressed by increasing smallholder productivity. This requires a transformation that moves farmers out of the semi-subsistence, low-input, low-productivity farming.

To meet the country's agricultural growth targets requires new knowledge and new ways of doing business in agriculture and food systems. As the food systems modernize, new skill requirements are evolving rapidly. As a result of growing agribusiness activities, private firms will require skilled manpower and technical research to support their growing agro-processing, input supply and distribution activities.

It is in this context that the Government of Tanzania welcomes and appreciates the support offered by the Government of the United States of America, through the FtF initiative. This program builds upon Tanzania's own Agricultural Sector Development Plan (ASDP) and the Tanzania Agriculture and Food Security Investment Plan (TAFSIP). It embraces the overall objectives of the country's National Strategy for Growth and Poverty Reduction, popularly known by its Kiswahili acronym, MKUKUTA.

Dr Myaka observed that the workshop brings together key stakeholders of iAGRI. He expressed his hope that the participants will use their expertise to make sure that the choices for selected priorities are guided by the emerging demands of agricultural producers and consumers. After these comments, Dr Myaka declared the iAGRI Inception and Priority Setting Workshop open.

4.0 Workshop Objectives

The workshop served as both a formal inception event for the iAGRI project, and as an opportunity for priority setting for the areas of project intervention during the next four and a half years. Specifically, the workshop was organized to provide an opportunity for project management and the taskforce members to:

- present and discuss the purpose and objectives of iAGRI,
- present and discuss the objectives, methodology and findings of the NA study, and
- agree on priorities based on the gaps, skills requirements in training, types of collaborative research and SUA institutional strengthening.

5.0 Workshop Process and Methodology

The workshop was conducted in plenary sessions interspersed with group discussions. Members of the task force who were involved in the NA study made short presentations in the plenary. Given the short time available, the presentations were made in succession. Thereafter, the participants were invited to discuss the presentations. Contributors from the

floor asked for clarifications from the presenters, and, in some cases, offered their own points of view.

To facilitate in-depth discussion, the participants were divided into groups. During day one, four groups were formed. Two groups were tasked to set priorities for Training, and the other two to set the priorities for Collaborative Research. Group formation was such that each group had members from the institutions with significant numbers of participants. These were the MAFC, SUA and the OSUC. The lone representative from the private sector chose to join one of the groups on Collaborative Research. During the second day, three groups were formed around three topics, each group addressing one topic. All the groups prepared reports that were presented and discussed in the plenary.

In day one, a small group composed of members from the taskforce distilled the priorities emerging from the group presentations. These were synthesized in a meeting by the task force members, workshop chairperson, and the facilitator. The lists of priorities from this meeting were again presented to the participants in a plenary for confirmation. In day two the process was slightly modified mainly because each of the three topics was addressed by one group. Immediately after a group report was presented, it was discussed and a consensus reached. The exercise was completed when all the three groups reports were presented and discussed

6.0 Workshop Outputs as Priorities

Before participants were asked to work on a set of priorities, members of the task force made brief presentations. The presentations described the present situation, charted possible future scenarios, and highlighted the gaps by comparing what is available and future requirements.

The findings and possible areas of focus and attention were provisional. Based on individual and collective experience, participants used the findings as inputs to inform their own judgments throughout the two-day workshop.

6.1 Day One: Priorities for Long-term Training and Collaborative Research

On the first day a total of five papers were presented. The presentations were summaries of the sections in the NA study that had relevance to both SUA and MAFC.

The Presentations

Objectives and Methodology of the Needs Assessment Study, by Isaac Minde

Isaac Minde presented this aspect of the NA on behalf of the team that comprised Consortium members and Tanzanian members of the task force. He started by stating the objectives of the study, which aimed to establish the current situation; where we would have desired to be at this moment; and where we would like to be in a defined period of time. Also, the NA aimed to elicit needs in the following areas: Long- and short-term training; Collaborative Research and Institutional Capacity Building for SUA.

The basic approach for the NA took into account the objectives of iAGRI; the SUA Corporate Strategic Plan and the priorities of USAID Tanzania, specifically the FtF program. The study was conducted in two phases. In phase one, the expected trends in Tanzania food systems were analyzed. Having charted out the trends, in phase two the team assessed the current capacity of SUA and the MAFC in relation to the established trends.

Food Systems Dynamics in Tanzania: Implications for Skilled Manpower Requirements, by Steve Haggblade of MSU and Elibariki Msuya of SUA

The presentation was made by Steve Haggblade. This section of the NA analyzed the demographic and food system dynamics with a view to project likely future trends in Tanzania food markets and evaluate the implications for skilled manpower requirements in agriculture and agribusiness. With regards to demographic dynamics, it was established that while the rural population grows at the rate of 0.5% per year, the urban population grows at a rate of 3.5% per year. The net result is that by the year 2050 the majority of Tanzanians will live in urban areas.

The rural population is not evenly distributed, but rather clusters in several high density areas including the great lakes region, central and southern highland. The demographic dynamics described above have major implications for food system dynamics. Because of the fast and large increase of the urban population, the urban markets will drive food system growth. They will influence changes in consumption patterns towards high value crops and prepared foods. Because of the size and rapid growth of urban population in the surrounding region, regional urban markets are twice as big as Tanzania's domestic market.

Changes in the food system call for specialized skilled manpower. Research and training institutions will need to serve new skill areas, such as food processing, distribution and safety; and rapidly growing markets, such as prepared foods, beverages and horticultural crops. They also must address the needs of emerging private sector clients. For the research and training institutions to meet the new demands, they will require capacity in these new skill areas through training at the certificate, diploma and degree levels. They will also need to create structural links with the private sector in the areas of research, training and extension.

Gender Issues at SUA and MAFSC, by Dr Kathleen Earl Colverson

This presentation was made by Susan Nchimbi-Msolla. An overview of gender roles in Tanzania agriculture shows that an estimated 80% of women are employed full- or part-time in agriculture. Women are engaged in such activities as sowing, weeding, harvesting, transportation and marketing among many others. Notwithstanding this high rate of contribution, only 30% of rural enterprises are owned by women.

Women in Tanzania usually face a number of constraints: less access to resources such as land, money and agricultural inputs; less access to extension and improved technology and an unfavorable legal framework. Because of these constraints, a high percentage of women-headed households report they always or often face food shortages. Since their enterprises are tied to small-scale and informal activities, a substantial segment of Tanzania's entrepreneurial potential remains unexploited.

The prevailing marginalization of women in the country as a whole is also manifested at SUA. Women constitute only 20% of the faculty. Of the higher academic administrative positions (Deans, Directors, Associate Deans and Deputy Directors) only 22% are occupied by women. SUA has taken action to redress the situation. Foremost is the formulation of a gender policy and the establishment of the Gender Policy Implementation Committee (GPIC). Key achievements of GPIC include the establishment of the SUA Women Development Support Project; Gender capacity development for SUA staff; and the introduction of Pre-entry Science Program for female students.

Notwithstanding these efforts and achievements, there are still some major challenges to be faced with respect to funding, research and courses offered. Currently nearly all gender-oriented programs and projects are externally financed and therefore time bound. In the area of research, there are virtually no gender-related topics. Apart from Rural Development, no other department offers gender-related courses.

As a way forward, several deliberate actions must be taken. To make it more operational, the SUA Gender Policy vision statement should be incorporated into the SUA Code of Ethics. It is important that GPIC be provided with more and consistent funding so that it can be constantly effective over time. For longer term impact, it is necessary to examine all curricula for ways to integrate gender issues and provide more training in incorporating and monitoring gender issues in research.

Training Needs at SUA and MAFC by Eric Crawford, Justa Katunzi and Apenda Mrinji

Eric Crawford presented on behalf of the team. The presentation highlighted the training needs at SUA and MAFC. At SUA the focus was on the Faculty of Agriculture. The Faculty has 204 staff members (42%) of the 484 staff members of the whole university. Twenty-one percent of the staff in the faculty are women, as compared to 19% overall at SUA. At 35%, women's representation in senior positions (Dean, Directors and Heads of Department) is higher than for SUA overall, which stands at 22%. In terms of age, as with SUA as a whole, the average staff age is 51 years.

The departments expressing the greatest total need for new positions were Agricultural Education and Extension, Crop Science, Food Science and Technology, followed by Agricultural Economics and Agribusiness and Animal Science.

Within MAFC, areas of focus were Research, Extension and the Ministry of Agriculture Training Institute (MATI) system. The current situation of research staff within MAFC shows that there are 318 researchers, of which 70% are male. Disciplines with the most researchers are Agronomy (63), Plant Breeding (49), Soil Science (44), Socio Economics (37), and General Agriculture (16). Forty-four percent of the research staff are 50 years of age or older and 30% of them fall within the 40–50 years age bracket. The disciplines with the most researchers (except for Socio-economics and General Agriculture) also have average ages of 45 years and above.

Senior staff of MAFC (Deputy Permanent Secretary (PS) and Directors) identified the following as priority areas: Irrigation Engineering, Climate Change, Agricultural Marketing, Horticulture, Policy Analysis, Post-harvest and Agro-processing, Seed Technology, Food

Safety Standards and Information Communication Technology (ICT). Other priority areas are Land Use Planning and Management, Mechanization, Administration and Human Resources Development.

Staff who serve in the country's extension service are trained at the MATIs and SUA. The current staff position is 5,236. Of this total, 82% are male and only 18% female. The national demand for extension staff stands at 15,742, meaning that there is a shortfall of 10,506. Interestingly, as of June 2010, 4,455 MATI graduates awaited employment approval from the President's Office.

There are 16 MATIs on the Tanzania mainland. The MATI system has a total of 247 training staff. About 80% (197) of them are university graduates. Women constitute 22% of the university graduates at the MATIs. Compared with the establishment at 465, there is a staffing gap of 218. The staff shortage is most acute in agricultural engineering, irrigation, land use, soil and water management and animal science. The staff position is made more fragile by the age profile of staff at the MATIs. Twenty-one percent of the staff are between 21 and 30 years old; 41% between 31 and 40 years; 18% between 41 and 50 years; and 20% at 51 years and older. This means by the year 2020, 20% of the training staff in MATIs would have retired at the compulsory retirement age of 60.

Collaborative Research for SUA and MAFSC, by Isaac Minde, John Banzi and Gungu Mibavu

The paper was presented by Isaac Minde. He remarked that collaborative research should be inter-institutional and multidisciplinary, where one institution "leads" and the others follow. Collaborative research is important because (1) it has the potential to improve research quality by tapping existing practices from the partner institutions, and (2), it facilitates the pooling together of resources for research.

With regards to research focus, there are relatively few researchers and research on high value crops, especially fruits and vegetables. This is in spite of the fact that the densely populated areas of Northern Tanzania and border areas in neighboring countries offer a good market for horticultural crops. One reason could be the tendency for researchers to formulate individual research priorities. Also of significance is that the links with the private sector are few while the interest from the private sector is growing.

The research system in MAFC is weak in the areas of biotechnology; post-harvest technology; irrigation, and agricultural marketing and understanding the value chain. In view of this, the priority areas identified for Collaborative Research relate to the broad area of crops value chain; land use planning and management; and labor-saving technologies along the value chain.

With respect to SUA, there are at present two major ongoing research programs. These are the Climate Change Impact and Mitigation Research Program (CCIM); and the Enhancing Pro-poor Innovation in Natural Resources and Agricultural Value Chains (EPINAV).

Priorities for Long-term Training:

- I. Irrigation and water management
- II. Value chain management (value addition; postharvest management, bulking and packaging and marketing)
- III. Crop improvement
- IV. Agricultural innovation systems
- V. Gender and agriculture
- VI. ICT and knowledge dissemination
- VII. Climate change and natural resources management
- VIII. Food science and nutrition

Priorities for Collaborative Research:

- I. Crop improvement
- II. Value chain management (value addition; postharvest management, bulking and packaging and marketing)
- III. Climate change
- IV. Gender and agricultural productivity
- V. Water resources management
- VI. Policy analysis, focusing on agriculture-related policies
- VII. Extension systems
- VIII. Food science and nutrition

It can generally be observed that there is a very high congruency between the priorities for training and those for collaborative research.

6.2 Day Two: Priorities for SUA Institutional Strengthening

Day 2 was exclusively for participants from SUA to discuss the findings from the NA study pertaining to SUA institutional strengthening and to agree on priorities. The prioritization focused on three areas. These were the “hard component” of infrastructure development; the “soft” aspects of institutional strengthening; and extension and continuing education.

The Presentations***Current situation of infrastructure at SUA, by Eric Crawford and Hezron Sanga***

The presentation was made by Eric Crawford. The study identified needs and provided some recommendations on the following areas: electricity, water, ICT, classrooms and laboratory facilities, library facilities and student accommodation.

Electricity:

This is one of the biggest infrastructure problems at SUA. The main cause is the reduced supply from the national grid. Current supply is only 25% of the normal requirement. A possible solution is to invest in generating own electricity. The risk of this investment is that when the national grid electricity normalizes (which likely will be soon), then the investment will have been lost. The dilemma is how to balance the cost of waiting for the national grid supply and the cost of immediate investment.

Water:

Currently the water supply at the main campus is adequate. The problem is serious at Solomon Mahlangu campus. It could be possible to divert some of the water from the main campus to Solomon Mahlangu. The concern is that this may create a shortage at the main campus, especially with the expected growth in demand due to envisaged student population increases from the current 7,000 to 10,000 and even to 15,000. This may call for an updated study on the current and future water situation.

ICT:

The NA study underscores ICT as a top priority. It is apparent that ICT-related problems (and electricity) are damaging to SUA's overall productivity. To solve the problem, there is need to improve the Internet connection by linking to the fiber optic line. For safeguarding and smooth operation, there is need to have a comprehensive ICT policy.

Library facilities:

The SUA Library also serves as the National Agricultural Library. Currently it is overstretched in terms of space, but more specifically limited supply and access to latest academic material. There is therefore a need to invest in order to keep pace with available technologies, such as digital subscription.

Other facilities:

Rising enrollment puts stress on existing facilities. New classrooms, lecture halls and laboratories should be built. The Instructional Media equipment needs to be updated. Office space and student accommodation has to be expanded and important also are the service and recreational facilities for sports and conferences.

Current situation and institutional gaps at SUA, by Eric Crawford and Hezron Sanga

The presentation was made by Eric Crawford. It covered the following types of needs: human resource (staff) development, policies and procedures, management and administrative systems, and links with the private sector.

For staff development, four priority areas were identified: (1) first, short courses at SUA or outside. These could be on competitive grant writing, teaching methods and intellectual property rights; (2) study tours to the US or elsewhere to gain experience on proposal writing and publications; laboratory procedures and other research skills; and management and administrative systems and procedures; (3) support for sabbatical leave; and (4) support for attending professional meetings.

With regard to policies and procedures at SUA, the identified priorities are: (1) support development of some important policies such as the use of computers, software and e-mail; handling of sensitive data and managing student affairs; (2) support the enhancement of research productivity, for example by providing funds for research initiation and awards for

research excellence; (3) provide support for teaching/academic programs in the areas of student counseling, internship and job placement services.

With respect to management and administrative systems, support is needed for leadership training for senior administrators; computerization of student, financial and administrative records; and the development of procedures for financial management and control, and admissions. In order to build structural linkages with the private sector, the following priorities were identified: (1) support the establishment of a Private Sector Advisory Board to SUA; (2) support research on applied problems of interest to the private sector (by SUA post-graduate students and academic staff); (3) support student internship placement with the private sector, such as agribusiness firms and commercial farms; (4) support the creation of a SUA agribusiness outreach coordinator. The coordinator will establish internships, research opportunities, job placements and collate on-going feedback from employers.

Moving Forward on Gender Issues, by Kathleen Colverson and Susan Nchimbi-Msolla

This presentation was made by Kathleen Colverson. This is a follow-up of the presentation made during the first day by Susan Nchimbi-Msolla. It elaborated on the key issues affecting women at SUA. Some are specific to female faculty members and others to the female students.

For SUA female faculty members, the issues include the perception that women's primary responsibility is at home, taking care of the children, the sick, and the elderly. In many cases when a woman starts a family, she has to leave the work place, albeit temporarily. This lack of continuity affects her chances for promotion. Another hindrance to female faculty members' advancement is the mandated age limits on certain senior positions. This discriminates against women because they are normally promoted late. Female students are handicapped even before enrollment. At secondary school level few female students study mathematics, which is a requirement for entry to SUA. The end result is that only a few female students are enrolled. Unwanted pregnancies force some of those who are enrolled to drop out.

To further improve the gender situation at SUA, first and foremost is to acknowledge the fact that gender is a crosscutting issue. It should therefore be addressed in all sectors and aspects of the university, including identifying and formulating priorities in: Institutional strengthening; Professional development of faculty and staff; Curricula review; Collaborative research as well as in the Extension systems. To this end, the priority-setting exercise during this workshop is a good start. Gender has been identified as a critical priority area in Training (Gender in Agriculture), and in Collaborative Research (Gender and Agricultural Productivity).

Role of SUA in Extension and Professional Continuing education SUA, by Amon Mattee and Isaac Minde

The paper was presented by Amon Mattee. The paper started off by observing that one of the mandates of SUA is to undertake outreach activities. In fulfillment of this mandate, the Institute of Continuing Education (ICE) was created in 1988 to be the outreach arm of the University. Among its functions are to provide facilities for short-term training and other

professional development programs and to coordinate the efforts of the various organs/units in SUA to link with stakeholders outside the university, including farmers and various professionals in the public and private sector.

Currently the efforts by SUA to engage in extension have been mostly in the context of specific projects with a definite time limit. Also, SUA has not yet created any professional continuing programs that respond to the needs of various stakeholders in the wider community. The situation is mostly due to the challenges the university is facing in this area including: inadequate budgetary allocation; lack of workable and facilitative institutional framework within and outside SUA; and lack of incentives for staff to get involved in extension. There are also some challenges specific to ICE: shortage of funds due to inadequate government subvention; inadequate staff capacity; inadequate facilities; and weak linkages with other organs/units within SUA.

A possible way forward may be looked at in two timeframes: in the short-term, follow-up on the study done by PANTIL, which mapped out key stakeholders and their needs that could be addressed by SUA. In the long-term, it is necessary to develop a policy within SUA on extension and continuing education activities. Among other things, the policy should define and set goals, identify areas of focus, and establish institutional modalities.

Some Reflections and Progress on the SUA Corporate Plan 2012–2015, by Hezron Sanga

This third Corporate Strategic Plan (CSP) since 1997 builds on the previous two. It puts emphasis on capacity development, quality assurance and outreach programs.

During the lifespan of the second CSP, SUA registered some notable achievements. Examples include: formulation of important policies; increase in the number of programs offered and student enrollment; and increased space for research, teaching library and student' accommodation.SUA has signed Memoranda of Understanding (MoUs) with 46 external and local institutions. These achievements were realized amidst several constraints that include: inadequate resources, both financial and physical, to meet planned and expanded activities; unattractive pay packages and extremely poor retirement benefits that erodes staff motivation; and an outdated and inadequate student data management system, which is necessary for the semester system to work properly.

The current CSP lays strong emphasis on marketing and publicizing SUA. It spells out the need to market SUA's academic programs, outreach and other services. The website is an important tool for this. To accomplish this and the other aspects of the CSP, it is necessary to look for funds from various sources. The SUA CSP Implementation Coordinating Committee (CSPICC) shall oversee the implementation of the CSP.

Priorities in Infrastructure Development:

- I. ICT
- II. Electricity
- III. Library
- IV. Laboratories
- V. Teaching space
- VI. Office space

- VII. Water
- VIII. Hostel facilities for students, especially female students

Priorities for institutional strengthening and short-term courses:

- I. Staff and leadership development (mentoring and counseling)
- II. Access to academic information by staff/students and people outside to access academic information from SUA through digital repository
- III. Support for administrative and financial systems (gender issues, policy review)
- IV. Curriculum development and review
- V. Private sector linkages in curriculum development and review, committees, and University Council, and internships

Priorities in extension and continuing education:

- I. Upgrade extension and outreach infrastructure and facilities (hostels, conference halls, cafeteria, ICT facilities, publication, SUA TV and radio and transport)
- II. Create MoUs with the District Councils, SUA and NGOs to strengthen linkages, starting with those that SUA was involved with under PANTIL
- III. Create short-term continuing education courses based on the PANTIL study which profiled all key stakeholders for SUA
- IV. Provide training to SUA staff and service providers in gender sensitization, research methods including gender analysis
- V. Include extension and outreach in the CSP so as to develop a policy that includes job descriptions that will demand staff to be engaged in extension and outreach activities

7.0 Way Forward

David Kraybill appreciated the outputs from the two-day workshop because they will form the basis for elaborating on interventions in the respective areas during the next four-and-half years. As first steps, relevant committees and groups will be constituted to oversee the selection process for candidates for training and themes and topics for Collaborative Research. With regards to SUA Institutional Strengthening, the iAGRI leadership and SUA management will meet to establish concrete priorities based on the outputs of the workshop.

8.0 Closing

The SUA Vice Chancellor, Prof. Gerald Monela, officiated the closing of the two-day workshop (Annex 7). He expressed his pleasure to witness what he termed 'a very successful workshop'. He observed that the workshop agenda flowed logically, a lot of substance was covered, and participation was wonderful.

He noted that the NA study complemented the findings from three SUA activities. These are the CSP, tracer studies and the restructuring report. The NA study therefore highlights issues instrumental in guiding decision making for future investments in research, training and institutional strengthening.

He thanked USAID for financial support, OSUC for their technical support and the SUA team for their willingness and readiness to implement the iAGRI activities. He also thanked the workshop organizers for the excellent preparations and conduct of the workshop

Finally, Professor Monela said that he was looking forward to working with his SUA management team to make sure that the iAGRI investments, past, present and future become a success. He then declared the workshop officially closed.

9.0 Workshop Evaluation

At the end of day one and day two, participants were given an opportunity to evaluate some important aspects of the workshop. They were invited to give their opinions on a scale of four on the following: registration process, workshop materials provided, paper presentations; and workshop facilities, length, content and organization of the workshop sessions. In an open-ended frame, they were asked to state what they liked most and least about the workshop and to suggest ways for improvement.

In general the responses were quite positive as illustrated in Annexes 8 and 9. The majority of participants rated highly the quality of the organization, contents and conduct of the workshops. They appreciated the participatory atmosphere, specifically mentioning the opportunity for staff from different institutions to meet together to share and discuss issues of common interest.

Some participants felt that the venue was not very conducive. For a few, the sessions were too long; to others, somewhat short. Some participants felt that the group tasks could have been more focused, and for some, more time should have been provided for group discussions.

All said, the majority of participants were of the opinion that the workshop achieved the objectives for which it was planned and implemented.

Annex 1. Workshop Program Day One

Monday 17 October 2011:

Chairperson: Prof. Bendantunguka Tiisekwa, Dean, Faculty of Agriculture

Facilitator: Mr. Oziniel Kibwana, Senior Lecturer Moshi University College of Business and Cooperative Studies

Time	Activity	Responsible
0830-0930	Registration	Aneth Kayombo
0830-0930	OPENING REMARKS	
	Welcome Note and Objectives of iAGRI	David Kraybill
	Welcome Note from Vice Chancellor, SUA	Gerald Monela
	A Note from Private Sector Representative	Isaac Dallushi
	A Note from USAID Representative	Kevin McCown
	Opening Address by Permanent Secretary, Min of Agric. Food Security and Cooperatives	Mohamed Muya
0930-0945	Objectives and Methodology of the Needs Assessment	Isaac Minde
0945-0930	Tanzania Food Systems and Future Skill Requirements	Steve Haggblade and E. Msuya
0930-0945	Gender Issues in SUA and MAFC	Kathleen Colverson and Susan Nchimbi-Msolla
0945-1000	Training Needs at SUA and MAFC	Eric Crawford, Justa Katunzi and Apenda Mrinji
1000-1015	Collaborative Research for SUA and MAFC	Isaac Minde, Gungu Mibavu and John Banzi
1015-1045	Tea-Coffee	
1045-1130	Discussion on the Needs Assessment Study	Facilitator
1130-1145	Introduction to Priority Setting	Facilitator
1145-1230	Formation of Groups and Preliminary Discussion on Priority Setting	Group Chairpersons
1230-1330	Group Lunch	
1330-1430	Group Discussion on Priority Setting: Group A: Training Group B: Collaborative Research	Facilitator
1430-1530	Plenary Presentation Group A: Group B:	Facilitator
1530-1600	Tea Coffee Break	
1600-1700	Conclusions and Recommendations	Facilitator
1700-1715	Closing	Vice Chancellor SUA

Annex 2. List of Participants Day One

No.	Surname	First Name/Initials	Sex	Title	Institution
1	Monela	Gerald	M	Vice Chancellor	SUA
2	Gillah	Peter	M	Deputy Vice Chancellor (Academic)	SUA
3	Tiisekwa	Bendantunguka	M	Dean Faculty of Agriculture	SUA
4	Luziga	Claudius	M	Head of Dept, Anatomy	SUA
5	Muzanila	Y.C.	M	Dean Faculty of Science	SUA
6	Matovelo	Doris S.	M	Director of Library	SUA
7	Mbwambo	Jonathan	M	Director ,DSI	SUA
8	Busagala	Lazaro	M	Head of Dept, Informatics	SUA
9	Lyimo-Macha	Joyce	F	Director ,ICE	SUA
10	Mahonge	C.	M	Deputy Director	SUA
11	Ishengoma	Romanus C.	M	Coordinator, EPINAV	SUA
12	Mnembuka	Beno	M	Head of Dept, Animal Science	SUA
13	Msuya	Catherine	F	Head of Dept, Agric Education & Ext	SUA
14	Hamad	Mahamud	M	Lecturer; Dept of Agric Economics & Agribusiness	SUA
15	Silayo	Valerian	M	Head of Dept, Agric Engineering & Land Planning	SUA
16	Rwehumbiza	Filbert	M	Head of Dept, Soil Science	SUA
17	Rweyemamu	Cornel	M	Head of Dept, Crop Science & Prod	SUA
18	Chove	Bernad E.	M	Head of Dept, Food Science & Tech	SUA
19	Mattee	Amon	M	Needs Assessment Task Force Member	SUA
20	Sanga	Hezron	M	Needs Assessment Task Force Member	SUA
21	Myaka	F.	M	Director Research and development for Permanent Secretary	MAFC
22	Achayo	Emmanuel	M	Director of Policy & Planning	MAFC
23	Asenga	N.A.	F	Director of Training	MAFC
24	Kirenga	Geoffrey	M	Director of Crop Development	MAFC
25	Maffa	D.	M	Director of Human Research	MAFC
26	Jeremiah	Justa	F	Needs Assessment Task Force Member	MAFC
27	Banzi	John	M	Needs Assessment Task Force Member	MAFC
28	Mibavu	Gungu	M	Needs Assessment Task	MAFC

				Force Member	
29	Mrinji	Apenda	M	Needs Assessment Task Force Member	MAFC
30	Dalushi	Isaac	M	Vice President	TCCIA
31	Muhikambele	Vedasto	M	Director Research and Post Graduate Studies	SUA
32	Nchimbi-Msolla	Susan	F	Deputy Director Research and Needs Assessment Task Force Member	SUA
33	Haggblade	Steve	M	Professor	MSU
34	Crawford	Eric	M	Professor	Michigan.Univ.
35	Colverson	Kathleen	F	Associate Director	Univ.of Florida
36	Mullei	Maria	F	Monitoring and Evaluation Specialist	Virginia Tech and State University
37	Allen	Andrea	F	Gender Specialist	MSU
38	Akoonayi	H.	M	Assistant Zonal Director	MAFC
39	Zaid	Chaboba	M	Zonal Director	E. Zone,Ilonga
40	McCown	Kevin	M	Agreement Officer's Technical Representative (iAGRI)	USAID,DSM
41	Erbaugh	Mark	M	Leader, OSU Consortium	Ohio State Univ
42	David	Kraybill	M	Project Director	iAGRI
43	Minde	Isaac	M	Project Deputy Director	iAGRI
44	Lema	Ninatubu	M	Assistant Director Research & Development	MAFC

Annex 3. Workshop Program Day Two

18 October 2011

SOKOINE UNIVERSITY OF AGRICULTURE:

Chairperson: Prof. Bendantunguka Tiisekwa, Dean, Faculty of Agriculture

Facilitator: Mr Oziniel Kibwana, Senior Lecturer Moshi University College of Business and Cooperative Studies

Time	Activity	Responsibility
0830-0900	ICT, Water and Electricity Issues at SUA	Eric Crawford, Hezron Sanga
0900-0930	Teaching Instructional/Office Space	Kathleen Colverson and Susan Nchimbi-Msolla
0930-1000	Role of ICE and Role of Ag Extension at SUA	Isaac Minde and Amon Mattee
1000-1030	Some Reflection and Progress on the Corporate Strategic Plan 2012-2015	HezronSanga
1030-1100	Coffee - Tea Break	
1100-1120	Guidelines on Setting Priorities	Facilitator
1120-1220	Discussion of Priorities Two Groups with each covering all areas	Facilitator
1220-1300	Plenary Presentation Group A: Group B:	Facilitator
1300-1315	Closing	Vice Chancellor, SUA

Annex 4. List of Participants: Day Two

No.	Surname	First Name/Initials	Sex	Title	Institution
1	Monela	Gerald	M	Vice Chancellor	SUA
2	Gillah	Peter	M	Deputy Vice Chancellor (Academic)	SUA
3	Tiisekwa	Bendantunguka	M	Dean Faculty of Agriculture	SUA
4	Luziga	Claudius	M	Head of Dept, Anatomy	SUA
5	Muzanila	Y.C.	M	Dean Faculty of Science	SUA
6	Matovelo	Doris S.	M	Director of Library	SUA
7	Mbwambo	Jonathan	M	Director ,DSI	SUA
8	Busagala	Lazaro	M	Head of Dept, Informatics	SUA
9	Lyimo-Macha	Joyce	F	Director ,ICE	SUA
10	Mahonge	C.	M	Deputy Director	SUA
11	Mnembuka	Berno	M	Head of Dept, Animal Science	SUA
12	Msuya	Catherine	F	Head of Dept, Agric Education & Extension	SUA
13	Hamad	Mahamud	M	Lecturer, Dept of Agric Economics & Agribusiness	SUA
14	Silayo	Valerian	M	Head of Dept of Agric Eng & Land Planning	SUA
15	Rwehumbiza	Filbert	M	Head of Dept, Soil Science	SUA
16	Rweyemamu	Cornel	M	Head of Dept, Crop Science & Production	SUA
17	Chove	Bernad E.	M	Head of Dept, Food Science & Technology	SUA
18	Mattee	Amon	M	Needs Assessment Task Force Member	SUA
19	Sanga	Hezron	M	Needs Assessment Task Force Member	SUA
20	Muhikambebe	Vedasto	M	Director Research and Post Graduate Studies	SUA
21	Nchimbi-Msolla	Susan	F	Deputy Director Research and Needs Assessment Task Force Member	SUA
22	Haggblade	Steve	M	Professor	MSU
23	Crawford	Eric	M	Professor	Michigan .Univ.
24	Colverson	Kathleen	F	Associate Director	Univ.of Florida.
25	Mullei	Maria	F	Monitoring and Evaluation Specialist	Univ.of Florida
26	Allen	Andrea	F	Gender Specialist	MSU
27	Erbaugh	Mark	M	Leader, OSU Consortium	Ohio State University
28	David	Kraybill	M	Project Director	iAGRI
29	Minde	Isaac	M	Project Deputy Director	iAGRI

Annex 5. Welcome Note and Objectives of iAGRI

Dr David Kraybill
Project Director, iAGRI
Professor, Ohio State University

Welcome to this Inception and Priority-Setting Workshop for the Innovative Agricultural Research Initiative, iAGRI. I would like to acknowledge our friends from Sokoine University of Agriculture (SUA), especially Vice Chancellor Gerald Monela, and from the Ministry of Agriculture, Food Security, and Cooperatives (MAFC), especially Dr. Fidelis Myaka, who is representing the Permanent Secretary. I also welcome our friends from private sector organizations. Finally, to colleagues from the United States from Ohio State University, Michigan State University, Virginia Tech, and University of Florida, welcome!

The purpose of this workshop is to set priorities for the training, research, and capacity-building activities of iAGRI over the next five years. The iAGRI project fits within the scope of two current, large-scale efforts to boost agriculture in sub-Saharan Africa: the Comprehensive Africa Agriculture Development Program (CAADP) and Feed the Future (FtF). CAADP, sponsored by the New Partnership for Africa's Development (NEPAD), is an effort of African governments to make agriculture serve as an engine of economic growth. CAADP's goal is the elimination of hunger and reduction in poverty through agriculture. To that end, African governments have committed themselves to spending at least 10% of their budgets on agriculture and to raise agricultural productivity by at least 6% per year.

Feed the Future (FtF) is an initiative of the American government to reduce hunger and increase food security in 20 focus countries, of which more than half are located in sub-Saharan Africa. Tanzania is one of the first countries in Africa in which FtF has been initiated. It is a much-welcomed initiative in view of the fact that over the past several decades, many donors had cut back on funding for agriculture.

The objectives of the iAGRI project are to:

- provide advanced degree training in the agricultural biological and social sciences for 120 Tanzanian post-graduate students;
- establish a program of collaborative agricultural research with SUA and the Ministry of Agriculture, Food Security, and Cooperatives (MAFC);
- strengthen the capacity of SUA to develop and implement instructional, internship, and outreach programs that respond to the demands of Tanzania's emerging agricultural and food systems; and
- promote cooperation between Sokoine University, U.S. universities, and universities in the Global South.

The key stakeholder organizations on which iAGRI are focused are SUA and MAFC. Within SUA, the project targets the Faculty of Agriculture and within MAFC, the National Agricultural Research System.

The United States Agency for International Development (USAID) issued a Request for Applications in late December 2010 for a project on collaborative agricultural research and

capacity building in Tanzania, focused on SUA and MAFSC. Ohio State University had undertaken research with SUA faculty members over the preceding 10 years through two Collaborative Research Support Program (CRSPs): the Integrated Pest Management CRSP and the Sorghum and Millet CRSP. My colleague, Dr Mark Erbaugh has been the leader of these initiatives at Ohio State University. In addition, the Higher Education Partnership for African Development (HEPAD), begun in 2005, brought Ohio State University and Michigan State University to SUA and other universities in East Africa for degree training and program development.

Ohio State University, in developing the iAGRI proposal, assembled a consortium of U.S. universities to implement the project with OSU as the lead institution. The other members of the consortium are Michigan State University, Virginia Tech, University of Florida, Tuskegee University, and Iowa State University. Together, the consortium universities have a vast amount of experience working in agricultural development in Africa and other parts of the world.

In March of this year, OSU was informed that we were awarded a cooperative agreement to implement iAGRI. We are honored and delighted to have this opportunity to help guide these important training and research investments in Tanzania's agricultural sector. In an earlier era, in the 1960s, USAID built the initial buildings on the SUA campus. It is exciting to be part of this re-launching of a large-scale USAID project at SUA, as well as at the Ministry.

The first major activity of iAGRI, envisioned in the proposal, was a needs assessment for training, research, and capacity building. A needs assessment team, headed up by Michigan State University and involving members from SUA, MAFC, and the University of Florida, has been hard at work gathering data, conducting interviews, and writing a report. Prior to this workshop, each of you received a copy of the needs assessment report, which provides substantial input for the priorities to be set at this workshop. I want to thank Dr Eric Crawford of Michigan State University for heading up the needs assessment and to Dr Isaac Minde, the Deputy Project Director for iAGRI, for coordinating information gathering on the ground here in Tanzania for the needs assessment.

Again, a warm welcome to the iAGRI Inception and Priority-Setting Workshop. May we move ahead with clear sightedness as we prepare to train the next generation of this country's agricultural scientists, as we lay the groundwork for collaborative research on vital issues and pressing problems that affect food security, and as we identify critical investments for building capacity in the agricultural knowledge system of Tanzania.

**Annex 6. Opening Remarks by Dr Fidelis Myaka, Director of Research and Development
on behalf of Mr Mohamed Muya, Permanent Secretary, Ministry of Agriculture, Food
Security, and Cooperatives**

Food consumption patterns are changing rapidly in Tanzania and other African countries. Growing per capita incomes and rising urbanization are combining to produce rapid growth in demand for food commodities.

While food production on-farm will need to increase greatly to match Tanzania's growing population, growth in marketed food volumes will increase even faster. Our increasingly commercial agriculture will expand to meet this growing market demand, and related farm input purchases of seeds, fertilizer, herbicides, feeds and veterinary services.

The reality today in Tanzania is that food insecurity, low agricultural productivity, and limited diversity of economic activities contribute to a cycle of poverty. Between 2000 and 2007, malnutrition increased in rural mainland Tanzania and levels of food deprivation increased in a number of the country's regions. Seventeen percent of the mainland Tanzanian population was below the food poverty line in 2007. Undernourishment is especially high among children: 38% of children under five were chronically malnourished and 22% were underweight in 2007.

Agriculture is a source of livelihood for 80% of Tanzanians and the dominant food source, along with imports. Many food producers themselves suffer from food insecurity in terms of caloric, protein, and micronutrient deficiencies. Food insecurity throughout the country and persistent poverty in rural areas are deeply intertwined. Breaking the cycle of material deprivation requires solutions that address food production, food availability, food access, food utilization, and stability of the food system.

Productivity among our smallholder farmers is stagnant, depleting the economy of vitality. The agricultural sector's annual growth rate of 3.5% is insufficient to significantly reduce rural poverty and improve national food availability per capita, given the annual population growth rate of 2.9%.

Increasing smallholder productivity requires a transformation that moves farmers out of the semi-subsistence, low-input, low-productivity farming that dominates the rural economy. Agricultural transformation in Tanzania can be facilitated by developing, strengthening, and integrating agricultural research, training, and extension.

To transform agriculture and reduce malnutrition, the Government of Tanzania recently signed a CAADP Compact setting the goal of 6% annual agricultural productivity growth. In establishing this compact, the Government of Tanzania, civil society, and the private sector have demonstrated a commitment to invest in agriculture and food security. A key element of the government's plan is the Kilimo Kwanza (Agriculture First) campaign that prioritizes private sector-led agricultural development.

To meet the country's agricultural growth target will require new knowledge, new ways of doing business in agriculture and food systems, and greater accumulation of livelihood

assets by farm households. As the food system modernizes, skill requirements are evolving rapidly. Knowledge and experience relevant in the past are insufficient for launching the country on a new growth trajectory.

As a result of rapidly growing agribusiness activities, private firms will increasingly require skilled manpower and technical research to support their growing agro-processing, input supply and distribution activities. To support the private sector with timely training, research, and policy analysis, our public sector institutions will continue to require skilled personnel with advanced knowledge of agricultural and food systems.

As Tanzania implements policies to support agricultural sector growth, the Government of the United States of America approached us some time ago regarding a new initiative called Feed the Future, a program of the United States Agency for International Development (USAID). Building upon our Agricultural Sector Development Plan (ASDP) and the Tanzanian Agriculture and Food Security Investment Plan (TAFSIP), FtF aims to address the root causes of poverty, hunger and undernutrition and to harness the private sector in achieving these ends.

USAID and other partners have embraced the overall objectives of our National Strategy for Growth and Poverty Reduction (MKUKUTA). We welcome country-led initiatives such as FtF as we plan and implement policies for making agriculture an engine of growth in our economy.

Current human resource capacity in Tanzania is inadequate to substantially increase the rate of agricultural transformation. The old way of thinking and doing business no longer suffices and a new course must be charted. Talented, trained individuals will drive this change. Sokoine University of Agriculture, the country's only agricultural university, has long been a producer of trained personnel. SUA, like other agricultural universities in Africa, has populated our government agencies with its graduates. As the agricultural sector evolves, SUA must also evolve, producing the analysts and entrepreneurs who will lead the processes of change in a largely private sector-driven agricultural and food system.

Around the world, national agricultural research systems have played a vital role in transforming small-scale agriculture. CAADP Pillar 4 calls for boosting agricultural research and ensuring that research results are disseminated. Boosting research requires increased funding, and funds are more likely to become available if agricultural and nutrition research organizations become truly indispensable to households, communities, and agribusinesses. Research must be done on the topics of the most pressing concern to stakeholders

This workshop brings together key stakeholders of the Innovative Agricultural Research Initiative (iAGRI), one of the FtF projects in Tanzania. I understand the purpose of the workshop is to set priorities for training, research, and institutional capacity building. By helping to train the next generation of agricultural scientists and engaging in collaborative research, the iAGRI project addresses gaps in our current agricultural knowledge and information system. Your expertise is critical for making sure that the selected investments are guided by the emerging market demands of agricultural producers and consumers.

Annex 7. Closing Remarks by Professor Gerald Monela, Vice Chancellor, SUA

Distinguished Participants, Ladies and Gentlemen,

I am very pleased to be here at this time to witness the closure of a very successful workshop. I was with you for a whole half day yesterday and today participating in the workshop and I am a witness of how successful the workshop went.

The agenda had a good logical flow and a lot of substance was covered. Participation was wonderful and I am told that this was maintained for the whole day yesterday. The workshop was able to inform us all at one time and place about the origins of the project, its objectives and expected coverage.

The Needs Assessment study that was conducted in the last two months formed the basis of our discussion for the last one and half days. In particular, I would like to note that the study has complimented a great deal findings from SUA three major related activities. These are Corporate Strategic Plans, Tracer Studies and the Restructuring Report. The study has highlighted issues that are going to be very instrumental in guiding decision making in our future investment plans mainly in research, training and institutional capacity building.

The commitment in training and collaborative research is a very welcome idea. However, what is also very important at this time for SUA is the contribution that will be made available through the institutional capacity-building component. SUA needs a lot of support in a number of areas including, but not limited to, water, electricity, library, ICT, lecture halls, etc.

I am informed that this workshop has come up with broad priority areas that will provide guidelines in future investment in training, collaborative research and institutional capacity building.

I really look forward working with my management team to make sure that the investment made so far in iAGRI including this workshop and future anticipated investments become a success.

Let me very sincerely thank USAID for their financial support, the OSU consortium of universities who are our implementing partners in this project and my SUA team who are ready and willing to participate in the implementation of the iAGRI activities.

Let me thank also the organizers of the workshop for having prepared a solid agenda and guiding the process of invitations and conduct of the workshop.

Last but not least, let me thank all of you for your attendance and very active participation in the last one and half days.

With these few words I am now pleased to declare the workshop officially closed. Thank you and God Bless You!

Annex 8. Workshop Evaluation Day One

1. How satisfied or dissatisfied were you with the registration process?

	Count	Percent
a	0	0.0%
b	0	0.0%
c	7	22.0%
d	25	78.0%

2. How satisfied or dissatisfied were you with the workshop materials provided?

	Count	Percent
a	0	
b	11	34.5%
c	20	62.5%
d	1	3.0%

3. Overall, how satisfied or dissatisfied were you with the speakers/presenters?

	Count	Percent
a	0	
b	0	
c	15	47.0%
d	17	53.0%

4. Overall, how were you satisfied, or dissatisfied with the workshop facilities?

	Count	Percent
a	0	
b	2	6.0%
c	19	59.5%
d	11	34.5%

5. Did you feel the length of the workshop was :

	Count	Percent
e	5	16.0%
f	25	78.0%
g	2	6.0%

6. How strongly do you agree or disagree with the statement:
"the content of the workshop was informative"?

	Count	Percent
w	0	
x	0	
y	16	50.0%
z	16	50.0%

7. How strongly do you agree or disagree with the statement:
"the workshop was well organized"?

	Count	Percent
w	0	
x	0	
y	19	59.0%
z	13	41.0%

Key:

For Nos 1-4

For No 5

For Nos 6 and 7

a Very dissatisfied

e Too long

w Strongly disagree

b Dissatisfied

f Just about right

x Disagree

c Satisfied

g Too short

y Agree

d Very satisfied

z Strongly agree

Annex 9. Workshop Evaluation: Day Two

1. How satisfied or dissatisfied were you with the registration process?

	Count	Percent
a	0	0.0%
b	0	0.0%
c	5	28.0%
d	13	72.0%

2. How satisfied or dissatisfied were you with the workshop materials provided?

	Count	Percent
a	0	
b	1	5.5%
c	9	50.0%
d	8	44.5%

3. Overall, how satisfied or dissatisfied were you with the speakers/presenters?

	Count	Percent
a	0	
b	0	
c	6	33.3%
d	12	66.7%

4. Overall, how were you satisfied, or dissatisfied with the workshop facilities?

	Count	Percent
a	0	
b	0	0.0%
c	13	72.2%
d	5	27.8%

5. Did you feel the length of the workshop was :

	Count	Percent
e	1	5.5%
f	17	94.5%
g	0	0.0%

6. How strongly do you agree or disagree with the statement:
"the content of the workshop was informative"?

	Count	Percent
w	0	
x	0	
y	9	53.0%
z	8	47.0%

7. How strongly do you agree or disagree with the statement:
"the workshop was well organized"?

	Count	Percent
w	0	
x	0	
y	10	55.5%
z	8	44.5%

Key:

For Nos 1-4

For No 5

For Nos 6 and 7

a Very dissatisfied

e Too long

w Strongly disagree

b Dissatisfied

f Just about right

x Disagree

c Satisfied

g Too short

y Agree

d Very satisfied

z Strongly agree

Annex 10. Power Point Presentations